SOCIAL JUSTICE AND THE ROLE OF BUSINESS: A CASE STUDY OF SORBET FRANCHISEES IN KWAZULU-NATAL

Submitted in fulfilment of the requirements of the
degree of Master of Management Sciences

Specialising in
Business Administration
in the

Faculty of Management Sciences
at the Durban University of Technology

ANDREA AVRIL ANDERSON

SUPERVISOR: DR L. LEKHANYA

NOVEMBER 2023

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APPROVED FOR EXAMINATION

Supervisor (Affiliation): _____(signature) Date: 08/08/2024

ABSTRACT

Small and medium-sized businesses (SMEs) are crucial to the nation's prosperity. A robust SME sector significantly contributes to the economy's Gross Domestic Product by lowering poverty and unemployment rates and encouraging entrepreneurship. Despite their substantial relevance and contribution to economic growth, SMEs worldwide— particularly in South Africa—continue to suffer a number of difficulties. This study explored the role of Small and Medium Enterprises (SMEs) in promoting social justice and business transformation in KwaZulu-Natal. The growth and prevalence of SMEs are both noticeably low in KwaZulu-Natal. As a result, the objectives of the study are to examine the difficulties in KwaZulu-Natal with regard to SME funding and governmental support for Sorbet, to identify the function of change management in advancing Sorbet's social justice in KwaZulu-Natal and to list the social justice initiatives that Sorbet in KwaZulu-Natal has implemented and to establish Sorbet, the chosen SME, and its plans for promoting transformational business in KwaZulu-Natal. Sorbet is a well-known network of beauty and wellness salons that is well regarded for its exceptional services and dedication to promoting social justice and improving the society. Sorbet effectively incorporates corporate social responsibility into their business strategy, actively participating in a range of social issues such as women's empowerment, youth development, and community assistance projects. The brand's inclusive policies and commitment to ensuring equal opportunities for workers and customers demonstrate the important role that companies can have in advancing social change and justice in society. The study examined the various forms of social justice and business transformation strategies perceived by employees and managers of a selected SME, Sorbet, in KwaZulu-Natal. The research design adopts a quantitative approach with a pre-coded structured questionnaire administered to the selected sample. Using Sekaran and Bougie's (2016) computed statistical table, out of a target population of 330 elements, the sample equated to n = 181. The simple random sample without replacement was used to select the requisite selection. The researcher collected the completed questionnaires, capturing the data to form a data set. The questionnaire used for this study included a mix of structured questions with

closed-ended responses and Likert-scale statements. These were designed to target a specific area and gather accurate data that could be analysed statistically. This was statistically tested using the more robust tools of parametric tests with the aid of the Statistical Package for Social Sciences (SPSS). The statistical breakdown was performed in two stages, specifically a descriptive statistical analysis and inferential statistics to evaluate the hypotheses. Several significant findings emerged from the thorough theoretical examination of the statistics. Furthermore, these findings were corroborated by other authors and researchers who conducted comparable investigations and whose results were analysed in relation to the findings of the present study. The study contributes academically to the field of Management, specifically the SME sector, within South Africa and explores its adaptability to the South African context. The research design includes descriptive statistics for the quantitative data gathered in the form of graphs, cross-tabulations, and other figures.

Examples of inferential techniques include correlations and chi-square test results, which are interpreted using p-values. A statistical significance statement is typically used to report a result. A test statistic generates a p-value. "p 0.05" indicates a significant finding. "p 0.05" indicates an important finding. The exploratory framework created as a model for Sorbet, in conjunction with the study's findings and suggestions, may prove useful for future goal-oriented strategies by the Organisation. The study concludes with recommendations for future research in this emerging field.

Keywords: business transformation, KwaZulu-Natal, SME, social justice, Sorbet

DECLARATION

I hereby declare that this thesis, submitted in fulfilment for the Master's in Management Sciences Degree in the Faculty of Management Sciences at the Durban University of Technology, has not been previously submitted by me for a Degree at this or any other University. This dissertation is my own work in design and execution, and all the materials therein have been duly acknowledged.

	08 March 2024
Initial and Surname: A Anderson	**Date**
Student Number: 21855250	
	08/08/2024
Supervisor: DR L. Lekhanya	**Date**

DEDICATION

This study is dedicated to My Dear Lord and Saviour; thank you, Lord, for being faithful to your word and for never leaving me through this journey (Deuteronomy 31:6). I finished this study because with You, Lord, all things are possible (Mathew 19:26). With God, I can do all things through Him who gives me strength (Philippians 4:13) Thank you, Father for the strength you had given me to get through this process especially when I doubted my abilities.

To my family- my husband, Alton, my two daughters, Jamie and Emily and my best friend, Seshini Gunpath.
"Thank you for believing in me - your constant motivation, unconditional love, and for the sacrifices you have made to help me complete my study,"

Alton, my supportive husband, thank you for believing in me and staying awake many late nights and supporting me in doing my work.

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LIST OF ACRONYMS

FIDH	International Federation of Human Rights
GDP	Gross Domestic Product
ILO	International Labour Organisation
OECD	Organisation for Economic Co-operation and Development
SEDA	Small Enterprise Development Agency
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
UN	United Nations
CSR	Corporate Social Responsibility
SEW	Sorbet Empowering Women+Men
KMO	Kaiser-Meyer-Olkin

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CHAPTER 1
BACKGROUND AND OVERVIEW OF THE STUDY

1.1 Introduction

While globalisation has created opportunities and benefits, millions of workers and employers worldwide have had to face new and complex challenges (Purnell, 2018:56). Zajda (2015:112) articulates that the globalised economy has displaced workers and enterprises to new locations, resulting in the sudden accumulation of flight of capital and financial instability which has led to the 2008 global economic crisis. According to Hilmersson and Johanson (2016:67), the importance of Small and Medium Enterprises (SME) has increased substantially worldwide in the aftermath of the 2008 financial crisis.

SMEs make crucial contributions to job creation and income generation, accounting for two-thirds of all jobs worldwide (Paavel, Karjust and Majak, 2017:653). Kramer, Wirth, Jamous, Klinger, Becker, Friedrich and Schneider. (2017) explains that the importance of SMEs has become more vital in recent years because of the significant employment challenges in many developing economies. Therefore, promoting SMEs has been a critical intervention for the International Labour Organisation (ILO). The ILO is a United Nations agency whose mandate is to advance social justice and promote decent work by setting international labour standards (Carroll and McCann, 2016:68). The ILO Declaration on Social Justice for a Fair Globalisation (2008) reaffirmed the relevance of the ILO's mandate to promote social justice using all the means available to it (Semrau, Ambos and Kraus, 2016:1931). The ILO advisory services on SME policies are in high demand among ILO member countries of which South Africa is a member (Hamann, Smith, Tashman and Marshall, 2017:33). Mavimbela and Dube (2016:122) illustrate that this demand has become stronger as a result of the employment challenges. The aspiration for social justice, through which every working man and woman can freely claim their fair share of the wealth they have helped to generate, is as significant

today as it was when the ILO was created in 1919 (Nieuwenhuizen, 2019:668). Semrau *et al.* (2016:1932) maintain that the current global economy has grown unprecedentedly. Aided by new technologies, people, capital, and goods are moving between countries at a speed that has created an interdependent global economic network affecting virtually every person (Cant and Wiid, 2016:1877).

The value of SMEs has been emphasised in the South African context. Nieuwenhuizen (2019:669) asserts that SMEs are identified as productive drivers of inclusive economic growth and development in South Africa and worldwide. Researchers have estimated that, in South Africa, SMEs make up 91% of formalised businesses, employ about 60% of the labour force, and total economic output accounts for roughly 34% of gross domestic product (GDP) (Maduku , Mpinganjira and Duh, 2016:722); (Schachtebeck, Groenewald and Nieuwenhuizen, 2017:3). Cant and Wiid (2016:1877) affirms that while contributing significantly to the economy, SMEs foster diversification through their development of new and unsaturated sectors of the economy. In contrast, Maduku *et al.* (2016:722) clarify that SMEs are considered an essential contributor to the economy as drivers for reducing unemployment, especially since the formal sector continues to shed jobs. Considerable attention is required to emphasise the value of SMEs in promoting business transformation in South Africa amidst socioeconomic challenges (Mavimbela and Dube, 2016:133).

Small and medium-sized enterprises (SMEs) are crucial participants in the economy, playing a significant role in lowering unemployment, particularly while the formal sector continues to experience job losses. The importance of SMEs in driving business change in South Africa, notwithstanding socioeconomic obstacles, has to be strongly emphasised (Mavimbela and Dube, 2016:133). Nevertheless, the abrupt onset of a pandemic, such as COVID-19, leads to unforeseen employment cuts and financial insecurity for these enterprises. Although the pandemic had a detrimental effect, it also encouraged small and medium-sized enterprises (SMEs) to quickly innovate and adapt, as plausible counterarguments indicate. A significant number of

individuals and businesses transitioned to digital platforms, experimented with fresh business models, and enhanced their ability to withstand challenges. This might result in enduring economic advantages and a more flexible and adaptive SME sector. This dual approach emphasises the intricacy of the pandemic's influence on SMEs, emphasising both the current difficulties and the possibility for beneficial change.

Gregurec, Tomičić-Furjan and Tomičić-Pupek (2021) are concerned about the present threat to the beauty industry: the global SARS-COV-2 pandemic. The pandemic has influenced enterprises of all sizes and industries. Although some industries have demonstrated resilience or established a new operational niche, most small and medium-sized service industry entrepreneurs have found themselves in "new normal" operating settings. The pandemic's harmful effects have impacted many aspects of life, with economic, political, social, and psychological ramifications (Ratten, 2020:629). The most significant influence, however, has been on human health and the perception of human health. Numerous nations have restricted commercial activity and implemented social distancing to prevent the spread of the COVID-19 virus. This resulted in lockdowns, reduced consumption, community closures, and the closure of companies.

Economic experts consider this pandemic a metaphorical *black swan* event, defined as "a surprise, unanticipated occurrence of tremendous significance and severe effects that significantly affect the political and economic climate", which might lead to corporate bankruptcies (Amankwah- Amoah, Khan and Wood, 2021:180). Technology experts refer to this as a worldwide disruption, viewed as an opportunity or a challenge to reform business models or install new technology to support business operations. Due to the COVID-19 disruption, SMEs are attempting to prevent a complete shutdown of economic activity by implementing digital technologies that were not previously considered a priority (Gregurec *et al.*, 2021). This research advances knowledge of how to bridge the gap in understanding how the COVID-19 pandemic influenced the current business models of SMEs to meet the goal of discovering academic and practical implications for making SME business

models more sustainable.

1.2 Background to the Study

Business transformation has become a norm due to demographic shifts, shifts in economic power, accelerating urbanisation, climate change and resource scarcity, and technological breakthroughs that redefine the way business gets conducted (Misati, Walumbwa, Lahiri and Kundu, 2017:66). As these global megatrends fundamentally disrupt business, industries are forced to reinvent themselves. In the South African context, business transformation has become a buzzword (Hamann *et al.,* 2016:28). However, Zajda (2015:132) argues that whilst major organisations invest their time and energy in crafting business ahead of competitors by leveraging insights and foresight to re-shape industries, defining new markets, customers, supply chains, products and experiences, SMEs can reinvent the business wheel of change by focusing on social justice initiatives and strategies at regional, community and grassroots levels to promote transformation in South Africa.

Business transformation and social justice do not act independently. The United Nations' 2006 document, *Social Justice in an Open World: The Role of the United Nations*, contends that "social justice may broadly get understood as the fair and compassionate distribution of the fruits of economic growth" (Purnell, 2018:56). The United Nations saw the term social justice

"*… a substitute for the protection of human rights [and] first appeared in United Nations texts during the second half of the 1960s. From the comprehensive global perspective shaped by the United Nations Charter and the Universal Declaration of Human Rights, neglect of the pursuit of social justice in all its dimensions translates into de facto acceptance of a future marred by violence, repression and chaos"* (Niemand and Nieuwenhuizen, 2018: 3-25).

SMEs play a crucial role in economic growth, job creation, regional and local development and social cohesion. The importance of SMEs is acknowledged by various international organisations, such as the United Nations (UN), the

Organisation for Economic Co-operation and Development (OECD), the International Federation of Human Rights (FIDH) and the International Labour Organisation (ILO), as being a significant driver for the transformation and social justice (Schachtebeck *et al.* 2017). Hamann *et al. (*2017: 33) conclude that "social justice is not possible without strong and coherent redistributive policies conceived and implemented by public agencies focusing on creating employment opportunities and promoting individual and community upliftment". Almost all businesses in the OECD area are small or medium-sized, generating around 60% of total employment and 50% to 60% of value-added on average (OECD, 2018).

The role of SMEs in the South African economy cannot be underestimated (Semrau *et al.*, 2016). These organisations have been given increasing policy attention in recent years, particularly in the context of third-world and developing countries. This is as a result of growing disappointment with the results of development strategies focusing on significant scale capital-intensive and high import-dependent industrial plants (Quartey, Turkson, Abor and Iddrisu, 2017:22). The impact of SMEs includes higher utilisation of local raw materials (Hamann *et al.,* 2017:33), employment generation (Alkhajeh and Khalid, 2018:2), encouragement of rural development (Paaval *et al.,* 2017:665), development of entrepreneurship (Quartey *et al.*, 2017:20), mobilisation of local savings, linkages with more prominent industries (Misati *et al.,* 2017:56), provision of regional balance by spreading investments more evenly (OECD, 2018), the requirement of avenue for self-employment and provision of opportunity for training managers and semi-skilled workers (Kramer *et al.,* 2017).

1.3 Problem Statement

Across the globe, SMEs substantially drive economic development in different countries (Zafar and Mustafa, 2017:199). SMEs contribute significantly to job opportunities for unemployed youth in South Africa (Mahadea and Kaseeram, 2018:5). However, the SME sector faces various challenges that need to be addressed for its sustainability in the long term. In their study, Masocha and

Fatoki (2018:3033) identified different SMEs' challenges: lack of government support, insufficient technological capabilities, reduced market share, and stiff competition from established business corporations (Masocha and Fatoki, 2018: 3032).

SMEs drive economic growth and reduce poverty levels, joblessness, and income inequalities in South Africa (Ramasobana and Fatoki, 2014). SMME News (2018) explains that the high level of crime is a pervasive problem in South Africa, and both formal and informal SMEs are equally affected. High start-up costs, high taxation, and excessive licensing requirements have greatly burdened SME survival in South Africa (Ramasobana and Fatoki, 2014: 283; SMME News, 2019a). Technology assists SMEs in reaping the benefits of improved efficiency, security of their information systems, and enhanced productivity (Gono, Harindranath and Özcan, 2016: 717). Technology is a precious resource that places a substantial financial burden on small and medium enterprises during the start-up stages of their business lifecycle (Gono *et al.,* 2016: 719). A lack of funding for SMEs to expand their market share and open more outlets has compounded these challenges (Madichie, Mpiti and referenceRambe*,* 2018). SMEs promote the enhancement of skills and the fostering of entrepreneurship, therefore enabling people to enhance their socio-economic standing. Nevertheless, SMEs often encounter substantial obstacles in their endeavours to make meaningful contributions to social justice. Obtaining financial resources is a significant obstacle for SMEs enterprises since they have difficulties in obtaining the required funds to expand and maintain their business activities (Todes & Turok, 2018). Furthermore, the advancement of these individuals might be hindered by regulatory and bureaucratic obstacles, as well as restricted opportunities to access markets and supply networks. The enduring effects of apartheid have resulted in some communities lacking the essential infrastructure and support structures required for full engagement in the economy. This further hinders the endeavours SMEs to bring about social transformation (Juliannisa & Siswantini, 2021). To overcome these obstacles, it is necessary for the government, financial institutions, and the private sector to work together in a coordinated manner. This collaboration will help provide a favourable climate

for SMEs to prosper and make valuable contributions to a fair and inclusive society (Bhorat, 2012).

KwaZulu-Natal is the third smallest province in South Africa but is the second largest contributor to the economy (SMME News, 2019b). KwaZulu-Natal contributes 15.7% to the national GDP, with trade and transport, manufacturing, finance and agriculture sectors being the key players (SMME News, 2019b: online). SMEs can and should be pivotal in promoting social justice in South Africa, especially in KwaZulu-Natal. The SME sector can create employment opportunities, allowing employees to better their lives and support communities (Mahadea and Kaseeram, 2018:5). Advocate Thuli Madonsela, the chair for Social Justice Research, emphasised the value of exploring the role of SMEs in uplifting and promoting social justice in South Africa (Stellenbosch University News, 2018). Advocate Madonsela and other business institutions, such as SEDA (Small Enterprise Development Agency) and the Durban Chamber of Commerce, identified a challenge: the need for business transformation to be embraced by SMEs (Price, Waterhouse and Coopers, 2019). Sommer (2015:1512) states a need to explore how business transformation is identified, planned and managed in the SME sector to promote social justice. Van Scheers (2016:350) adds that social justice is embedded in business transformation initiatives that support change management, increased customer service, competent people management and social responsibility.

1.4 Scope of the Study

This study is conducted in South Africa's SME sector with particular reference to Sorbet Beauty and Nail Salon (now referred to as Sorbet) branches in the KwaZulu-Natal region. The business environment within which Sorbet outlets operate and their contribution to achieving social justice in the KwaZulu-Natal province. Sorbet began its business operations in 2005. It is a franchised SME offering beauty therapy services with over 200 outlets across South Africa. Among the 200 branches of Sorbet across South Africa, 22 are in the KwaZulu-Natal region. Sorbet positively contributes to economic growth by catapulting

entrepreneurial attitude, providing jobs for more than 330 employees in the KwaZulu-Natal province, and maintaining 3700 employees across the South African economy (Thompson, 2018).

Sorbet planned to develop brand loyalty among its customers or guests by providing client-centred services across all its branches in South Africa. The enterprise has diversified its services to offer services such as ethnic hair and male grooming to meet its retail brand goals in partnership with the Clicks Media group. Quality service delivery geared towards creating long-term friendly ties with their guests is the backbone of Sorbet operations (Thompson, 2018). Accordingly, this study addressed the contribution of Sorbet in driving social justice and business transformation in the KwaZulu-Natal region. Focusing on the KwaZulu-Natal area made it convenient to address the research problem by researching the specified region. Other provinces in South Africa were excluded from the study since it would make it too longitudinal.

1.5 Aim of the Study

This study investigated the role of a selected SME, Sorbet, in KwaZulu-Natal to determine the organisation's strategies and interventions to promote social justice and business transformation. The study explored the various forms and theories about social justice and the value thereof to enable business transformation in the SME sector.

1.6 Objectives of the Study

The objectives of the study include:

- Explore the challenges of SME funding and governmental support of Sorbet in KwaZulu-Natal.
- Determine the role of change management in promoting the social justice of Sorbet in KwaZulu-Natal.
- Identify the social justice initiatives implemented at Sorbet in KwaZulu-

Natal.

- Determine the strategies of the selected SME, Sorbet, to encourage transformation business in KwaZulu-Natal.

1.7 Research Questions

The research questions of the study are:

- What are the challenges related to funding and governmental support for SME Sorbet in KwaZulu-Natal?
- How do change management interventions promote social justice at selected SME, Sorbet, in KwaZulu-Natal?
- What are the various social justice initiatives that get implemented at selected SME, Sorbet, in KwaZulu-Natal?
- What are the various business transformation strategies utilised at selected SME, Sorbet, in KwaZulu-Natal?

1.8 Research Methodology

This is a summary of the research methodology process which is detailed in Chapter 3. A quantitative approach was employed to conduct the research. Primary data was obtained via questionnaires, while a secondary desktop approach sought details on Sorbet as an SME. The researcher designed a pre-coded questionnaire. The geographical area for the sample was KwaZulu-Natal and included all Sorbet Stores in the KwaZulu-Natal province in South Africa. Simple random sampling approach was employed, and the sample number was 300 Sorbet employees in KwaZulu-Natal, (n = 300) response of 181.

Data collection was attained by distributing online surveys to the target population. The reliability and validity of the instrument were considered, and a pilot study was undertaken to ensure reliability. All ethical guidelines were followed, and the FREC formal ethical clearance was received (Appendix A).

Data from the surveys were analysed using Windows's Statistical Package for Social Sciences (SPSS Version 28). The secondary data used to collect data on the SME Sorbet specifically was collected using inclusion and exclusion criteria and a defined search strategy. This method was employed to make the study more robust (Arsanjani, 2015; Muneer, Shabbir and Khalil, 2017:2181; Dahabreh and Hernan, 2019; Salmons, 2019).

1.9 Conceptual Clarification of the Key Terms

Concept clarification of key concepts relevant to this study is discussed below to introduce the study and its relevance. The literature review will detail the concepts and critiques from various sources.

1.9.1 Small and medium enterprises

De Wet (2019) defines SMEs based on the number of paid personnel and the firm's maximum annual turnover. A recent overhaul of SMEs' definition reiterates a uniform ceiling on the number of paid employees across different companies in the South African economy. Accordingly, small enterprises should have a minimum of 10 employees and a maximum of 50 employees. A medium-sized enterprise must have a maximum of 250 employees. SMEs can be defined as an entity with an annual turnover of between R5 million and R200 million (De Wet, 2019).

Despite their relevance, significance, and contribution to economic progress, South Africa and worldwide SMEs continue to confront several obstacles that limit their ability to expand their businesses. There are now many more obstacles to corporate success than in the past. The settings and several other components are dynamic and complicated. The entrepreneur is concerned with survival in a cutthroat market (Mwale, 2020). Furthermore, SMEs have different definitions across various countries depending on unique criteria such as assets, number of paid employees, and annual sales of the business entity.

1.9.2 Social justice

In their study, Jost and Kay (2010) define social justice as a situation based on predetermined principles and norms governing society through public participation and economic fairness geared towards achieving social cohesion. Social justice ensures all citizens enjoy equal opportunities, benefits and wealth to create a more equitable society. A social justice system provides social actors such as business enterprises and the government to uphold human dignity through respect for individual rights and entitlements (Jost and Kay, 2010).

1.9.3 Business transformation

Business transformation is a dynamic process that entails realigning business processes, systems, technology, and people to achieve stakeholder satisfaction through efficiency and effectiveness in service delivery. Business enterprises transform to cope with changes in the business environment or risk becoming obsolete and irrelevant in the market (Tencati and Pogutz, 2015). Business transformation conceals layers of complexity similar to change management, which is a strategy for aligning people, processes, and technology with business strategies. Anthony (2016) classifies business transformation into three categories: operational transformation, accomplishing existing tasks for less money, faster or better, and frequently using digital technologies; the operational model transformation is the topic of the following usage subcategory. This process, also known as core transformation, entails performing what you already do in a fundamentally new way. The final category, strategic transformation, substantially alters the organisation's essence when done poorly; it is considered to be reckless or destructive; when done correctly, it is referred to as *brav*e or *iconoclastic*.

1.10 Significance of the Study

This study is important in addressing Sorbet's contribution in driving social justice and business transformation in KwaZulu-Natal. It has recognised the significance of the SME sector in driving social justice and business

transformation in the KwaZulu-Natal region and the entire South African economy. Given the limited research on the contribution of the SME sector, with specific reference to franchising, in bringing about social justice and business transformation, this study addressed research gaps in the academic world. Therefore, this study will contribute to the body of existing knowledge of the SME sector in South Africa. This study is necessary for different stakeholders, including the government, parties interested in the SME sector, developmental agencies seeking to identify areas of improvement within the SME sector, and potential entrepreneurs who need to understand the dynamics of the SME sector.

1.11 Ethical Considerations

According to Johnson and Wichern (2015:332), social research is a dynamic process that often involves an intrusion into people's lives. It largely depends on establishing a successful relationship between the researcher and respondents. (DeCuir-Gunby, Chapman and Schutz 2019:176) listed critical ethical considerations requiring research adherence. These include the following:

- The voluntary nature of participation and the right to withdraw partially or entirely from the process;
- The consent and possible deception of participants;
- The maintenance of the confidentiality provided by individuals or identifiable participants and their anonymity;
- The privacy of potential and actual participants;
- The reactions of participants to how you plan to collect data;
- The effects on participants due to how you use, analyse and report your data; and
- The behaviour and objectivity of the researcher.

The researcher followed all ethical guidelines for the study. Approval was

sought and received by the DUT FREC (Appendix A), and a gatekeeper's letter authorising the research from Sorbet is included in Appendix B.

1.12 Structure of the Dissertation

Chapter 1: This chapter will discuss the introduction of the study, including the context of the study, research problem, aim, and objectives.

Chapter 2: This chapter details the theoretical and conceptual framework derived from the literature review.

Chapter 3: Discusses the methodology, e.g. the design of the study- how knowledge will get constructed- an instrument used to collect data and elaboration on the analytical tools.

Chapter 4: The findings of the study will get discussed in this chapter.

Chapter 5: will discuss the study's conclusions, limitations, and future research avenues of the investigation.

1.13 Conclusion to Chapter Summary

This chapter provides context and background to the study. It presents a defined problem which motivates the study to be undertaken. Against this backdrop, details of the study are outlined on the foundation of the research aims, objectives and questions. The chapter provides an overview of the study while briefly describing what is expected in each chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Extensive research has been carried out on the significance of SMEs to the overall economic growth of many developing countries (Joffe, 2018; Mahlangu, 2018; Marais, 2018). SMEs have played a fundamental role in the performance of the economies of most developed countries. SMEs are seen as significant role-players in ensuring the development of the economies of most countries across the globe (Prinsloo, 2018:47). Government policy on South African SME development was initially documented in the 1995 White Paper on SME development. The Integrated Small Business Development Strategy provided an action plan focusing on three aspects: increasing financial and non-financial support; creating a demand for the products and services provided by the SMEs; and reducing regulatory constraints (SEDA, 2016).

In South Africa, SMEs have helped create numerous employment opportunities for most of the unemployed population in the country (Mahadea and Kaseeram, 2018:5). However, according to SEDA (2016), SMEs face existing challenges that are in dire need of being addressed by the South African government to ensure their better performance. Challenges facing SMEs include the lack of support from the government, an enormous amount of competition from highly established businesses, a lack of advanced technological tools to operate, and the need for social change (Joffe, 2018; Phakathi, 2018). It has been challenging to transform SMEs while maintaining profitability and increasing revenue rates (Van Scheers: 2016:300). Research conducted by Swanepoel and Darroll (2018) reports that in 2016, South Africa had 250 000 SMEs, which is far less than the goal set by the Small Business Development Strategy in 1995. The target was 2.1 million small enterprises to be established within 20 years in South Africa. Joffe (2018) states that employment by the SME sector is inversely proportional, and the industry only employed 29% of South Africans who worked. Mahlangu (2018) warns that failing to provide the SME sector with enough support will negatively impact

employment in South Africa, especially among the youth.

The conditions in the South African economy continue to fluctuate. Therefore, the SME sector's success is difficult to predict (Swanepoel and Darroll, 2018). Additionally, the capital required for SME expansion is inadequate or insufficient (Prinsloo, 2018:47). These factors have hindered the performance of SMEs in the KwaZulu-Natal province in South Africa while contributing towards the deterioration of the rates for starting up SMEs that can support social justice in the region (SEDA, 2016; Prinsloo, 2018:47; Swanepoel and Darroll, 2018).

2.2 Conceptual Clarification of SMEs

2.2.1 Defining SMEs in an international perspective

Small and medium-sized companies (SMEs) are organisations with less than 250 workers. However, the precise definition of SMEs varies among nations and regions and across sectors. SMEs are often seen as major economic development and innovation drivers in industrialised countries, particularly in manufacturing, services, and technology (Baharun, Jing Mi and Streimikiene, 2017).

According to Lin and Rayavarapu (2022), in international terms, the meaning of SMEs varies greatly depending on the setting. For example, in some countries, an SME is defined by the number of employees, but in others, it is defined by characteristics such as yearly turnover or balance sheet total. In addition, various nations may have different SME legislation and support systems in place, which can impact the number and scope of these enterprises.

Despite these differences, SMEs are often regarded as important contributors to economic development and job creation, particularly in developing nations where they frequently serve as the economic backbone. As a result,

governments, company owners, and investors looking to engage in international trade and investment must first grasp the distinctive definition and context of SMEs in each country (Forgione and Migliardo, 2023:313-341).

2.2.2 Defining SMEs in developing countries

SMEs play an important role in developing nations' economic growth, job creation, income production and poverty alleviation. However, in developing nations, the definition of SMEs may differ depending on factors such as the size of the local economy, the legislative framework, and other socioeconomic considerations (Ascher, 2021:24-48).

According to Liberto (2022), in some developing nations, SMEs are defined by the number of employees, such as in Kenya where a firm with less than 100 employees is considered a SME. In some countries, such as Bangladesh, the definition of SMEs is based on the amount of investment, with an SME defined as a firm with an investment of up to BDT 50 million (about USD 600 000).

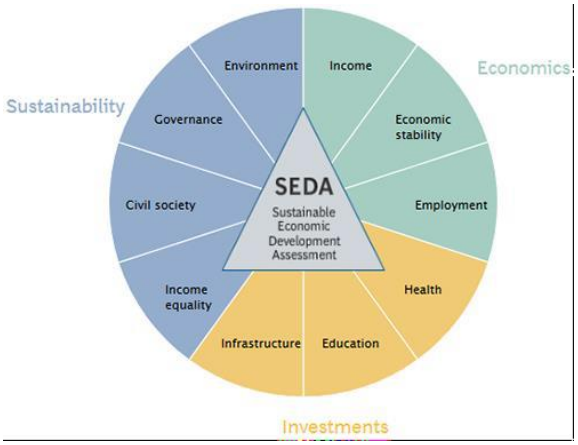
Irrespective of the definition, SMEs in developing nations confront obstacles such as restricted access to capital, poor infrastructure, and insufficient skills and training, all of which can stifle their development and competitiveness (Hobohm, 2001). As a result, it is critical to help SMEs in developing nations overcome these problems and contribute to economic progress by providing them with access to funding, training, and other resources.

2.2.3 Defining SMEs in a South African perspective

Caldera (2018) found that small and medium-sized companies (SMEs) in South Africa are characterised by their yearly revenue and number of workers. According to the National Small Business Act of 1996, a SME is defined as a company with less than 200 workers and an annual revenue of less than ZAR 80 million (about USD 5.5 million). This term encompasses the entire economy, including agriculture, manufacturing, and services.

The South African government has established several institutions and organisations to assist the country's SMEs, including the Small Enterprise Development Agency (SEDA) and the Small Enterprise Finance Agency (SEFA). SEDA offers a variety of services to SMEs, including as business development assistance, market access, and technology transfer, whereas SEFA offers finance and associated services to SMEs (Small enterprise development agency (SEDA, 2022). SEDA (Small enterprise development agency) is a government body in South Africa that promotes the development, growth, and sustainability of small businesses. The organisation offers a variety of services, including company development assistance, firm incubation, technology transfer, and financial access (SEDA, 2022). The organisation of the agency is meant to serve these roles, with a board of directors supervising operations, an executive committee coordinating activities, and three divisions focusing on company incubation, enterprise development, and technology transfer. Several sections and initiatives within each department offer particular services to small businesses, such as co-operative assistance, property management, and pilot projects.

Figure 1: Sustainable Economic Development Assessment



(Source: Boston Consulting Group, 2019)

The government has also established several programmes and efforts to further help SMEs in the nation, such as the Black Industrialists Programme, which aims to encourage black-owned SMEs in critical areas of the economy such as manufacturing and agriculture (Writer, 2022).

Despite these efforts, South African SMEs continue to confront a number of obstacles, including restricted access to capital, poor infrastructure, and regulatory restrictions. As a result, further assistance and investment are required to enable SMEs to flourish and contribute to the country's economic growth (Kalidas, Magwentshu and Rajagopaul, 2020)

2.3. Challenges Relating to SMEs

According to Cant, Erdis and Sephapo (2014), multiple studies have indicated varying barriers to the expansion of SMEs in most African nations, including South Africa. The failure rate of SMEs in several African countries remains exceptionally high, with eight out of ten new enterprises failing within the first year of operation. For instance, in South Africa, the failure rate falls between 50 and 95 per cent, depending on the type of industry. A study by Nieuwenhuizen (2019) showed that 75 per cent of South Africa's SMEs barely meet the goal of being an established business, making South Africa a country with the highest enterprise failure rate in the world. However, despite the challenges, there has been a rapid growth of SMEs in South Africa. Research indicates that about 98.5 per cent of the country's economy comprises SMEs, which are vital in fostering social justice and transforming businesses.

The South African government recognises that one of the primary barriers to the development of SMEs is a lack of access to funding. As a result, the government is committed to addressing structural barriers in the small company sector to increase access to the formal credit market (Zylfijaj and Nikoloski, 2021). Access to funding is one of the critical issues cited as impeding the growth and survival of start-up SMEs in South Africa (Trading Economics, 2017). In addition, one of the key causes of the poor company creation and survival rate of SMEs in South Africa is a lack of access to funding. The scale of small businesses makes them more sensitive to market swings, and the death rates of small businesses are relatively high. As a result, commercial banks see small businesses as high-risk and are hesitant to lend loans to them (Neneh, Van Zyl and Van Noordwyk, 2016:166-178). SMEs in

developing nations confront a funding gap that undermines economic success, with over half of SMEs citing access to credit as the main restriction (Anwar and Li, 2020). The absence of proper financial resources substantially limits the development of SMEs. Despite acknowledging the significance of SMEs in the development process in many developing countries, the development of SMEs is hindered by the limited availability of financial resources to satisfy a range of operational and investment demands. Scaling up is a substantial difficulty for most SMEs in South African business dynamics. Access to markets, technology, business infrastructure, information, and so on are some barriers to SMEs expanding. For example, average annual growth rates are connected to business size, with larger firms exhibiting higher average growth (Herrington, Kew and Mwanga, 2017).

2.3.1 Macro environment challenges

South African SMEs encounter a number of macro-environmental problems, which can have a substantial influence on their growth and sustainability. Some of the major macro-environmental difficulties confronting South African SMEs include economic instability, regulatory burdens, financing, infrastructure and competitors (Sesale and Seeletse, 2017:18-25).

2.3.1.1 Economic Instability

South Africa's economy is turbulent, with high unemployment, income inequality, and inflation, creating an uncertain business climate. In such an unpredictable economic climate, SMEs may struggle to get finance or investment (Jansen van Rensburg and van Vuuren, 2020: 1852729).

2.3.1.2 Regulatory Burdens

Kasinathan (2022:103-116) found that South African SMEs operate in a complicated regulatory framework, with many rules and regulations controlling sectors like taxation, labour, and environmental compliance. Compliance with these requirements may be expensive and time-consuming, particularly for small enterprises with limited resources.

2.3.1.3 Financing

Access to funding is one of the most critical difficulties faced by SMEs in South Africa. Due to perceived dangers, traditional lenders may be unwilling to lend to SMEs, and SMEs may lack the collateral or credit history required to receive loans. As a result, SMEs may find it difficult to grow and extend their operations (Tadjeddine and Yeoh, 2022).

2.3.1.4 Infrastructure

Inadequate infrastructure, such as restricted access to energy, transport, and telecommunications, can stifle the growth and competitiveness of South African SMEs, particularly those in rural or undeveloped areas (Robb and Mondliwa, 2018).

2.3.1.5 Competition

According to Hawthorne, Mondliwa, Paremoer and Robb (2016), South African SMEs confront substantial rivalry between domestic and foreign enterprises, making it difficult to establish a market presence. Sesale and Seeletse (2017:18-25) posit that addressing these macro-environmental concerns is critical for the growth and sustainability of South African SMEs. Policy-makers and business leaders may collaborate to promote policies and programmes that help SMEs succeed by boosting access to funding, enhancing infrastructure, and reducing regulations.

2.3.2 Micro challenges

According to Leboea (2017), South African SMEs encounter a variety of smaller internal problems that might influence their performance and development. Some of the most important internal difficulties for South African SMEs include:

2.3.2.1 Leadership

Effective leadership is essential for the success of any firm, even SMEs. However, many SMEs in South Africa lack good leadership abilities, which may impair their capacity to make strategic choices, manage staff, and respond to market changes (Stobierski, 2021).

2.3.2.2 Development of entrepreneurial skills

According to Business Environment Specialists (2015), many SMEs in South Africa are founded by entrepreneurs with little or no business experience. Consequently, small and medium-sized enterprises (SMEs) may lack the skills required to establish and expand their company, such as marketing, financial management, and strategic planning.

2.3.2.3 Financial sourcing

Access to funding is a major barrier for South African SMEs. Due to perceived risks, inadequate collateral, and a lack of financial history, SMEs may struggle to get loans from conventional lenders. Consequently, SMEs may have to depend on alternate financing sources, such as venture capital or crowdsourcing, which may be difficult to secure (Psarrakis and Kaili, 2019:71-82).

2.3.2.4 Human resource challenges

Due to limited resources and competition from bigger organisations, SMEs in South Africa may struggle to recruit and retain talented staff. Furthermore, SMEs may have obstacles in managing and growing their employees, such as training, performance management, and labour law compliance (Robb, 2017).

2.3.2.5. Technology

Wei and Pardo (2022:446-483) found that SMEs in South Africa are increasingly relying on technology to stay competitive, boost productivity, and reach new consumers. Many SMEs, however, may lack the resources or

knowledge required to embrace and integrate new technologies such as e-commerce platforms, cloud computing, or artificial intelligence. Addressing these micro-internal issues is crucial for the success and development of South African SMEs. To build a solid basis for their operations, SMEs may need to invest in leadership development, entrepreneurial training, and HR management. To enhance efficiency and competitiveness, SMEs may need to look into alternate funding sources, such as government grants or angel investors, and embrace new technology (Khongmalai and Distanont, 2022: 222-228).

2.4. Role of SMEs in the South African context

Small and medium-sized enterprises (SMEs) are important contributors to the South African economy. SMEs provide employment, drive economic growth, and contribute to the country's social development. According to a National Development Plan study, SMEs generate around 34% of South Africa's GDP and account for over 60% of private-sector employment (Wilkinson, 2015: 124-136).

SMEs in South Africa also play an important role in tackling the country's social and economic concerns. For example, women, youth, and rural areas may benefit from SMEs by allowing them to engage in the market and create their own enterprises. Furthermore, by supplying products and services, generating employment, and boosting economic activity, SMEs may contribute to the development of local communities (Mashavira, Guvuriro and Chipunza, 2022).

Small and medium-sized enterprises (SMEs) have the potential to foster innovation and competitiveness in the South African economy. SMEs may be more agile and flexible than bigger corporations, enabling them to react rapidly to market developments and create new goods and services. Furthermore, SMEs may generate rivalry and challenge existing enterprises, stimulating innovation and boosting overall economic efficiency (Henschel and Heinze, 2018:7-34).

Assandé and Naouré (2020:119-136) state that SMEs are vital to the South African economy's growth and development. Supporting and investing in small and medium-sized enterprises (SMEs) may assist in generating employment, increasing economic activity, and promoting social development, eventually leading to a more inclusive and successful society.

2.4.1 Developmental needs of SMEs in the SA

The promotion of SMEs has been the principal objective of South Africa's national government policies. SMEs were essential in meeting different goals for post-apartheid reconstruction, encompassing economic restoration and poverty alleviation. Moreover, promoting SMEs was considered a vital driver for job creation, especially in the context of limited employment opportunities. In 1995, the country's national government introduced various policy initiatives to support SMEs on international best practices (Joffe, 2018). Additional support was focused on upgrading SMEs capacity and potential opportunities. Given the country's historical and political past, the emphasis of national government programmes has frequently been directed towards the transformation of businesses owned by black South Africans, who had previously experienced severe discrimination during the apartheid period.

2.5 Research Conducted on SME Models in the South African Context

A significant study by Muriithi (2017:13) has been undertaken on SMEs in the South African setting, with an emphasis on structures, government backing, and worldwide best practises to encourage their development and success.

2.5.1 Structure of SMEs

According to research by Kativhu, Mwale and Francis (2020: 40-52), the structures of SMEs in South Africa vary, with many functioning as sole proprietorships or partnerships. However, an increasing trend of SMEs functioning as private businesses may provide benefits such as reduced liability and easier access to capital. Furthermore, SMEs in South Africa are

often grouped in certain sectors or locations, with substantial differences in size, industry, and degree of formality.

2.5.2 Government support

The South African government has implemented several policies and programmes to assist SMEs, including financial assistance, business development services, and market access. According to studies, many SMEs are unaware of these services or may experience difficulties obtaining them owing to bureaucratic procedures, insufficient finances, or a lack of awareness. Concerns have also been raised concerning the efficacy of these programmes and the need for more focused and flexible assistance for SMEs (Yusoff and Merican, 2022:609-626).

2.5.3 International best-practices to promote SMEs

Research by Zilgalvis (2019:23-38) has identified numerous international best practises for promoting SMEs that may be modified and used in the South African environment. Some of these initiatives are fostering entrepreneurship and innovation, boosting access to financing, improving infrastructure and business support services, and providing an enabling regulatory environment.

SMEs in South Africa have a tremendous potential to contribute to economic growth and development. However, addressing issues such as restricted access to money, a lack of understanding of government assistance programmes, and the need for more targeted and flexible assistance will be key to their success. Adopting foreign best practises may also provide important insights and ideas for assisting SMEs in the South African setting (van Scheers, 2016:249-353).

2.6 Business, SMEs and Business Transformation

A business strategy explicitly states the general objectives of the company and the fundamental courses of action, following the current and potential means of

the company to its insertion into the socioeconomic environment. The company, being constituted by human beings, consolidates in its creation specific values, emotions, expectations and proposals for change in the environment in which its work essence is practised; from this point, the company is not an isolated and hermetic entity (Kamble, Gunasekaran and Gawankar, 2020). On the contrary, a binding synergy of individuals is generated with their productive purposes applicable in the sector to which they belong, as society expects organisations to provide services, offer and help the community's growth. The type or quality of the organisations also plays a role in community growth. This implies that the capacity, potential, and level of development can be part of a definition of micro, small and medium enterprises. However, these characteristics are difficult to measure, so their introduction and understanding of a concept are difficult (Govindan, Mina and Alavi, 2020). On the other hand, interest groups such as suppliers, shareholders, workers, clients, competition, civil society, financial entities, and public administration demand internal policies that support creating a business scheme in which the community benefits from accepting a lucrative benefit, gratitude.

In this sense, some quantitative indicators are presented that can help determine a company's development level or potential. Investment plans and expansion of the company for the future, percentage of variation (increase/decrease) in this and income in the last three years. In the previous three years, there were variations in productive capacity (increase/decrease/decrease of workers and investment in fixed assets). Behaviour (increasing/decreasing) of the company's profitability in the last three years (Lin and Ho, 2019: 32-37). These indicators and the definitions presented give an idea of organisations' development level and their short- and medium-term trends.

The Small Business Sector is the set of small and medium-sized enterprises that, according to their volume of sales, social capital, number of workers, and their level of production or assets, present characteristics of this type of economic entity (Gherghina, Botezatu, Hosszu and Simionescu, 2020). SMEs carry out different economic activities, including wholesale and retail trade,

agriculture, forestry and fishing, manufacturing industries, construction, transport, storage, communications, real estate and services provided to companies, community, social and personal services.

The term ‘small business sector’ expands the original term, which includes micro-enterprises. Thus, there is no specific definition of the small business sector. However, all definitions consider at least the variable number of workers or employees in combination with one of two additional variables: level of sales and level of assets (Gherghina *et al*., 2020). However, in practice, information limitations make it possible to calculate the sector's size using only the variable of several workers.

The economic changes in the country compel SMEs to transform their business to stay relevant and compete with other companies. One of the most common forms of transformation that give SMEs a sustainable basis is digital transformation. According to Anthony, Gilbert and Johnson (2017), most SMEs are not IT-savvy, so they hardly reap the benefit of the digital economy. Therefore, SME owners consider adopting Information Technology as one of the most valuable forms of business transformation. Besides, this transformation helps businesses pursue different opportunities, such as better communication and enhanced customer relationships.

Most importantly, digital technologies improve the company's ability to stay ahead of the competition and generate more earnings. Besides digital transformation, SMEs also engage in the change of process. Inefficient internal processes typically characterise SMEs. Therefore, the business process is a significant object of transformation for SMEs. This role indicates that SMEs are at the forefront of business transformation.

2.6.1 Impact of COVID-19 on business transformation

The COVID-19 pandemic caught the globe off-guard in 2020, creating worldwide economic instability and threatening numerous enterprises. Unlike

other economic crises in the last two decades, the pandemic brings problems businesses have never encountered regarding the magnitude of market disruptions and the reaction time (Amankwah-Amoah, Khan, and Wood, 2021:179; Brem, Viardot, and Nylund, 2021). The COVID-19 pandemic had disastrous economic consequences, yet it did not bring everything to a standstill. The progression of technology that assists businesses in continuing operations presents an opportunity for companies to rethink their traditional business practices (Davenport and Westerman, 2018). Several steps have been taken to reduce the effects of the COVID-19 pandemic. One of these methods is the widespread digital transformation, which has abruptly and quickly compelled the integration of digital technology into organisational structures and economic models within organisations. This digital shift has impacted all socioeconomic elements in reaction to the worldwide COVID-19 outbreak (Mohamed, 2022).

2.7 Change Management Versus Business Transformation

According to deBara (2021), change management refers to implementing a single effort or a series of interconnected initiatives that result in a clear, measurable shift in how a particular component of the organisation operates. Change management initiatives are well-defined and explicit; they focus on modifying rules, procedures, and processes to achieve a specific goal. In contrast, business transformation is a broader idea. If change management involves altering something specific inside the firm, business transformation consists in shifting the entire organisation. It is a process of redefining how the firm does business—and then doing everything it takes to guarantee that reinvention permeates everything the company does.

Most organisations now face two ongoing challenges: change management and leadership management. According to Lehmann (2017:138), change management is the systematic switching between different work environments. It is the responsibility of a leader to consciously make an effort to embrace and carry out change management in the organisation when it is necessary (Hall,

2017:171). In DeCuir-Gunby et al.'s (2019:72) opinion, the biggest obstacle is getting people to embrace change for what it is. The second challenge is getting people to follow the leader in adopting and implementing the change. Every leader must have a change management plan in place. Most executives struggle with change management due to a lack of a robust execution plan. Rahimi, Khezri and Niknafs (2018:140) contend that peripheral elements include the organisational environment, demography, staff characteristics, belongings, monetary and politically aware considerations, technology, and the company's ethos influence leadership styles. Recognising a great leader is an accomplishment for any organisation since every functional organisation requires one at various levels (Hewlett, 2019:12). Essa and Alattari (2019:407) assert that the kind of contacts leaders have had have transformed as times have changed. The fact that the industry is labour-intensive and faces more severe environmental constraints suggests that leadership abilities may help organisations employ limited human resources more efficiently and boost performance.

One of the most crucial skills of a leader is the capacity to connect with those around them visibly. This can be challenging as the degrees of power between leaders differ, and most leaders see a schism between themselves and their teams. Regardless, leaders must find a means to communicate routinely and guide their teams in executing their plans and initiatives (Kiersch and Peter, 2017:148). Rochman, Samian and Riantoputra (2020:108) argue that a team leader who understands their job in the company is more likely to put more effort into their task, which leads to organisational success. Nunez and Monsivais (2019:116) contend that changing leadership styles requires more effort than sticking to one style. Another shortcoming is that stepping outside one's comfort zone might be daunting. Using tactics with which the leader is unfamiliar may result from varying leadership styles, and the leader may feel highly vulnerable.

Change management enables organisations to remain in a permanent state of evolution; it supports times of general business and maintains staff productive

and engaged during the change process. Effective communication between management and staff is necessary for a successful change management process. Many of the contemporary changes a business faces involve technology or communication systems. As a result, change management necessitates a focus on planning and training. One of the most strategic definitions of change is palpable, instantly quantifiable, discrete, and tactically immediate change. By clarifying the reasons that the change was essential, change management promotes a strong and effective transition. Change management includes doing everything to ease the transition for employees affected by any processes (El Assaad, 2022). It starts with comparing the present to the future and analysing where your company stands and its survival prospects.

Business transformation assists in adapting to the demands of the consumer market and often yields large profits. It requires foresight and sound decision-making abilities. Business transformation is about changing beliefs, so natural activities produce the desired outcomes. Observing trends allows businesses to stay updated with consumer market trends and review competitor trends. Corporate transformation is about changing beliefs so that natural activities produce the desired outcomes (Ashkenas, 2015). Understanding and anticipating where to modify business processes and when to implement stringent business transformation is an art. Most entrepreneurs realise that implementing a change management-enabled organisation results in a faster and more successful business transition (El Assaad, 2022).

2.8 The Impact of Change Management Versus Business Transformation

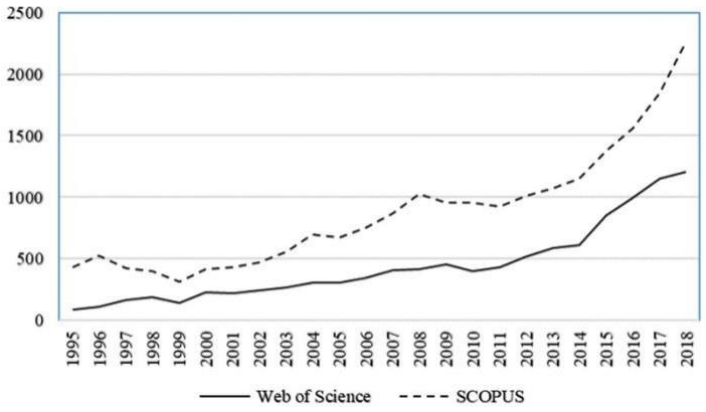
Change management and business transformation may significantly influence an organisation, but how they affect the company and the team is often different. When a corporation implements a change management plan, changes will be easy to spot. Business transformational shifts might be more challenging to define. If an organisation wishes to become more customer-centric, several moving components will aid the transition—some strategic and

some tactical. Employees may not be aware of all that is happening while it is happening; the actual impact is not known until the transformation is well advanced (or, in some situations, complete) (deBara, 2021).

2.8.1 Digital transformation

Digital transformation is currently a term in academic and corporate spaces. Industries are responding to global fourth industrial revolution trends and the impact of COVID-19 by digitally transforming spaces, including business, education, banking, government, and manufacturing. Elements of digital transformation, motivations and impediments, and value generation through digital transformation – these and other related subjects have been widely debated in academic circles over the last 20-25 years (Schallmo, Williams, and Boardman, 2017; Matt, Hess, and Benlian, 2015; Ismail, Khater, and Zaki, 2017). The search for the key term *digital transformation* in the Web of Science and SCOPUS databases yielded a significant number of scientific publications, which are growing yearly (Figure 2).

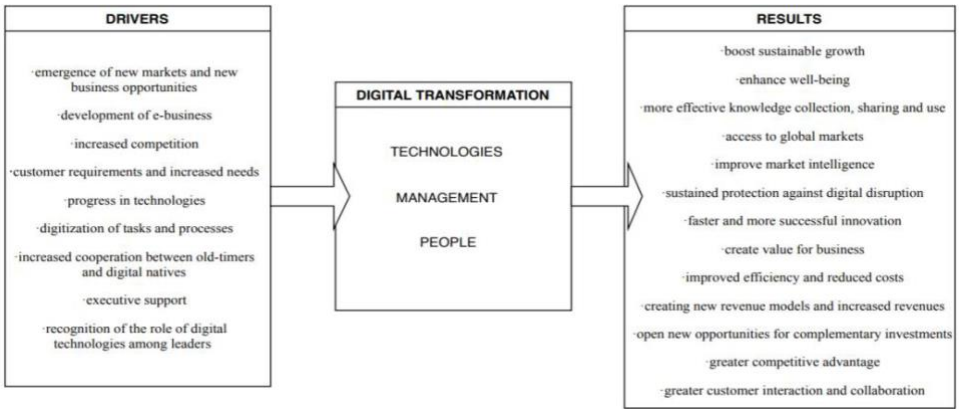
Figure 2 Scientific databases Web of Science and SCOPUS results for publications on digital transformation from 1995 to 2018.



(Source: *Shina, Titko and Verina, 2019*).

The simplified conceptual model of digital transformation was developed to focus on variables that enable digital transformation processes and possible commercial and societal benefits (Figure 3).

Figure 3: A conceptual model of digital transformation



(Source: *Shina, Titko and Verina, 2019).*

The use of technology to create new business models, processes, software, and systems that lead to increased profitability, competitive advantage, and efficiency is known as digital business transformation (Schwertner, 2017). Digital transformation is the investment in people and technology to power a firm ready to expand, adapt, scale, and change in the near future (Del Rowe, 2017). Experts chose the company's value and human aspects as the most important criteria for effective corporate digital transformation (Table 1).

Table 1: Perceived importance of factors affecting digital transformation processes

Number of experts evaluated the certain factor as important	Factor
9	– Company's strategy; orientation towards digital transformation – Organizational culture; company's values – Self-motivation of employees; readiness to accept changes
8	– Staff knowledge and competence
7	– Existing infrastructure (technology)
6	– Financial (other) motivation system, supporting staff engagement into DT processes
5	– The financial situation in a company

*(*Source*: Shina, Titko and Verina, 2019)*

The corporate message to workers and individuals' willingness to change and internal resistance or preparation for transformation procedures are the most critical factors in digital transformation implementation. Before beginning the transformation process, senior leaders should consider business values and

how to communicate them to employees (Petersen, 2018:4).

2.9 Historical Overview of Social Justice

Professor Amartya Sen reflects on justice as a philosophical problem and social practice (Sen, 2008). It was the product of intellectual work that took twenty-four years to be presented to the world. It is considered great work in both fields (law and politics). Despite its depth and complexity, the text is written with the expository clarity of the great professor (Thrift and Sugarman, 2019). Sen (2008) exposes a concept of concrete justice, which considers its forms' cultural and historical relativity to the detriment of the contractual theories that aspire to perfect and unique justice.

The idea of justice combines different perspectives and moves into a theoretical territory where political and moral philosophy, economics and sociology converge. Moreover, it incorporates numerous historical and literary examples; it recovers the rich cultural tradition of Hinduism and Islam and refers to specific public problems of the contemporary world (Follet, 2019). In summary, it is a text of great importance not only for its theoretical dimension concerning other social sciences but also for its practical dimension for the design of public policies.

This perspective can be seen in the methodological distinction in developed countries between the two main currents of the European Enlightenment: the contractual tradition and the comparatist tradition. Sen (2008) identifies with the latter since he is not interested in a fairer society but in less unjust social behaviours and practices. Thus, Sen (2008) proposes the following reflection: What moves us, with sufficient reason, is not the perception that the world is not entirely fair, which few of us expect, but that there are remediable injustices in our environment that we would like to suppress (Segal and Wagaman, 2017).

The concept of social justice is much more extensive than reality and is ideal for nations constantly striving to achieve it. Although social justice is the correction of inequalities that arise from applying the same norms for all, it refers to situations of inequality. It is in favour of the weakest groups within the

social dynamic. The term was used for the first time in 1840 by the Italian priest Luigi Taparelli. In summary, justice originates in the principle of equal rights for all individuals and the opportunity for every human being, regardless of discrimination, to access and enjoy the economic and social advancements fostered and safeguarded via international collaboration.(Segal and Wagaman, 2017).

Coincidentally, the appearance of this term and concept fits into the conflict related to the workers' malaise in the 19th century, which was gaining relevance worldwide due to the rise of capitalism. For this reason, Taparelli (1840) in Nesoff (2022) used and applied the term to refer to worker conflicts and disagreements resulting from the establishment and advancement of industrial society (Nesoff, 2022).

After Taparelli (1840), the term was used in England in the late 19th century by the Fabian socialists (Nesoff, 2022). For them, social justice guides social evolution through non-revolutionary changes towards a system of social democracy. Having discussed the historical development of the concept, social justice seeks to promote gender equality in South Africa, respect for human rights, and eliminate the barriers that citizens face daily in the search for adequate professional and personal development. The barriers to which South Africa refers are gender, race, religion, culture, or disability (Misner, 2020). The goals and objectives of social justice are closely linked to the development of the 2030 Agenda (Wainwright and Millet, 2019). The Sustainable Development goals move toward eradicating poverty and the well-being of all members of society. This can be achieved by promoting the equitable distribution of assets, the main ingredient of social justice.

2.10 Social Justice

Murrell (2006: 81) argues that social justice implies "a willingness to recognise and eradicate all forms of oppression and differential treatment existing in the practices and policies of the institutions, as well as a fidelity to participatory

democracy as means of this action". In contrast, McInerney (2007) argues that social justice is inherently a part of a democratic lifestyle, maintaining that democratic citizens trust their ability to work collectively to create a better world.

Issues related to social justice can also impact psychology, mental health, and social well-being; several authors have overseen this conceptualisation from the perspective of psychology in its different fields. Thus, from the perspective of clinical psychology, we find vigour in the definition offered by Jamison (2007: 24), who describes social justice as the fundamental value of justice and equity in the resources, rights, and treatment of marginalised individuals and groups who do not share the same power in society due to their immigration, ethnicity, age, socioeconomic status, religion, physical ability or sexual orientation.

Zheng (2020) defines corporate social justice as a framework "governed by the trust between a firm and its workers, customers, shareholders, and the larger society it impacts, with the objective of openly doing good by all of them". Redistribution in social justice is joined by the notion of recognition initially linked to all people's social and cultural respect by valuing diversity and the existence of just relationships within society. For there to be recognition, there must be an absence of cultural and social domination, giving visibility to minority groups or groups traditionally excluded for gender, culture, social class, ethnicity, or sexual orientation.

2.10.1 The need for social justice in South Africa

According to Nieuwenhuizen (2019), South Africa's economy is highly inegalitarian due to apartheid, which propagated poverty and aggravated income inequality. The author states that, due to apartheid, several black[1] people were deprived of their land, had limited employment opportunities and low-quality education, and were restricted to impoverished regions of the country. For this reason, income inequality in South Africa has remained high. Research shows that although Black Africans comprise 79 per cent of the population, they account for less than 44 per cent of income, while whites, who make up only 9.2 per cent of the residents, represent 40.3 per cent of the

income distribution. In reality, the continuing inequality resulting from apartheid has denied black people the opportunity to accrue capital such as education, land, and skills, limiting their capacity to create employment opportunities. Primarily, inequality is rooted in the country's economic structure. The government's efforts to reduce disparities have had limited success. A study by Zajda (2015) showed that the current labour in South Africa does not foster equalisation of income, particularly within racial groups in Kwa Zulu Natal. Zajda (2015) maintained that this consequence is attributed to rising unemployment and earnings inequality. In general, the persisting difference in the country creates the need for social justice.

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[1] According to the Employment Equity Act 1998 “Black people is a generic term which means Africans, Coloureds and Indians–

- Who are citizens of the Republic of South Africa by birth or descent; or
- Who became citizens of the Republic of South Africa by naturalization-
- Before 27 April 1994; or
- On or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date.”

2.10.2 SMEs as drivers of social justice

Despite the government's persistent efforts to attain social justice with the help of the constitution, social inequality has remained a significant problem in

South African society. McArthur (2020) affirms that addressing inequality necessitates an integrated approach. Thus, the government may not successfully reduce disparities on its own. Businesses are therefore obliged to engage in different efforts to alleviate this problem. Nonetheless, the establishment of SMEs has boosted the attainment of social justice, creating jobs for all community members. Primarily, SMEs have been regarded as the instrument for promoting equitable development. The government acknowledges SMEs for their importance in society. According to Cant, Erdis and Sephapo (2014), South Africa is among the developing nations with high socioeconomic challenges such as poverty, starvation and high unemployment

rates, mainly affecting black South Africans, especially in the KwaZulu-Natal region.

However, the job creation facilitated by SMEs has significantly boosted social equity because different jobs are available to all citizens. McArthur (2020) reveals that South African SMEs contribute approximately 50 per cent towards the country's GDP and 60 per cent of the overall employment. Creating more job opportunities helps alleviate social inequality, often caused by unequal employment opportunities. According to Nieuwenhuizen (2019), SMEs do not operate for their own sake; instead, they exist to fulfil an essential social purpose for the society's common good, including the broader community. The above benefits prove that SMEs are the primary drivers of social justice, which makes them the core of the South African economy.

2.11 Socio-Economic Importance of Social Justice

2.11.1 Social factors

Equal gender: Although the law recognises men's equal rights to women's, gender equality remains an unfinished task. Societies must ensure that all people have guaranteed access to their rights regardless of gender. This law is for all countries, and developed countries like the United States and the United Kingdom follow the rule of equal gender. However, in South Africa, the application of this law still lags, and people consider women marginalised (Mishchuk *et al.,* 2019).

Trafficking and abuse: Poverty, exclusion, and wars expose the most vulnerable to falling prey to trafficking mafias. Through their laws, countries work to condemn one of the world's most lucrative types of exploitation. The current factor is prevalent in developing countries and South Africa, whereby developed countries have progressed to control trafficking and abuse in their society (Ziemiecki, 2016:86-103).

Racism and xenophobia: People must access all their rights and obligations

regardless of their condition or race. In this way, they can integrate into society equally and autonomously. International organisations eradicate both forms of discrimination (Wu, He, Chen, Lin and Wang, 2020). The law claims that people will be treated without discrimination in Latin America, and fairness will prevail. However, this society does not follow the law, and racism is very commonly seen in American society, where they consider Africans to be of a lower category.

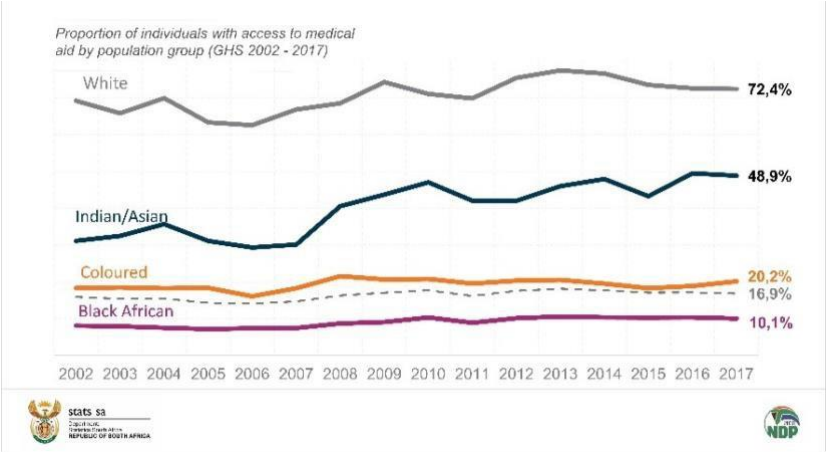
Decent housing: even though the countries' laws protect the right to reside in decent housing, this premise is not always fulfilled. The home should be a liveable, safe, and accessible place for people. Developed countries claim that they fulfil this law; however, biasness always seen in their society towards Africans and Asians. For example, this law is still not implemented in South Africa as people suffer from poverty. Therefore, they cannot live in decent housing. Maslow (1943) first argued that people must satiate lower-level deficiency needs before addressing higher-level growth wants. He admitted that his prior words may have created "the misleading impression that a need must be met 100% before the next need occurs," but he later explained that a need's fulfilment is not an *all-or-none* occurrence (Maslow and Lewis, 1987). When a deficit need is "more or less" met, it will disappear, and our actions will then regularly be focused on addressing the subsequent set of unmet wants. These then turn into our primary requirements. However, growth demands are still there after they are met and may even intensify.

Figure 4:Maslow's Hierarchy of Needs

(Source: *Mcleod, 2022*)

Healthcare: The quality of life of people depends to a high degree on social and economic factors. Poverty and exclusion have a high impact on people's health. For this reason, countries must be vigilant in providing a sound health system. Healthcare services are always part of the debate in American society. In America, black people are considered marginalised. Therefore, they are not provided with all the necessities of life, especially healthcare facilities. A similar situation is seen in South Africa, where access to health care is a significant challenge, as seen in Figure 5 below. A considerable proportion of the population relies on the public health system to meet its health-care needs. According to Cornell, Wild and Brijlal (2022), access to medical support was extremely limited across all demographic categories, particularly among black Africans. Limpopo, Gauteng, and Western Cape residents were the most likely to receive medical assistance. Black African and coloured households primarily utilised public healthcare facilities, whereas Indian/Asian and white households primarily used private healthcare facilities.

Figure 5: Proportions of individuals with access to medical aid by population group (GHS 2002-2017)



(Source: *Statistics South Africa, 2022*)

Labour: Decent work allows people to develop and function in society. Access to employment and fair pay helps create more cohesive and equitable communities. However, the law is written in the constitution but never fully implemented in developed and developing countries (Mishchuk, Samoliuk, Bilan and Streimikiene, 2018).

Application of law: Social justice in the small business sector can also generate growth opportunities. If an individual knows how to take advantage of it, one can get benefits and positive factors for better planning and governance of the organisation. This helps improve society in all aspects and, in turn, increases growth. However, individuals and companies do not fully implement and take care of the laws. Hence, they generate differentiating elements currently applied depending on the sector. As a result, companies show biases towards colour, race, and gender, which results in discrimination.

Implementation of corporate strategy: Companies face several limiting factors to implementing social justice as a corporate strategy, such as a low allocation of resources, high costs, lack of experience, and a certain degree of uncertainty and, consequently, a high risk (Peregrine, 2021). However, by implementing corporate strategy, society will become a better place as people will learn to deal with each other professionally. Moreover, companies will gain

loyal customers by providing what people want rather than focusing on their benefits only (Peregrine, 2021).

2.11.2 Economic factors

Two factors of competitiveness are substantially affected by social justice:

- One is business innovation, and the second is social and business entrepreneurship.
- An edge is awakened with different ways of relating to interest groups to know better and identify opportunities for innovation. These opportunities will help make GDP better as other countries considered developed countries would invest in underdeveloped countries, including South Africa (Mishchuk *et al*., 2018).
- Another conditioning factor that significantly influences economic factors is judicial decisions. These decisions are the ordinary or extraordinary nature of the process, understood as the degree of importance of the same in relational policies and media intervention. Therefore, the degree of social alarm aroused or by the presence of actors with political or economic power in the litigation.
- To boost the economy, there is an ordinary and routine application of the laws (regular customers, everyday cases) that frequently print administrative inertia in analogical terms when making decisions and an extraordinary application of the laws, this time conditioned by elements such as the implications of the judges in the process itself, the political consequences derived from their legal decisions, among others (Wu *et al*., 2020). This exceptional application of the law breaks the internal logic of positive law in the only space where it is possible to pervert it, precisely in judicial intervention, especially, although not only, due to the intricacy of the process of control over judges and hierarchical legal bodies in relationship with judicial resolutions and judgments that occur subject to extra-legal decisions.
- Other economic factors also evolve in small business sectors when oriented towards customer service relations. These are creativity, innovation, competitiveness, productivity, and entrepreneurship. By putting

these factors together, an improvement will be obtained in the internal processes of the Small Business. Therefore, effectiveness and efficiencies are generated using resources, a tangible benefit for the company and the economy.

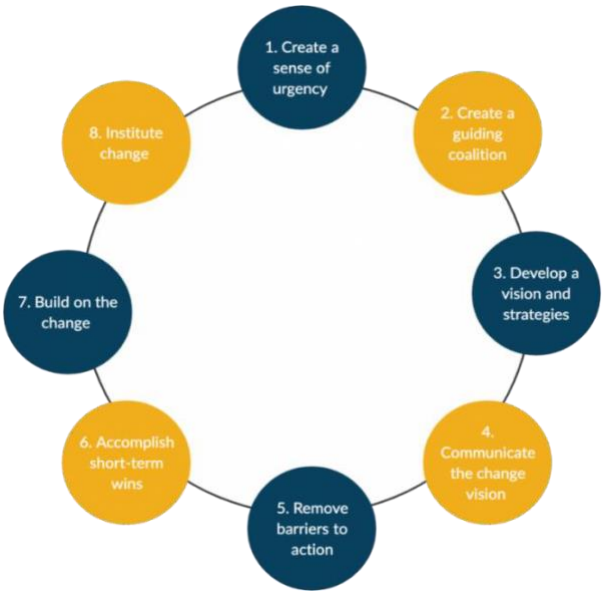
- The prosecution for economic crimes such as illegal financing, embezzlement of public funds, illicit enrichment, money laundering, war crimes, state crimes by the army or the police in peacetimes such as murder, mutilation or torture, and violation of territorial rights, among others. For instance, in the criminal jurisdiction, in those cases of crimes that the courts do not usually prosecute but that for political reasons and not as a result of the judicial investigation, come into the hands of the administration of justice, implicating unusual clients since their lawsuits are usually solved extra-legal.

Several authors, including Alkon (2012:97), Crane (2015:23), Bhan (2016:88) and Hesketh (2017:56), have emphasised the importance of aligning social justice and business adaptations that will be focused on distributing opportunities, wealth and benefits to communities. According to Stoop *et al.* (2016:54), organisations have a crucial role in bringing about economic and social transformation in a country. The viewpoint of Stoop, Staffhorst, Bekker and Hobma (2016:54) is shared by Anthony *et al.* (2017:33). They emphasise that organisations must incorporate change management with their business-level strategies to promote social justice since it has become a fundamental need in the South African context. Furthermore, Anthony *et al.* (2017:78) warn that organisations often equate social justice to social responsibility, emphasising a *do-good-choice approach* to society. Hesketh (2017:98) agrees with Anthony *et al.* (2017:78) and motivates that social justice is not a business option or a choice but a fundamental socioeconomic requirement for all organisations. There are various change management and leadership theories, steps and approaches. These include Lewin's Change Management Model, Kotter's Eight Steps to Change and Transformational Leadership, which supports change and focuses on the relationship between employees, customers and the employer (Figure 6). Sensoy and DiAngelo (2017:90) clarify that adaptations within a business to promote social justice will require

organisations to revisit their systems, processes, people and technology to achieve measurable improvements in efficiency, effectiveness and stakeholder satisfaction whilst also addressing societal needs.

According to the previously given definitions of socioeconomic transformation and social justice, it can be inferred that socioeconomic transformation is essential for social justice to take place because societal and economic growth will make it possible to achieve more significant equity. As a result, socioeconomic transformation plays a crucial role in fostering and supporting social justice (Pietersen, 2021:42).

Figure 6: Kotter's 8 Steps Change Model



(Source*: Athuraliya, 2022*)

The role of governing bodies in terms of training in the South African context

According to Bielov and Hromovchuk (1984:61), the primary goals of a governing board are creating and securitising the organisation's activities in collaboration with management, determining aims, priorities, and methods within the confines of its components and legal commitments. Mukurunge, Tlali and Bhila (2019:1538) outline the formation of the South African Qualifications Authority (SAQA) and the National Qualifications 25 Framework in addition to

the governing organisations (NQF). The authors indicate that the NQF has its roots in the labour struggle in the early 1970s, when employers consistently prohibited black trade union applications for an income, claiming that employees were illiterate and, hence, their fears were unfounded.

Peter (2017:274) states that the NQF was established in response to concerns over disparities in eminence standards among jurisdictions. Alphonsus (2021:1) confirms that SAQA is the South African National Qualifications Framework (NQF) curator and oversees its continued development and implementation. According to Buthelezi (2018:1), SAQA was established in the 1990s through the SAQA Act, which was also the first post-apartheid education and training legislation to be granted in a democratic South Africa. According to Basson, Allison, and Roets (2019:135), SAQA is widely acknowledged as a supplier to the extension of credentials categories and is regularly contacted to share South African expertise and offer expert assistance. Voloshina and Novikov (2019:76) affirm that SAQA's primary responsibilities include registering qualifications and specialised designations on the NQF, acknowledging professional bodies, managing data about the education and training programme's qualifications and learner accomplishments, tracking the development of a national occupation, and evaluating foreign credentials.

Figure 7: National Qualifications Framework

NQF Levels Explained				
CHE - Higher Education Qualifications - Sub Frame Work	Doctoral Degree Doctoral Degree Professional	10	-	QCTO - Occupational Qualifications Sub-Framework
	Master's Degree Master's Degree Professional	9	-	
	Bachelors Honours Degree Postgraduate Diploma Bachelor's Degree	8	Occupational Certificate	
	Bachelor's Degree Advanced Diploma	7	Occupational Certificate	
	Diploma Advanced Certificate	6	Occupational Certificate	
	Higher Certificate	5	Occupational Certificate	
Umalusi - General and Further Education and Training Qualifications Sub-Framework	National Certificate Grade 12 / Standard 10 / Matric Trade Certificate	4	Occupational Certificate	
	Intermediate Certificate Grade 11 Standard 9	3	Occupational Certificate	
	Elementary Certificate Grade 10 Standard 8	2	Occupational Certificate	
	General Certificate Grade 4 – 9 Standard 2 - 7	1	Occupational Certificate	

(Source: *NQF Level Descriptors, 2022*)

2.12 Benefits Associated with Social Justice

The local consumer can appreciate the quality of a product or service. More encouraging is that they can pay a little more to obtain this benefit. Thus, SMEs will generate an extra cost in developing their products that raises the price if the customer can come to value this added as an increase and is willing to prefer a particular brand or continue consuming the same brand. Customer loyalty is another parameter that can be strengthened in this implementation and helps the SME survive over time (Albright, Hurd and Hussain, 2017).

A substantial contribution would also be made to the environment because after changing the client's perspective, their behaviour toward the environment would change, consequently, a change in culture, where environmental resources begin to be valued and safeguarded. Thus, habits are substantially changed to fair treatment of nature. This implies that the SME business sector thinks about a significant or social investment in renewing equipment, machinery, and infrastructures that hinder this social purpose.

Where a local SME implements social justice practices in its corporate strategy planning it develops a different relationship with stakeholders. The benefit is to create a better relationship and increase the company's credibility because a different business image is projected. On the other hand, business management is oriented towards corporate social responsibility (CSR); employment is generated in the city, skills are developed, there is a local economic impact, and it focuses on social investment. The perspective of interest groups tends to change to generate a positive synergy that creates ethics-based businesses.

2.12.1 Organisational benefits of Social Justice

If companies do not practice social justice, a significant differentiation is created since the benefit created competitively with the usual practice of social justice and fairness is notorious. Likewise, the companies venturing into the

environment benefit from the State and obtain tax benefits. They generate an excellent corporate image, better tools to develop processes, and collective knowledge between internal and external customers (Ortega, 2020).

The consumer also depends on the market to which the SME is oriented. If it is introduced to a low stratum, the price is the differentiating element from the competition. Therefore, these SR premises must be oriented to SMEs serving medium- and medium-high-stratum markets. In this segment, the social justice issue in companies is considered a benefit.

SMEs perform to such an extent that they manage to benefit the community profitably. They contribute an income of $ 219,044.93 (thousands of dollars) in the study sector, specifically for the sectors with the highest contribution, Commerce with $ 90,301.92 (thousands of dollars) and Services with $ 13,070.40 (thousands of dollars) 112 (Ortega, 2020). On the other hand, these companies have physically improved the external environments with cleaning, ornamentation, and services to the community. This helps the company develop creativity in seeking new ways of serving. On this side, there is a win-win.

2.12.2 National benefits of Social Justice

The government's focus can be emphasised, which is also given by concentrating on the human being as a productive entity within a company and its locality. For this reason, the government implemented the National Plan for Good Living.

The State also benefits if production trends are changed and consumption trends because citizens will change their attitude to adapt to the practice of SR in the daily life of the SME. The aspects are essential, but for an SME, "the objective of these organisations is to have profit or profitability in the short term, regardless of the premises that must meet (Whitton, Brasier, Charnley-Parry and Cotton, 2017).

Another benefit is corporate expansion, to the point of bringing products and services to international markets. For this to occur, SMEs must have substantial training provided by the government and specific planning where global quality parameters are respected. Thus, being able to compete with companies with experience in the international market. Finally, it is necessary to consider the professional and business development of the officials and entrepreneurs of the organisations that make this substantial change.

2.13 Challenges Associated with Social Justice

2.13.1 Planning

An observation of the social justice sector should be carried out. It can be identified that the social justice issue in the city's SMEs is not aligned with their strategic planning. It can be perceived that they do not have documented strategic planning, but they have objectives and goals that are fulfilled daily, and their purpose is to maintain themselves over time (Gherghina *et al.,* 2020). For this reason, it is necessary to know the opinion of experts to know the subject of social justice in the sector, which is why people are asked for interviews.

The strategic plan is not a priority issue for a SME. On the other hand, for SMEs more than for large companies, having a targeted strategy can mean surviving in time, as many SMEs are family businesses or simply are companies that arise from the creativity of some person that constitutes their idea as a company. Many of the entrepreneurs are not prepared, do not have information, and have little knowledge.

2.13.2 Implementation

Most SMEs do not implement social justice, but they have guidelines, which can be understood as a strategy that helps meet the objectives. One of the objectives can be long-term, having SR within the company. It can be seen as

an advantage. Culturally, SMEs always relate the issue of cost/benefit (Govindan *et al.*, 2020).

As a country, the State must incentivise, through training, benefits so that SMEs incorporate these systems and are guaranteed to generate future success. It can be seen among the opinions expressed that social justice influences a company's strategic plan, where awareness can be created, and that social justice lies in all those who make up the company and its environment.

2.13.3 Evaluation

Despite not having developed the social justice criteria, SMEs have non-formal application guidelines. Local SMEs are not formally applying social justice in Business. On this side, they say they do not know but talk about what they can feel, such as giving the first steps to analyse the issue in the national reality (Follet, 2019). Although it is true, with social justice criteria, better results will be obtained in financial performance, corporate image, and the change of attitude and culture in the consumer's mind. On the other hand, they again emphasise that it is not an urgent issue for SMEs. Still, it is important, and they are prioritising problems of legality and compliance with current regulations.

2.13.4 Planning challenges associated with the introduction of Social Justice

Ethics is related to the study of morality and human action. The concept comes from the Greek term *ethikos*, which means character. An ethical sentence is a moral statement that makes statements and defines what is good, bad, required, allowed, etc., concerning an action or a decision (Follet, 2019).

SMEs face an additional risk of remaining in their convictions. The client currently appreciates the quality and value-added policies, but for a small or medium organisation, it is a challenge, not impossible but rigorous, to maintain a client in these conditions with limited resources. The situation is presented as a cost not appreciable by the customer at first glance, but it is a noticeable result with permanent consumption.

2.14 Legislative Developments of Social Justice

In this regard, it is pertinent to recall Luigi Ferrajoli, who argues that the guaranteed paradigm of constitutional democracy is currently an embryonic paradigm, which must and can be extended in a threefold direction: a) to guarantee both freedom and social rights; b) against all powers, both public and private, and c) both at the level of domestic and international laws (Whitton *et al*., 2017). This is the trend today. However, the tendency to guarantee social rights has been strengthened in the last two or three decades in two nodal aspects: a) the active role of the constitutional courts and tribunals in this regard, and b) international human rights law, in its social aspect (Whitton *et al*., 2017).

Constitutional judges must fulfil a vertebral role in the political education of today's societies and the realisation of the capacities of all. Thus, every day, more countries accept constitutional jurisdiction and create procedural instruments guarantees for the better protection of human rights, both freedom and economic, social, and cultural, by incorporating the principles of subsidiarity and connectedness between them and even the direct procedural protection of the latter. Colombian action is an excellent example of the above (McKenzie-Mohr and Lafrance, 2017).

The universal tendency to guarantee the rights of social justice is unstoppable. The social and democratic rule of law may have setbacks and setbacks, but today's communities do not understand democracy if it does not include and protect the rights of social justice in its wide range. The current democracy is social, or it is not democracy. As the name itself implies, the State constitutes a unit that is integrated with three elements: the social, the democratic, and its legal or legal structure, which is inseparable; one cannot exist without the other because if such a situation occurs, then the social and democratic State of law is destroyed.

In South Africa, equality in both senses has had a particular development. During the Conquest, society was divided into classes made up of the

"conquering" immigrants, who enjoyed full political rights, in contrast to the indigenous, black, and mestizo peoples, who were not holders of any rights. Moreover, native peoples were dispossessed of their lands and subjected to cruel and degrading treatment (Ortega, 2020). Later, with the consolidation of the independent nation-states, the differences between individuals did not cease, but, on the contrary, the privileged classes retained power. Thus, the differences that persist to this day were maintained.

The unions and other social movements that struggled to mitigate those unfavourable conditions gained weight within the national laws of Latin America and Europe. For this reason, normative systems began to include social rights. Clear examples are the political constitutions of Mexico (1917) and Weimar (1919). However, the importance of social rights was not only recognised at the local level. After World War II, these reached international dimensions in documents such as the Universal Declaration of Human Rights (1948) and the International Covenant on Economic, Social, and Cultural Rights (1976) (Ortega, 2020).

In recent times, South Africa has carried out constitutional reforms framed within the so-called new constitutionalism to make far-reaching reforms in constitutional law. This is consistent with the constitutions of Nicaragua (1987), Brazil (1988), Costa Rica (1989), Colombia (1991), Mexico (1992), Paraguay (1992), Peru (1993), Venezuela (1999), Ecuador (1998 and 2008) and Bolivia (2009), which stipulate a variety of social rights aimed at confronting material inequalities. However, these reforms have not necessarily meant adopting a policy that has resulted in favourable social conditions for citizens.

2.15 Theoretical Framework of Social Justice

Social justice is a concept of fair and just relations between the individual and society. The explicit and tacit terms measure it for the distribution of wealth, opportunities for personal activity, and social privileges (Knight, 2017:3).

According to Van Scheers (2016:59), numerous research studies on social

justice have been conducted with emphasis on breaking barriers for social mobility, economic justice and the distribution of wealth, privileges and opportunities amongst people within a society. Adams and Bell (2016:119) provide an overview of the utilitarian approach to social justice, where practicability and utility get regarded as measures of social justice. Rothman (2019:34) explains the self-perfectionism approach to social justice: everyone has a specific role to play in society to bring about social change.

Blumenfeld, Catalano and Dejong (2018:56) elaborate on the Marxist's view of social justice that emphasises the role of economic relations as a determining factor in establishing, promoting and maintaining social justice. Sensoy and DiAngelo (2017:87) explain the social justice view of the German philosopher Nietzsche, known as the existentialism approach to social justice, in that it focuses on an individual being free to identify, develop and relate to truth, morality, democracy or economic welfare. Chipkin and Meny-Gibert (2013) describe Rawls' theory of social justice, which recognises that all citizens have a role to play in promoting the economic well-being of the poorest of society. According to Adams and Bell (2016:109), two different approaches to social justice are the Libertarianism approach and the Ambedkarism approach to social justice. The latter recognises the value of political democracy in bringing about social justice and equality for all citizens. At the same time, the Libertarianism approach focuses on the need for a bureaucratic approach to promoting social justice.

Social justice can sometimes be controversial since its various shades of meaning are often tacit (Mueller, 2018). They are not made explicit when it is assumed that it is a self-explanatory concept, as is often the case when expressed in some research and policy documents, equating to other terms such as equality, equity, merit, or necessity. Social justice has become a term used in different spheres (economic, political, educational, psychological, and social), almost like a slogan for society. However, by using it so much, on many occasions, it loses the true meaning and meaning it is intended to convey, alluding to the excessively everyday use of the term and thus reducing its scientific character. Moreover, it has been used in the last decades from very

different ideologies, pointing to very different concepts and even in opposite directions.

This has led to the question being answered in very different ways, from specific historical contexts and moments; therefore, a univocal concept about the term social justice cannot be considered. Social justice alludes to disparate ideological positions depending on the approach from which it is enunciated. Thus, we observe some approaches that propose the defence of the family and the promotion of solidarity through charity or the proposal that the achievement of the rights of all national citizens of a country should be the main unifying objective of social justice, as some liberal egalitarians suggest (Miller, 2017). However, along with these opposing and conservative (although generally well-intentioned) visions of Social Justice, emancipating perspectives, transforming society, and firmly anchored to social movements in defence of freedom, the promotion of human rights and liberties co-exist in an intense debate. The identity of the various social groups is indisputably confronted with the above both in defining the objectives and the means to achieve them.

Following this same line, Miller (2017) defines self-efficacy in social justice as a dynamic and specific domain of the set of beliefs regarding the perceived ability of an individual to perform particular tasks through intrapersonal domains (e.g., self-awareness and listening), interpersonal (e.g., educating others about the lack of social equity and encouraging others to get involved in defence of social justice), community (e.g., addressing specific community needs and establishing an outreach programme) and political-institutional (e.g., challenging discriminatory policies and practices).

Regarding individuals' commitment to social justice, Miller and Sendrowitz (2011) verified a socio-cognitive model among psychology students, stating that the support and barriers presented in the students' environment indirectly affect their commitments and self-efficacy in social justice. In addition, they showed evidence that interest in social justice directly impacts students'

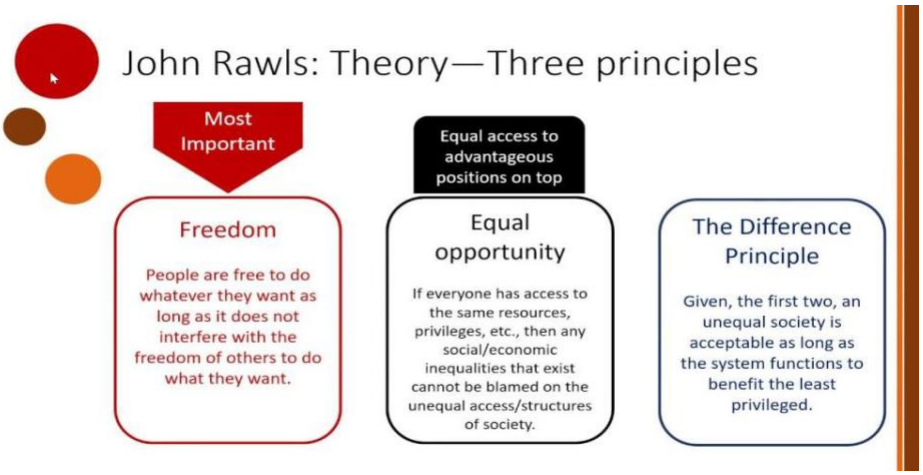
commitment to it. Continuing from a psychological perspective, Kamble *et al.* (2020:754) describe social justice as the fair and equitable allocation of the bargaining powers, resources, and obligations of society, considering the differences in people's power, needs, and abilities to express their desires. It is essential to consider that in the field of social justice linked to psychological discipline, professionals should actively engage in defence, empowerment, and social action with the community.

A before-and-after perspective can be considered in Rawls's theory (1971) of the distributive justice paradigm. John Rawls tries to solve the problem of distributive justice by stating his theory of *Justice as fairness*, which was a great advancement for redistribution by finding a balance between equality and freedom (Pereira, Schwanen and Banister, 2017). What Rawls comes to suppose is that rational, free, and equal men and women, devoid of any knowledge about their starting situation (or original position), referred to by Rawls as a *veil of ignorance*, would probably opt for an equitable distribution of any good that had been presented to them. They would value the principles of justice solely based on general considerations, accepting those principles that are fair to all and thus avoiding acting following their interest.

Suppose an individual does not know what his position in society is. In that case, it is likely that he will not privilege a certain class of people but rather will develop a scheme of justice that treats everyone fairly and maximises the position of the less fortunate, choosing to protect all kinds of interests, because you don't know what yours will be. This idea formulated a theory of justice as fairness and raised two fundamental principles (Pereira *et al*., 2017). Firstly, each person must have a right equal to the broader system of basic freedoms compatible with a similar system of freedom for others. In other words, the freedom of some should not affect the freedom of others. Thus, Rawls establishes as basic freedoms of citizens: political freedom (right to vote and hold public office), freedom of expression and association, freedom of conscience and thought, personal freedom (which includes freedom from oppression), and freedom not to be the object of arbitrary arrest and detention.

The second principle establishes that economic and social inequalities must be resolved so that they are for the more significant benefit of the least advantaged members of society (the difference principle) and under the conditions of fair equality of opportunities. The principle of difference or equity is interpreted in favour of those most disadvantaged in society. The higher expectations of better situated are just if they function within a system that improves the members' expectations least favoured of society. This principle is linked to that of compensation, which maintains that to treat everyone equally, for there to be true equality of opportunity, society must pay attention to those who possess fewer natural assets and those who have been born in less favourable social situations.

Figure 8: Three principles of Rawls' Theory



(Source*: Pereira, Schwanen, and Banister, 2017)*

Miller and Sendrowitz (2011) present empirical findings that establish a connection between the dedication of psychology students to social justice and the support and obstacles they encounter in their surroundings. This model emphasises the practical consequences of theoretical principles in real-life situations. Rawls' concepts of justice, including the veil of ignorance and the difference principle, are theoretically strong. However, it is crucial for empirical investigations (Pereira et al., 2017) to investigate the application of these principles and their resulting effects in various socioeconomic contexts to confirm their practical significance.

The implementation of policies is guided by the libertarian and Ambedkarism perspectives on social justice, which prioritise political democracy and bureaucratic methods (Adams & Bell, 2016). An analysis of policies resulting from these techniques can uncover their efficacy in advancing social justice and illuminate any disparities between theoretical goals and actual results. Kamble et al. (2020) examine the significance of psychology in promoting social justice and emphasise the importance of actively participating in community defence and empowerment. The convergence of psychology theory and social justice practice highlights the necessity of employing a multidisciplinary methodology to tackle intricate social problems.

The existing academic research on social justice offers a diverse range of theoretical viewpoints, each providing useful insights while also presenting inconsistencies and omissions. An essential examination should acknowledge these differences and strive to establish a link between theoretical frameworks and actual facts (Musara, Grant and Vorster, 2020).

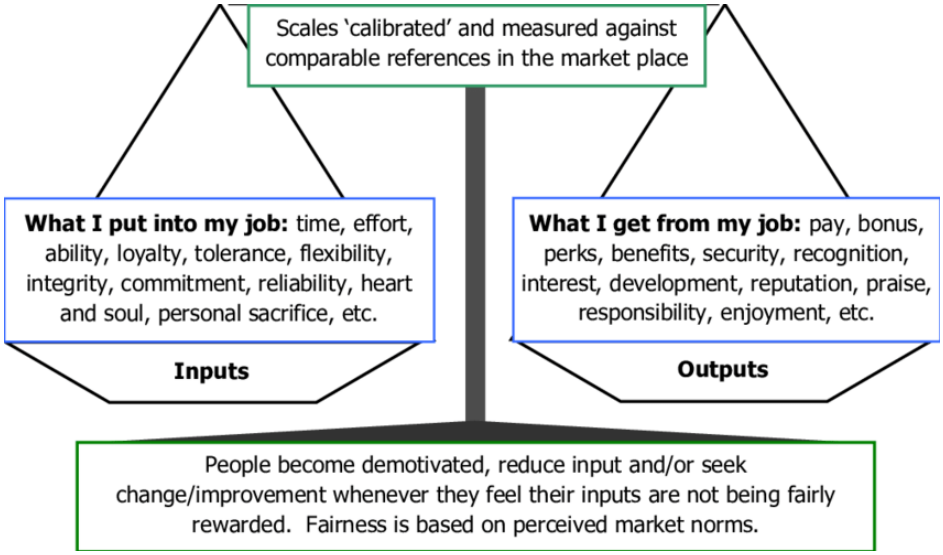
2.15.1 Organisational justice

The construct of organisational justice is derived from the theory of equity, which explains the relationship between distributive justice and various organisational results; it is based on the notions of deprivation and social comparison. The referent can be the same person, comparing himself to another point. Another reference is the comparison with others, whether in the future, the past, the present, or what could be expected. According to the theory of equity, if the levels of comparison are not equal, the individual may be motivated to engage in behaviours that can restore the cognitive perception of equality (Viswesvaran and Ones, 2002). The different dimensions of perceived justice have also been proposed as direct determinants of client satisfaction (Martínez-Tur Peiró, Ramos, and Moliner, 2006). Justice refers to employees' perceptions of what is fair and unfair within the organisations they belong to. The assumption is that if employees believe they are being treated fairly, that belief will cause them to maintain positive attitudes toward the job,

their superiors, and the organisation itself. On the other hand, if they consider being unfairly treated, such perception will generate tensions, feelings of satisfaction and demotivation (Omar, 2006).

Equity theory (Figure 9) hypothesises the impact of the perception of justice so that when an employee perceives distributive injustice, he can alter his quality or quantity of work to restore justice. Concerning the different types of justice, procedural justice models focus on the influence of procedural justice on attitudes and quality of working life; that is, procedural justice concerns are the result when the objective is group harmony, while issues of distributive justice are the result when productivity and efficiency are the focus of attention (Cohen-Charash and Spector, 2001).

Figure 9: Adams' Equity Theory- job satisfaction



*(*Source: *Luu, 2008)*

Organisational justice is directly related to the behaviour of individuals within the organisation. Behaviours are gestures that are not part of the formal obligations of conduct and are not imposed through the contractual guarantee of reward. They are informal contributions that participants may or may not adopt. Organisational justice is related to the behaviours when employees perceive fairness in their workplaces. To the extent that employees perceive fairness as part of the conduct in the organisation and to the extent that they

want to maintain fairness, employees will be willing to contribute to the betterment of their co-workers, contributing more than what their roles demand of them (Cohen-Charash and Spector, 2001).

The impact generated by organisational justice is reflected in the results that provoke organisational actions and practices that workers perceive as *fair and equitable* or *unfair and inequitable* this is the case of the assignment of workloads, the payment of a salary, benefits, equitable promotions, dignified and fair treatment of personnel, among others (Pan, Chen, Hao and Bi, 2018). In this sense, the perception of organisational justice will be related to results or performance of the personnel that directly affects the organisation, such as job rotation, performance, and job satisfaction, among others (Patlán-Pérez, Martínez and Hernández, 2012).

According to Patlán-Pérez, Martínez, and Hernández (2012: 3), *"Organisational justice is defined as the set of perceptions of justice that workers have in terms of what is fair or equitable in the organisation concerning a) the distribution of procedures and decisions that involve to the workers (distributive justice), b) the treatment received by the employees (interactional or relationship justice), and c) the rules and policies that establish the procedures and decisions related to the workers (procedural or procedural justice)".*

From a legal perspective, for the issue of organisational justice, the literature indicates that the regulation is an essential working tool since two principles guide its elaboration: balance and social justice, which allow for resolving existing discrepancies between workers and employers; however, the vision of it is only a formal requirement that organisations must meet (Aguilar, Romero, García and Vargas, 2008)

2.15.2 Dimensions of organisational justice

Organisational psychology has given importance to organisational justice by observing how it impacts the different aspects of an organisation (Mladinic and Isla, 2002). As mentioned earlier, organisational justice has been used to

predict a wide range of behaviours related to an organisation's success. It is noted that the effectiveness of the organisation's resources may depend on the coincidence between the type of perceived injustice and the type of solution offered. The feeling of unfair treatment can lead employees to react in different ways, which are detrimental to organisations and can have long-term negative consequences for the individuals involved. Because of the above, organisational justice is vital in our times.

The impact of fairness on job performance is essential and implicit in modern management, primarily due to the prevalence of human resource management practices, such as performance appraisals (Jepsen and Rodwell, 2009). Applying justice in work groups, the indirect or moderating effect of collectivism has been shown in various studies that in cohesive groups in which feelings of equity predominate among members, the individual perception of procedural justice interacts with the perception of the others so that the highest levels of execution occur when justice is consistent within the group (Ejye-Omar and Odu-Ogenyi, 2006)

According to the *control model*, employees prefer fairness, as it allows them to predict and control the results they may receive from organisations. On the other hand, the justice control model posits that proper personnel policies signify that things will work out over time. Most individuals understand that every personal decision cannot go their way, but justice gives people more certainty in future benefits (Cropanzano, Bowen, and Gilliland, 2007).

In the del Río-Lanza, Vázquez-Casielles, and Díaz-Martín (2009) study, there is a three-dimensional presence for the concepts of justice and loyalty. Their analysis of the causal model found that perceived fairness influences the satisfaction of solving a problem for a client who had not obtained the service they expected. Furthermore, perceived fairness is also positively related, directly and indirectly (through satisfaction with the solution of the problem) to loyalty behaviours. The extent to which the client perceives that the service provider company adequately rewards the failure or error committed

(distributive justice), adopts a procedure following what he expects when dealing with the problem (procedural justice), and has adequately trained personnel to provide good customer service (interactive justice), the higher the levels of loyalty that he will manifest towards the company. At the same time, the higher the perception of justice on the client's part, the higher their satisfaction with the solution of the problem will be, ultimately reflected in the loyalty they manifest towards the company. In this way, their model is corroborated by the mediating role of customer satisfaction with the solution proposed for the problem by the company in the relationship of perceived justice (del Río-Lanza *et al*., 2009). The higher the levels of loyalty that the employee will manifest towards the company. At the same time, the higher the perception of justice on the part of the client, the higher their satisfaction with the solution of the problem will be, ultimately reflected in the loyalty they manifest towards the company. At the same time, the higher the perception of justice on the client's part, the higher their satisfaction with the solution of the problem will be, ultimately reflected in the loyalty they manifest towards the company. In this way, their model is corroborated by the mediating role of customer satisfaction with the solution proposed for the problem by the company in the relationship of perceived justice (del Río-Lanza *et al*., 2009). This model is corroborated by the mediating role of customer satisfaction with the solution proposed for the problem by the company in the relationship of perceived justice (del Río-Lanza *et al*., 2009). His model is corroborated by the mediating role of customer satisfaction with the solution proposed for the problem by the company is in the relationship of perceived justice (del Río-Lanza *et al*., 2009). The distinction between distributive justice, on the one hand, and procedural justice and interaction, on the other, is essential because it reflects the existence of two aspects in the study of justice. The distribution one is more results-oriented, while the procedural and interactional are more relationship-oriented, reflecting the practical and interpersonal way employees are in contact with the service provision (Martínez-Tur *et al.,* 2006).

Procedural and distributive justice is linked to many organisational outcomes (e.g., job performance, job satisfaction, and organisational commitment). Although much of the research on these types of outcomes and the

organisation of the justice construct has been carried out in the business setting, recent research on organisational justice has also taken place in many social situations. For whatever reasons and in any location, investigations into matters of procedural and distributive justice are carried out, and justice is valued in predicting and explaining behaviour (Viswesvaran and Ones, 2002).

Ejye-Omar and Odu-Ogenyi (2006) points out the results of various studies about the indirect or moderating effect of collectivism. Jepsen and Rodwell (2009) mention that procedural justice, distributive, interpersonal, and informational measures are other factors. In cohesive groups in which feelings of equity predominate among members, the individual perception of procedural justice interacts with the perception of others in a way that the highest levels of execution occur when justice is consistent within the group.

2.15.3 Relationship of justice with other organisational variables

As mentioned at the beginning of this research, the term justice was developed within some disciplines such as law and philosophy. However, studying justice from the psychosocial perspective has relatively little time. However, within the investigation that was carried out to obtain the state of the art of this thesis, it was found that there are articles of justice from the organisational point of view that are related to other variables, for which, in this section, some of these will be mentioned with in order to visualise the positive or negative relationship and the different research contexts.

Organisational justice has been consistently and positively related to organisational commitment, as evidenced by Loi, Hang-Yue, and Foley (2006) in an investigation carried out in Hong Kong where interns who applied for work in law firm firms participated. As in other investigations, the dimensions of justice analysed were distributive and procedural and were related to commitment and staff turnover. The results obtained in this work were positive and encouraging because justice is a key factor in promoting the permanence of workers in organisations.

Another important variable that has been related to justice is organisational identification, Gelens, Hofmans, Dries, and Pepermans (2014) evaluated the relationships between procedural and distributive justice, as well as satisfaction and effort at work. The researchers collected data from companies in Belgium's financial sector employees. This work shows that fairness can predict outcome variables like job satisfaction and effort. It also highlights that a climate of justice in organisations can be implemented by avoiding personal interests, carrying out procedures properly and providing the possibility of changes in the organisation when inequity is perceived.

Littlewood (2007) carried out an investigation in which he analysed the relationship between organisational justice and work avoidance based on the selection interview. His study shows that in the selection interview, the role played by organisational justice (procedural and interpersonal) is important in establishing and maintaining the employment relationship and the psychological contract agreed upon between the individual and the organisation. The individuals who perceive that they have been informed and warned, in a real way, in the selection interview and where the organisational procedures and policies are fair and have also been treated appropriately by their superiors keep the psychological contract in force and do not avoid work or the responsibilities.

More recently, Ma, Liu, and Liu (2014) found that organisational justice greatly helped to develop organisational ownership and decrease staff turnover in Chinese air transportation companies. Jacobs, Belschak and Hartog (2014) conducted an investigation into police offices in Germany, where they analysed that organisational justice affected ethical and unethical conduct in policemen. The above has essential repercussions for current organisations, which face problems of corruption, mismanagement of finances and abuse of power by workers in these entities.

The relationship of justice with organisational commitment continues to be a current research topic, as Ahmed (2014) confirmed in his work, which analyses

how procedural and distributive justice affect the identification and organisational commitment of 250 employees in the banking sector of Pakistan. Similarly, Tuntrabundit and Tuntrabundit (2014) conducted a study in Thailand with government sector employees where procedural justice affected affective commitment. This highlights that employees feel more secure and attached to their work in organisations that use fair procedures and policies.

2.15.4 Organisational trust

The phenomenon of trust in organisations is one of the main resources available to create a stable and productive work environment. Trust management through reinforcement programmes and actions, especially those that emphasise openness between employees and management, tends to increase the levels of job satisfaction in organisations (Echeverría and Hernández, 2009). Of course, building trust requires solid strategic planning, which needs arrangements in the structure of organisations, but above all, in human resources programmes, mainly through the tool of communication.

It can then be said that trust in organisations is a key factor in the relationships and success of today's organisations. Without trust, people could not work together, except in extreme control procedures (Laschinger, Finegan and Shamian, 2001: 7-23 cited in Topa, Palací and Morales, 2004).

In a customer service culture, trust is essential in the client-employee connection. In an ideal world, management would trust workers, employees would trust management, and customers would trust the firm. This is an example of the *Three-Legged Stool* hypothesis in action. This notion is straightforward for people who are unfamiliar with it. When one of the legs of a three-legged stool is removed, the chair collapses. There is little likelihood of consumer loyalty if any of these groups distrust the others (Bahadur, 2020).

2.15.5 Customer service

According to Hwang and Lee (2019:43), customer service is the provision of or attention to the customer's demands through the provision and supply of effective, practical, high-level, superb help. Converging the needs and goals

of the consumer is customer service.

The beauty industry is driven by customer satisfaction. According to Konova (2020:1616), beauty salons want to ensure that clients are satisfied with the best service possible, so they will return and recommend it. Every employee makes sure to meet and surpass every client's expectations. When customer service is subpar, business suffers significantly, especially when the COVID-19 outbreak severely impacts the beauty industry. Customers want to be pampered while also feeling safe. According to Brien, Thomas, and Brown (2017:235), providing outstanding customer service is crucial for the beauty industry since it often makes or ruins a company.

2.15.6 The benefits of customer service training

The advantages of staff training include increased employee competency and a stronger competitive edge. Oladejo and Oladejo (2016:179) contend that operative training will strengthen employees' personalities and competent talents. Training benefits not just employees but also customers, management, and the firm itself. According to Liang, Chu, and Lin (2020:1071), the benefits of customer service training are that consumers will receive outstanding service, employees will gain self-confidence, and the organisation will profit.

2.15.7 Job satisfaction

Various authors have defined the skincare and beauty sector as labour-challenging and emotionally exhausting (Linnan, D'Angelo and Harrington, 2014; Henrico, 2015); it is also viewed as a vocational realm. Women working in these skincare and beauty clinics (known as somatologists in South Africa) rely on effective human resource management. They interact with customers regularly and administer treatments focusing on aesthetic and holistic benefits. According to Henrico (2015), female staff and proprietors dominate skincare and beauty clinics. These clinics are classified as small companies because they often employ 1 to 19 people per facility (Barnes Report, 2012). Because of a lack of resources, such as personnel and financial resources, such small, privately held enterprises sometimes do not focus on employee or therapist job satisfaction (as observed in more prominent corporations) (Neely, 2012). Job

satisfaction applies to every industry that uses human resources.

It became clear that the key themes in enhancing job happiness for women working in skin care clinics were largely focused on external and internal motivating perception elements, the ideal work environment, and the dream to increase and facilitate job satisfaction for these women.

Table 2: Perception of factors that improve job satisfaction amongst women working in skincare and beauty clinics

THEMES	SUB THEME
1. External Motivational Factors are that the environment lends itself to the development of self-confidence and self-esteem	• Positive practice environment • Harmony within the environment • Clients
2. The ideal work environment lends itself to the internal factors for Job Satisfaction.	• Enhance self-awareness within the work environment • Passion • Creating balance
3. Dreams to enhance job satisfaction	• Instil and evoke a passion for the job • Enhanced atmosphere within the somatology clinic environment through music • Clients' comfort and happiness • Supportive and encouraging environment with colleagues

*(*Source: *Makhuza, Henrico and Nel, 2018)*

2.15.7.1 External motivational factors for job satisfaction

Research participants view job satisfaction as one of the variables that keep these women on the job and eventually happy and motivated. Singh (2016:30) defines motivation as "the drive, power, and ultimately the energy that propels an individual to stay focused and involved in a certain activity or task that they are undertaking." Motivation may be derived from the fulfillment one receives from one's profession, one's drive to develop oneself, or it can be influenced by one's environment and surroundings (Singh, 2016:30-31). Understanding what motivates a person may help them find strategies to keep people motivated and involved in their work and encourage job satisfaction. This is expanded upon by focusing on the characteristics relevant to the setting in which these women will work. These criteria included a pleasant practice atmosphere, harmony within the setting, and customer satisfaction.

2.15.7.2 Internal factors for job satisfaction

The ideal work environment fosters views of internal job satisfaction characteristics. According to Ealias and George (2014:1), job satisfaction is the pleasant and good attitude or emotional perspective that one has toward their job or employment. Job satisfaction is believed to occur when all an employee's requirements and desires are met and the individual's work values are realised and fulfilled. Ealias and George (2014:1) agree that an organisation's internal environment plays in the work satisfaction of its employees should be brought to the attention of somatology clinic management.

2.16 Conclusion to Chapter Summary

In conclusion, SMEs play an essential role in developing nations. They are viewed as significant drivers for decreasing unemployment, economic growth and development, poverty elimination, and the enhancement of people's living standards. A robust SME sector contributes significantly to the economy by lowering unemployment and increasing GDP. Despite their significant relevance and contribution to economic growth, SMEs worldwide, including South Africa, confront several hurdles that stifle entrepreneurial growth, limit long-term performance, and, consequently, development, growth, and survival. Several reasons have been recognised as impeding SME growth in KwaZulu-Natal. The environmental elements were split into internal and exterior environmental factors. Internal environmental considerations include access to capital, managerial competency and talent, and technology skills. The external environment included crime and corruption, competition, and regulatory factors. The relationship between procedural and distributive justice and satisfaction effort and hard work are evaluated as the primary resources available to create a stable and productive work environment. The levels of job satisfaction in organizations tend to rise due to trust management through reinforcement programmes and actions, particularly those that emphasize openness between employees and management. Building trust requires sound strategic planning, which calls for arrangements in organizational structures but, most importantly, in human resources initiatives, particularly those that

emphasize communication. The following chapter (Chapter Three) will cover research methodology, addressing the methodologies employed for this study and explanations for the methods used.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This section addresses the role of SMEs in promoting social justice and business transformation in KwaZulu-Natal, a case study of Sorbet. The chapter shows how the research is conducted and how the data will be collected and analysed. It focuses on the research design, data collection, questionnaire design, and data analysis. The previous chapter's literature examination thoroughly introduced this chapter, summarising the research strategy and methodology. The methodologies utilised to gather and analyse the data and the mechanism for administering the data-collecting tool are also described. This chapter also explains why ethical considerations were essential and how they were upheld during the study.

3.2 Research Methodology and Design

Emmanuel and Ibeawuchi (2015:38) state that a research design is a blueprint or roadmap for fulfilling objectives and answering research questions. Roller and Lavrakas (2015:45) postulate that there are three major types of research designs: experimental, non-experimental, and qualitative. Leavy (2017:201) defines research design as a plan specifying how the researcher will conduct the study. Furthermore, Sahu and Juvekar (2018:486) states that the research design is fundamental since it allows the researcher to plan the collection and analysis of the data. For this study, a quantitative research paradigm will be primarily undertaken. The research paradigm outlines the path to investigate the study in precise detail. This enhances the precision of the research and the quality of the methods and analysis used (Fisher, 2017).

Quantitative research refers to the systematic empirical investigation of a problem by the researcher while using an array of statistical analyses (Roller and Lavrakas, 2015:86). During the COVID-19 pandemic, businesses faced a

variety of issues, and their responses to these disruptions influenced their resilience as well as their prospects of overcoming the crisis. To respond to this changing climate, SMEs are modifying their business strategies. Furthermore, service industries have been severely affected. This study explores how SMEs in the service industry have dealt with the disruptions initiated by the COVID-19 pandemic. This study sought to learn more about the transformation drivers they have prioritised and which technologies they have chosen to adapt to disruption. These SMEs' insights are investigated in terms of their impact on redefining sustainable business models in SMEs. As a result of the unpredictable environment, there are only a few viable strategic ways for an SME, namely to follow incumbents, become a challenger, or re-invent themselves based on their transformation motivations and preparedness to use digital technologies (Gregurec *et al.,* 2021).

March (2022) contends that secondary or desk research is a study approach using previously collected data. Secondary research is study information that has been published in research reports and other comparable academic materials. Existing data is summarised and compiled to improve overall research efficacy. Some government and non-government organisations also retain data that may be retrieved and utilised for research reasons. Secondary research is far more cost-effective than primary research since it uses already-acquired data. It becomes a robust methodology combined with primary data, as done with this study.

3.3 Target Population

A population is the complete set of elements from which a sample gets selected (Flick, 2015:122). This study's target population comprised all Sorbet employees in KwaZulu-Natal. Information on the target population was obtained from the Head Office of Sorbet in KwaZulu-Natal. The identified target population equated to N= 330. Dahabreh and Hernan (2019:719) assert that identifying a population to be surveyed is a prerequisite for a precise sample specification. According to Makris and Lorio (2019:12), the target population refers to the population that makes up the survey subject and the inferences

from which inferences are made. An infinite or finite population can also be described. A finite population has a limited or fixed number of people or substances. In contrast, according to Dunning-Davis and Norman (2020:1361) and Tao and Fu (2019:315), an infinite population has an unlimited or non-fixed number of people or substances. The researcher must prevent drawing inferences while collecting information from the sample, and the respondent must maintain the information (Constantinou and Fotou, 2020:401).

3.4 Sampling Techniques

Durdella (2017:92) defines sampling as a portion or a smaller number of population units. DeCuir-Gunby *et al.* (2019:176) add that a sample is identified as the representative component and has characteristics of that total population. A population is a standardised representation of individual units, according to Constantinou and Fotou (2020:401). The population consists of very different strata, but the units within a stratum should be as uniform as possible, as advised by Dahabreh and Hernán (2019:719). Time and money limitations prevent examining the entire population from being feasible (Gupt, Lalthlamuanpuii, and Ahamed, 2021:697). According to Dane (2017:112-113), there are two sampling methods: probability and non-probability. This study uses probability sampling for the research design and simple random sampling. Identifying a population to be surveyed is the first step in specifying a sample (Dahabreh and Hernán, 2019:719). The target population refers to the people that make up the survey's subject and from which inferences are made (Makris and Lorio, 2019:12). The sampling frame for the quantitative research design was accessed via an alphabetical list of staff from the Head Office of Sorbet. For respondents' input to be meaningful, Constantinou and Fotou (2020:401) add that the researcher must prevent any conclusions from emerging during the collection of a specific sample, that respondents must retain the information; and that respondents must have favourable characteristics or features.

3.5 Selection of the Sample, the Unit of Analysis, Locating and Selecting the Research Patterns

Sprinthall (2012:98) states that the design of a sample describes the method used to select the sample from the population. A sample is a subcategory of the population that duplicates the features of the population, according to Haq (2017:8450). In contrast to the survey population, which is made up of the components from which the sample is carefully selected (Emerson, 2015:164), a population or universe is the sum of all the fundamentals. Sekaran and Bougie's (2016:268) computed table for determining the optimum sample size from a given community was used in this study to select the sample for the quantitative research design. For this study, a target population of N= 330 will yield a sample size of n= 181, as recommended by Sekaran and Bougie (2016). According to Ott and Longnecker (2015:56), selecting a bigger sample produces significant statistical results for generalisations and eliminates sampling errors. Johnson and Wichern (2015:332) state that a more considerable sample allows the researcher to obtain in-depth, exploratory information from a more significant population segment while minimising response bias. The simple random sampling method without replacement will be used to draw the requisite sample of n= 181 elements or respondents (Fernandez, Garcia, Gholizadeh, and González-López, 2020:7537). Mundra and Rajapakse (2016:31) assert that the sampling technique comprises a representative sample that includes all of the universe's essentials, which may be finite or infinite. The most important characteristic of a sample, according to Ogundimu and Hutton (2015:172), is representativeness. The goal is to choose a representative sample from which the researcher plans to infer things and make comparisons (Wesoly, Stefanski, and Weiler, 2016:85). The sample selection process is described below since it demonstrates the operational method chosen for the sample.

3.5.1 Probability versus non-probability sampling

Wright (2020:108879) distinguishes between sampling methods: probability and non-probability sample approaches. Probability samples provide a method

for selecting representative samples from large, well-known populations (Zuo, 2020:108879). The four primary probability sample designs are simple, stratified, systematic, and cluster sampling. Probability sampling techniques allow one to calculate the amount of sampling error that is likely in any given sample (Kim, 2017:1). Non-probability sampling, on the other hand (such as opportuneness and judgmental approaches), risks introducing variety bias into the sample (Matthews and Wolfe, 2017:173).

Probability sampling was carefully chosen for this investigation for the following reasons: Firstly, the researcher recognised the necessity to draw statistical conclusions from the sample and worked hard to minimise selection bias. Secondly, the Sorbet employees were aligned to Sorbet's composite target demographic of N = 330 employees. Furthermore, because the populace was not dispersed and easily accessible, it was simple to get access or discover it. Thirdly, a quantitative study approach with a high sample size was used. Finally, the sample frame was provided, but there was no need to target specific sections of the population according to the study's research objectives (Linnebur, 2019:448).

3.5.2 Simple random sampling

Simple random sampling is a probability sampling strategy that gives everyone in the target population an equal chance of being chosen (Al-Mannai, 2014:38). In this work, simple random sampling without replacement was utilised as a probability sampling strategy for quantitative analysis. According to Harbitz (2019:151), simple random selection provides the researcher with a sample that is exceptionally representative of the community being investigated. Simple random sampling is favourable if a thorough list of the population is given and the sampling frame is sorted (Lawson, 2020:51). According to Mendoza, Contreras-Cristán and Gutiérrez-Pea (2021:318), samples with replacement and samples without replacement are both simple random sampling procedures. Once an element has been carefully picked from the sample frame during sampling with replacement, it is restored to the frame and can be carefully selected again (Trassinelli, 2019:14). When an element is drawn from the sample frame without being replaced, it is removed from the population and is

not returned (Economou, Tzavelas and Batsidis, 2020:2808). Aubry (2021:101553) mentions that representative samples were created using simple random sampling without replacement in this investigation. Random sampling without replacement is generally more successful than sampling with replacement. According to Muneer *et al.* (2017:2181), the representative sample was chosen using a simple random sampling approach without replacement. Using this method, a sizable sample was selected, and the percentage representation of Sorbet staff was equalised.

3.6 Data Collection Methods

Jentoft and Olsen (2019:179) contend that data collection techniques enable researchers to gather data carefully to provide definitive answers to problems. A structured questionnaire was used to collect the data (Appendix C).

The six basic types of data collection include paper questionnaires, face-to-face interviews, telephone interviews, focus groups, email surveys, and web-based surveys, each with its own set of restrictions and associated pro and con factors. The personal approach to data collection has several advantages. The personal data collection method yields the greatest response rate and is the most accurate (Katayeva and Kariyeva, 2020:172). Personal administration ensures a high response rate compared to alternative techniques (Woliski and Pytlowany, 2019:08006). A closed-ended structured quantitative questionnaire was used for this investigation (Appendix C). Using the specified data collection technique, the researcher sent the questionnaire to the selected respondents. It should be highlighted that the researcher did not conduct any interviews, nor did she exert any undue influence or communicate with the respondents during this stage of data collection.

A structured questionnaire lets the researcher engage with many respondents immediately (Clerehan, Guillemin, Epstein and Buchbinder, 2016:335). Organised surveys with closed-ended questions make developing, coding, and evaluating the data simple (Bastian, Eggett, and Jefferies, 2015:435). Individuals in a quick and relatively cost-effective way, emphasise that the

research results can be quantified and analysed more scientifically than other forms of research. When data has been quantified, it can be used to compare studies. Moreover, it may be used to test existing hypotheses and create new theories (Gast and Ledford, 2018; Durdella, 2017). The structured questionnaire is simple to standardise since each respondent is asked the same questions in the same way. As a result, the researcher may be confident that all respondents in the sample answer identical questions, making this approach a dependable research method (Palme and Palme, 2016; He and Schonlau, 2019:754). The researcher distributed the survey electronically to the recommended sample. Johnson and Wichern (2015:332) advise that this method ensures a high response rate compared to other methods. The selected sample respondents were asked to return the completed questionnaires within two weeks.

A closed-ended structured quantitative questionnaire was used to collect data from the selected sample respondents in the quantitative research design. The survey comprised a cover letter assuring respondents of their anonymity and a consent form. The questionnaire is developed considering the guidelines provided by Salmons (2019:67), which include closed-ended questions, conciseness, unambiguity, using a justified sequence, and ensuring that the problems are apparent to all respondents. The five-point Likert scale format allows the respondents to indicate how much they agree or disagree with a series of statements about a given central theme (Schmuller, 2016:156). The Likert scale is extensively employed due to its capacity to gauge attitudes, beliefs, and views (Cape, 2017:42).The construction and design of the questionnaire in this study went through multiple drafts, which needed a significant amount of time to modify before the final research instrument was established. When creating the questionnaire, the advantage of adding pre-coded questions in the order of the choices presented was considered. Coding entails providing number codes to each answer corresponding to a certain portion of the questionnaire (Brent and Porta, 2019:1717). Joshi and Kumar (2016:1650015) affirm that pre-coded questions facilitate data collection since the responder only needs to circle the number code for each item on the Likert scale.

3.6.1 Primary data collection

Gast and Ledford (2018:119) confirm that primary data obtained from conducting the study in an investigative manner usually entails collecting the data personally. Primary data is obtained by directly reflecting the event under investigation or is created broadly (Dovey, 2021:193). It is gathered after the researcher has provided some perspective on the topic by evaluating secondary data or analysing previously collected data (Lewis, 2019:14). Arsanjani (2015:9) affirms that primary data is obtained for a specific goal, and the researcher directs the process. However, Bhagat (2018:76) warns that primary data is expensive to obtain and takes a long time to process. Interviews, personal or telephone contacts, and self-administered surveys are various methods for gathering primary data (Hyman, Kostyk, Zhou, and Paas, 2019:552). This study used a closed-ended structured quantitative questionnaire (Appendix C) as a data-gathering instrument to gather the data.

3.6.2 Secondary data collection

Smith (2012:19) explains that secondary data refers to the specific information collected by individuals or organisations other than the primary researcher. Secondary data for this study were sourced from journals, related textbooks, the internet, media articles, government publications, periodicals and other dissertations and theses. According to Martins, Cunha and Serra (2018:1), secondary data is information compiled by persons or organisations other than the researcher. The value of secondary data is that the researcher may utilise current data and analyse it (Bahr and Schlünder, 2015:279). While secondary data saves time and money, the researcher must exercise extreme caution when using this form of data. As a result, the secondary data for this study came from a thorough assessment of journal articles, the internet, publications and relevant dissertations and theses (Sahu and Juvekar, 2018:486).

For the study's data collection, inclusion and exclusion criteria were used to extract information from scientific and academic articles from accredited academic search engines such as EBSCOHOST, Scopus and Google Scholar

as some of the key sources. Newsworthy media articles were also used. Inclusion criteria reviewed all sources, which included details of Sorbet. Even though the geographic study area was KwaZulu-Natal, case reports of Sorbet nationwide were used to contextualise the study. Comparisons with other SMEs were excluded from the search.

3.6.3 Coding

The data was evaluated after the replies to the closed-ended, structured, quantitative questions were generated. According to Awwad (2019:41), editing necessitates a comprehensive and critical assessment of the completed surveys. As a result, data must be reviewed for completeness and correctness before being allowed for collection. Individually completed questionnaires were examined to confirm that the completeness requirements were satisfied. The researcher then inputs the questionnaire results into SPSS version 28 to create a dataset for statistical analysis.

3.6.4 Pilot test

Salmons (2019:152) explains that the purpose of a pilot study is to refine the questions on the questionnaire to ensure no ambiguity or bias so that the measuring instrument gets fine-tuned for data collection. Before beginning the fieldwork, pilot research was crucial for ensuring the questionnaire's validity and reliability and identifying any necessary adjustments to the procedure (Ghazali, 2020:1251). As a precaution, Girio-Herrera and Sarno Owens (2017:117) advise that the trial-run topics be representative and homogeneous of the target audience regarding rational capacity, subject knowledge, and attitude towards it. For this study, twenty homogeneous respondents who will not form part of the sample will participate and will be randomly selected to test the questionnaire so that the necessary revisions can be made before the survey is administered to the chosen primary census grouping. Moreover, the responses of the twenty pilot respondents will be captured to form a data set. According to Muhamad and Kiely (2018:36), pilot research that includes a trial run assesses the unusual feasibility of the questionnaire and ensures that the replies are carefully picked as viable answers encompassing a wide range of

alternatives. The pilot study must satisfy the researcher as to the suitability of the questionnaire. As a result, the pilot test should be supervised in the same manner as the final study (Ismail, Kinchin, and Edwards, 2017:1). It was subjected to the Cronbach Coefficient Alpha Test to determine the reliability of the questionnaire. The Cronbach Coefficient Alpha Test findings for consistency for the significant variables and the total result are shown in Table 3 below.

Table 3: Cronbach's alpha score for the study Questionnaire

	Section	Number of Items	Cronbach's Alpha
C	Business transformation/strategy	7	0.629
D	Community enterprise	2	0.940
E	Customer Service	4	0.936
F	Employee Empowerment	5	0.745
G	Ethics and diversity	10	0.828
H	Job satisfaction	6	0.706
I	Job security	6	0.695

To assess the reliability of a measuring device, Taber (2017:1273) suggested using Cronbach's Coefficient Alpha method. The Coefficient Alpha is a strategy for mediating the measuring instrument's fundamental consistency by averaging all potential ways of separating test items and analysing the degree of connection (Kilic, 2016:47). As indicated in Table 3, the stronger the correlation to a score of one, the higher the internal consistency (Carden, Camper and Holtzman, 2018:1).

3.6.5 Pre-testing

The usual process of testing a questionnaire with a limited number of respondents to ensure that it is understood and fits the requirements is known as pre-testing (Hilton, 2015:21). The aforementioned allows the researcher to repair errors before distributing the final questionnaire to the sample's respondents (Gunnarsson 2021:100152). The value of pre-testing stems from determining if the respondent thoroughly comprehends each question or

statement, whether the language and wording are clear and easy to understand, and whether the commands to the respondents are understandable (Park, Sha, and Olmsted, 2015:1385). Pre-testing is required for the researcher to be satisfied with the questionnaire's design, to administer the questionnaire, and to motivate positive respondent involvement (Shi,2020:16). More importantly, the replies provided must be clear and correct to speed up data collection (Must and Must, 2018:37). The questionnaire was presented to twenty Sorbet staff members to determine pre-testing. The twenty employees chosen for pre-testing were excluded from the target group (N=181). More crucially, these twenty respondents were not selected at random from a computerised list of numbers. Therefore, pre-testing the questionnaire did not affect the group's primary sample selection. The feedback from the twenty employees was gathered for a useful improvement, to further refine the questionnaire. These suggestions influenced the subsequent removal, phrasing, and language of the questionnaire. Before distribution to the primary sample respondents, the questionnaire was revised for fluidity, consistency and standardisation (Hwang and Lee, 2019).

3.7 Validity and Reliability of the Measuring Instrument

Chan and Lay (2018:239) indicate that a research study can only be accurate if its assumptions are consistent and reliable. Dependability suggests that the results must be consistently identical to a repeated investigation (Huei, Rus, and Kamis, 2019:984). Andraka (2020:1) defines validity as the truthfulness of the study findings. A study can be trustworthy but not valid and only valid if it was previously reliable (Nugroho, Juniati, and Siswono, 2018:012142). Must (2020:195) warns that no matter how consistent the measurements are, a researcher should not assume validity at any time.

3.7.1 Reliability of the questionnaire

Reliability is about accuracy and may be defined as the degree of reliability of the measuring equipment (Varveri, Lavanco, and Di Nuovo, 2015:149). Reliability refers to the fact that a question yields the same set of responses

every time it is asked under identical conditions (Xie, Wu, and Qian, 2016:97). There are two forms of reliability (Yilmaz, 2021:743). The first is inter-rater or observer reliability, which refers to the extent to which various respondents in a measuring instrument provide trustworthy replies. The second form of reliability is test-retest reliability, which relates to the long-term reliability of measuring equipment. The following phase involved conducting a pilot study in addition to the previous pre-testing in this study to control the potential Cronbach Alpha value of the reliability construct.

3.7.2 Validity of the questionnaire

According to Mey (2020:4462), a questionnaire is only legitimate if it measures exactly what it is designed to measure. An instrument must be useful for the precise determinations it is intended for, and validity judgments show that the study findings are sound (Mazachowsky and Mahy, 2020:756). Validity is defined by Rocchi, Pelletier, and Desmarais (2016:15) as a measuring instrument that measures precisely what it is designed to measure and allows for a plausible interpretation of the data and acceptable population inferences. Natale, Fabbri, Tonetti and Martoni (2014:568-573) underline that validity can take several forms, including the degree to which a test is immediately regarded as covering the perception it purports to assess, which is referred to as *face validity*. The term *content validity* describes how effectively a measuring tool captures the various characteristics of the relevant construct. Linking the outcomes of a measuring instrument to an external standard acknowledged or thought to assess the idea, trait or behaviour under investigation demonstrates the existence of *criterion validity*, which covers a wide range of dimensions. *Construct validity* concerns the measuring device's authentication, hence it should corroborate what it measures, how and why it operates, and the theory underlying it.

3.8 Analysis of Data

The closed-ended structured quantitative questionnaire responses will be captured to form a dataset. The answers will be analysed thereafter using the latest version of the Statistical Package for the Social Sciences (SPSS) version 28 for Windows. SPSS will also facilitate using appropriate statistical tests for

the empirical analysis. The initial data will be analysed into descriptive statistics for the demographic variables. The descriptive statistics will be used to analyse the composition and characteristics of the census and will be organised and summarised data presented in figures. According to Johnson and Wichern (2015:332), hypotheses are used to test for significance between two dependent and independent variables. The explanations in this study are to check the tenability of the exploratory framework of talent management linked to individual human capital development and strategic human resources management. Robust parametric testing will also be used to test the significance of each hypothesis.

3.9 Ethical Consideration

According to Haines (2017:219), there are various reasons why adherence to ethical principles is critical in research. Firstly, the standards foster research goals such as knowledge, truth, and avoiding mistakes. Secondly, research frequently requires a high level of collaboration and coordination amongst many different persons from many fields. As a result, ethical standards foster principles essential to collaborative work, such as trust, responsibility, mutual respect and fairness. Thirdly, many ethical norms contribute to the researcher's public accountability. Respondents may have numerous queries about the research in which they are being requested to participate (Saltz and Dewar, 2019:197). The questionnaire was introduced to the study by a covering letter that offered respondents an orientation regarding the research and the questionnaire. Moosavi and Hasani (2017:63) describe the parts of the cover letter that are included to guarantee ethical considerations and openness (such as the topic, the necessity for the study, anonymity, confidentiality, and ethical protocols). According to Hermerén (2015:3), the researcher should encourage respondents' rights to autonomy and full disclosure. Respondents were fully informed of the nature and relevance of the research, as noted in the introduction letter included with the survey. Each responder was free to choose whether or not to participate in the study. Respondents are also allowed to withdraw from the study at any moment without giving a reason, and the researcher will apply no undue pressure in this respect. Finally, the study

proposal was accepted by the Faculty Research Committee panel after being evaluated by two independent reviewers. The research proposal was then sent to DUT's Institutional Research Ethics Committee (IREC). The latter committee (IREC) assessed the questionnaire proposal to ensure that all ethical norms were followed.

3.10 Conclusion to Chapter Summary

Sorbet's Head Office in KwaZulu-Natal provided a list of employees to whom the questionnaires were sent electronically. The research strategy, the intended audience, and the method for choosing the sample were all described in this chapter. The sampling method was discussed, along with the data collection method and a description of the questionnaire and how it will be used. An in-depth discussion was presented on the validity and reliability paradigms. The Cronbach Alpha Test produced a high-reliability value for the questionnaire. The Pilot Study was undertaken following the rational merit of high-value dependability. A summary of the data analysis and a discussion of the results are presented in the following chapter.

CHAPTER 4

ANALYSIS OF FINDINGS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of the data and a detailed discussion of the findings stemming from the empirical analysis of the responses attained from the data captured. The main aim of this study was to explore the role of SMEs in promoting social justice and business transformation in KwaZulu-Natal, with specific reference to Sorbet. The data collected from the sample respondents were analysed using the Statistical Package for the Social Sciences (SPSS) version 28 for Windows.

A quantitative research paradigm was selected for this study, and a closed-ended questionnaire (Appendix C) utilising a 5-Point Likert scale was administered to the selected sample respondents. This chapter also focuses on the analysis and discussion of the findings consistent with the various statistical tests used. The empirical analysis that follows under each of the sections was rigorous in nature. In addition, since the nature of the data accessed in this study was ordinal in form, it negated the application of the more robust parametric testing tools under inferential statistics. This was moderately constrained by the study's two independent but homogenous groups, i.e., managerial staff/owners and employees. However, this mediating variable did not compromise the results' analyses as most respondents appeared to have similar perceptions when responding to the Likert Scale statements, except for a few surprising findings. In the main, the analysis of the data involved the use of non-parametric tests for the primary analyses using SPSS version 28 for Windows, including those statistical tests selected for hypotheses testing for the relevant section, which yielded significant results.

The upper level of statistical significance for the null hypothesis testing was set at 5%, with a 95% confidence interval. All statistical test results were computed at the two-tailed level of significance. Two statistical tests (non-parametric) were initially used to test each hypothesis, namely Pearson's Chi Square Test and Spearman's Rank Order Correlation Test.

4.2 Analysis of Data

According to Mukasa, Christospher, Ivan and Kizito (2021:1510), inferential statistics is divided into Parametric Statistical Tests and Non-parametric Statistical Tests. The questionnaire was divided into three sections: Section A, which covered Biographical Information; Section B obtained data from Owners / Managers; and Section C, which covered closed-ended statements on social justice and economic transformation. This section was further divided into seven themes, as depicted in Table 4 below.

Table 4: A summary of the statistical tests used for the analysis of the data

Section	Descriptive Statistics	Non – parametric inferential statistics
Section A: **Biographical Data**	• **Graphs** • **Table depicting comparative analysis**	
Section B **Management Information**	• **Graphs** • **Table depicting comparative analysis**	
Section C: **Social Justice and Socio-economic Transformation** **Theme 1 - Business Transformation** **Theme 2 - Community Enterprise** **Theme 3 - Customer Service** **Theme 4 - Employee Empowerment** **Theme 5 - Ethics and Diversity** **Theme 6 - Job Satisfaction** **Theme 7 - Job Security**	• **Frequency distribution tables**	• **KMO Bartlett test** • **Cronbach's alpha score** • **Pearson's Chi-square statistic** • **Spearman's Rank Correlation Cofficient**

4.3. TYPES OF STATISTICAL ANALYSES USED IN THE STUDY

The various forms of statistical analysis employed in the study are briefly outlined in this section.

4.3.1 Description statistics

According to Al Mutairi (2018:775), descriptive statistics are used to characterise the basic data characteristics in research. They provide concise

summaries of the sample and the metrics. Morse (2017:104) explains that, as with basic graphics analysis, they constitute the foundation of nearly any information mensuration. Descriptive statistics are used to describe what something is or what information means. Descriptive statistics are distinguishable from illative statistics. Inferential statistics aim to make inferences beyond the current facts (Amrhein, Trafimow and Greenland, 2019:262). According to White and Gorard (2017: 55- 65), descriptive statistics should give quantitative descriptions in a relatively comprehensible format. Moreover, descriptive statistics provide a comprehensive summary that allows for comparisons across persons or other units (NicolaÃ and Zamorano, 2018:105).

4.3.2. Inferential statistics

The following statistics were employed in this study: Factor Analysis, KMO Bartlett, Pearson's Chi-square Statistical Test, and Spearman's Rank Correlation Coefficient. The researcher uses descriptive statistics to describe what is happening in the data. According to Nicholson and Ridgway (2017:66), inferential statistics attempt to reach choices beyond immediate facts. Thus, inferential statistics are used to extrapolate data to more general settings. Most key inferential statistics are derived from a statistical model family known as the General Linear Model (Rügamer and Greven, 2018:7). Comparing the programme and non-programme groups on the outcome variable or variables is one of the essential analyses in programme outcome assessments (Prosek, 2019:60). According to Miller, Smith and Pugatch (2020:112452), this is contingent on the study design adopted. There are two sorts of research designs: experimental and quasi-experimental. Since the analyses differ, they are provided individually.

4.3.3. Reliability statistics

In statistics and psychometrics, Niu (2021:107822) defines reliability as a measure's entire consistency. A measure is dependable if it generates consistent findings under consistent conditions. Changshi (2020:106686) explains that exceptionally consistent scores are exact, repeatable and trustworthy from one testing occasion to the next. According to Ikuno (2017:53), reliability and validity are the two most essential precision criteria. Several measurements on the same subjects are used to calculate reliability. A dependability factor of 0.60 or above is deemed "acceptable" for a newly constructed construct. Table 5 below reflects the Cronbach's alpha score for all the items that constituted the questionnaire.

Table 5: Cronbach's alpha score

	Section	Number of Items	Cronbach's Alpha
C	Business transformation/strategy	7	0.629
D	Community enterprise	2	0.940
E	Customer Service	4	0.936
F	Employee Empowerment	5	0.745
G	Ethics and diversity	10	0.828
H	Job satisfaction	6	0.706
I	Job security	6	0.695

4.3.4 Chi-square goodness-of-fit test

A chi-square goodness-of-fit test was used to ascertain if the valuation patterns changed significantly by statement and option. According to the Valueless hypothesis, a comparable number of respondents scored for each statement (one at a time) in each alternative. According to the alternative, there is a substantial variation in the amount of agreement and disagreement. The outcomes are summarised in the table below. The highlighted significance levels (p-values) are less than 0.05, suggesting that the scoring was not evenly

distributed. This means that the disparities in the respondents' judgments (agree, neutral, disagree) were substantial (This is clear from the rating patterns in the examples, but it must be statistically verified). Gordon (2020:100010) claims that research patterns establish knowledge of the research activity. Each unique pattern is made up of the history of persistent issues and hints for solving them in the research activity.

4.4 Data Reduction Techniques to Identify the Themes

4.4.1 Data reduction techniques

Data reduction strategies enable researchers to study concepts by condensing a large number of variables into smaller ones (Lichtman and Pomerance, 2018:1). The factor analysis approach was utilised for this study to examine how many underlying factors impact the variances amongst the variables. According to Kanich (2017:16), the KMO Bartlett test was performed to investigate the applicability of the data to find possible structures inside the measuring device. If the KMO value is more than 0.5 and the significance level of the Bartlett test is less than 0.05, it indicates a correlation in the data.

4.4.2 KMO and Bartlett’s test

According to Yang and Wei (2019:234202), a condensed table replicating the KMO and Bartlett's Test (Table 6) findings continues to declare the format tables. Double tests that determine if the data are appropriate for the position of the arrangement are shown in the table below. The Kaiser-Meyer-Olkin Degree of Test Competence measures the percentage of inconsistent elements from significant variables. Increased results (close to 1.0) suggest that a further evaluation of the data may be beneficial (Akbari, 2019:475). The factor analysis findings might not be very helpful if the value is less than 0.50. Low values (less than 0.05) of the recommendation level show that a figure investigation may be effective with the data and that a calculation investigation

is finished, just like it would be for items on a Likert scale (Papastamoulis, 2018:220).

Table 6: KMO and Bartlett's Test

		Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
	Themes		Approx. Chi-Square	df	Sig.
1	Business transformation/strategy	0.786	1725.891	21	< 0.001
2	Community enterprise	0.577	1627.845	21	< 0.001
3	Customer Service	0.791	1010.577	6	< 0.001
4	Employee Empowerment	0.658	1555.845	21	< 0.001
5	Ethics and diversity	0.677	1775.844	21	< 0.001
6	Job satisfaction	0.546	1007.248	10	< 0.001
7	Job security	0.778	1209.979	10	< 0.001

The results in Table 6 above depict that both the KMO and the Bartlett's Test of Sphericity are suitable for factor analysis in that the KMO statistical results are higher than the cut-off point of 0.5 (>0.5) and the significance of Bartlett's test in less than 0.5 (<0.5). Furthermore, the degrees of freedom (df) for four themes, namely themes 1, 2, 4 and 5, are 21 (df=21), which indicates that 21 parameters are possible for each of these themes, resulting in higher predictability of more powerful hypothesis testing. In addition to the analysis conducted in Table 6 above, a rotated component matrix was conducted for each theme, and the results are depicted below.

Table 7: Rotated component matrix for Theme 1- Business transformation strategy

Theme 1	Component	
	1	2
Statement 15: In my opinion, the organisation is viewed as a market leader	-0.119	0.935
Statement 19:I believe that the organisation is playing an important role in creating employment opportunities in KwaZulu-Natal	-0.185	0.850
Statement 23:The leadership style at the organisation encourages participation amongst staff	0.922	-0.318
Statement 25: In my opinion, there is a high level of employee morale at the organisation	0.902	-0.380
Statement 35: I am familiar with the organisation's policies / procedure documents	0.817	0.346
Statement 56: The organisation has a clear strategy in managing employees' skills	0.710	-0.631
Statement 57: The organisation manages change pro-actively	0.836	-0.490

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 8: Rotated component matrix for Theme 2- Community enterprise

Theme 2	Component
	1
Statement 27: I believe that the organisation should become more involved in community projects	0.500
Statement 37: I feel that the organisation should become more involved in social responsibility	0.500

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

Table 9: Rotated component matrix for Theme 3- Customer Service

Theme 3	Component
	1
Statement 20: In my opinion, the organisation is using creative marketing to attract customer attention	0.984
Statement 28: The organisation emphasises customer satisfaction	0.921
Statement 32: The training that I have received has equipped me adequately to provide an excellent service to the customer	0.972
Statement 54: I must admit that sometimes I am guilty of applying stereotyping when I am assisting a customer	0.912

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

Table 10: Rotated component matrix for Theme 4- Employee Empowerment

Theme 4	Component
	1
Statement 36: I often feel that my voice is not heard in this organisation	0.973
Statement 39: I often feel powerless within the organisation	0.982
Statement 41: If I was offered a position at another organisation that paid a higher salary, I would accept the post	0.990

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

Table 11: Rotated component matrix for Theme 5- Ethics and Diversity

Theme 5	Component
	1
Statement 18: In my opinion, the organisation strives to promote equality amongst all its employees in terms of the opportunities that are provided to staff	0.826
Statement 22: I believe that the organisation treats its employees fairly	0.961
Statement 30: To my knowledge the benefits of the organisation are equitable in comparison to other similar organisations in KwaZulu-Natal	0.954
Statement 42: The organisation respects cultural diversity	0.978

Statement 45: I feel that I am treated with respect in the organisation	0.916
Statement 52: In my opinion the organisation considers the economic welfare of each employee	0.946
Statement 55: I think the organisation makes a concerted effort to address racial differences for both its employees and customers	0.978
Statement 58: I feel that the organisation respects individual values and beliefs	0.978

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 12: Rotated component matrix for Theme 6- Job satisfaction

Theme 6	Component	
	1	2
Statement 12: I am committed to the organisation	0.302	0.720
Statement 21: My colleagues are very supportive	0.941	0.227
Statement 29: I believe that excellent performance is acknowledged at the organisation	0.956	0.205
Statement 33: I often battle to adapt to organisational changes	0.005	0.903
Statement 48: I am satisfied in my current position	0.980	0.051

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 13:Rotated component matrix for Theme 7- Job security

Theme 7	Component
	1
Statement 24: Thanks to my job at the organisation, it has helped me to support my family	0.907
Statement 26: I believe that I have job security at the organisation	0.922
Statement 31: I am always very concerned that the economic decline in South Africa may influence the organisation negatively	0.908
Statement 40: The main reason why I remain at the organisation is due to job security	0.888
Statement 50: In my opinion job-hopping is beneficial to me as it allows me to expand my knowledge and skills	0.849

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

The deliberation approach used the breakdown of important components, and the revolution handle was Varimax with Kaiser Standardisation. Usually, a pointless turn approach reduces the total number of variables that permit high loadings on each perspective. The situation simplifies the explanation of the variables.

4.4.3 Factor analysis

According to Raghuvanshi (2016:13), factor analysis is a numerical approach used to minimise statistics. A unique use of factor analysis is in assessment research, where a researcher seeks to encapsulate several questions with a limited number of hypothetical variables (Wang, 2015:71). Might and Might (2016:70) explain that factor approaches may be used in several scenarios. According to Bannister, Dolson, Lingard and Keegan (2018:605), a researcher may wish to determine if the talents required to be a decathlete are diverse or if only a few critical skills are required to compete in a decathlon. To undertake factor analysis, one does not need to believe that factors exist (Roe, 2021:733). Still, in practice, factors are generally interpreted, given names and referred to as actual objects. Intercorrelations between variables are shown through factor analysis. Substances of questions indicating measurement along a comparable factor and examining the content of items that load at or above 0.5 (and using the higher or highest loading in situations where the items cross-loaded at a higher value) effectively gauge along the various components.

Themes' 2,3,4,5 and 7 statements are loaded precisely along a single component. This means that the statements that made up these parts accurately measured what they were supposed to measure. It should be observed that the variables that comprised Sections C and H were loaded along two components (sub-themes). The divides within the section are colour-coded. This indicates that respondents detected many patterns within the section. Furthermore, Kim (2018:59) states that factor analysis is a strategy for taking a large amount of information and reducing it to a smaller amount of

more feasible and understandable information. As a result, each segment is separated into topics.

4.4.4 Theme 1: Business transformation

According to the KMO Bartlett test and factor analysis, as mentioned in Table 4, the first theme is referred to as Theme C, which relates to business transformation. Table 14 below depicts the key statements from Appendix C (questionnaire) for this subject. Theme C consists of seven statements

Table 14: Business transformation

In my opinion, the organisation is viewed as a market leader	Business Transformation
I believe that the organisation is playing an important role in creating employment opportunities in KwaZulu Natal	Business Transformation
The leadership style at the organisation encourages participation amongst staff	Business Transformation
In my opinion, there is a high level of employee morale at the organisation	Business Transformation
I am familiar with the organisation's policies / procedure documents	Business Transformation
The organisation has a clear strategy in managing employees' skills	Business Transformation
The organisation manages change pro-actively	Business Transformation

4.4.5 Theme 2: Community enterprise

The second theme is referred to as Theme 2, which consists of two statements relating to community enterprise.

Table 15: Community Enterprise

I believe that the organisation should become more involved in community projects	Community Enterprise
I feel that the organisation should become more involved in social responsibility	Community Enterprise

4.4.6 Theme 3: Customer service

The third theme is referred to as Theme 3, which consists of four statements relating to customer service.

Table 16: Customer Service

In my opinion, the organisation is using creative marketing to attract customer attention	Customer Service
The organisation emphasises customer satisfaction	Customer Service
The training that I have received has equipped me adequately to provide an excellent service to the customer	Customer Service
I must admit that sometimes I am guilty of applying stereotyping when I am assisting a customer	Customer Service

4.4.7 Theme 4: Employee empowerment

The fourth theme is referred to as Theme 4, which consists of four statements relating to employee empowerment.

Table 17: Employee Empowerment

I often feel that my voice is not heard in this organisation	Employee Empowerment
I often feel powerless within the organisation	Employee Empowerment
If I was offered a position at another organisation that paid a higher salary, I would accept the post	Employee Empowerment
If I was offered a position at another organisation that offered greater development opportunities, I would accept the post	Employee Empowerment

4.4.8 Theme 5: Ethics and diversity

The fifth theme is referred to as Theme 5, which consists of eight statements relating to ethics and diversity.

Table 18: Ethics and Diversity

In my opinion, the organisation strives to promote equality amongst all its employees in terms of the opportunities that are provided to staff	Ethics and Diversity
I believe that the organisation treats its employees fairly	Ethics and Diversity
To my knowledge the benefits of the organisation are equitable in comparison to other similar organisations in KwaZulu-Natal	Ethics and Diversity
The organisation respects cultural diversity	Ethics and Diversity
I feel that I am treated with respect in the organisation	Ethics and Diversity
In my opinion the organisation considers the economic welfare of each employee	Ethics and Diversity
I think the organisation makes a concerted effort to address racial differences for both its employees and customers	Ethics and Diversity
I feel that the organisation respects individual values and beliefs	Ethics and Diversity

4.4.9 Theme 6: Job satisfaction

The sixth theme is referred to as Theme 6, which consists of five statements relating to job satisfaction.

Table 19: Job Satisfaction

I am committed to the organisation	Job Satisfaction
My colleagues are very supportive	Job Satisfaction
I believe that excellent performance is acknowledged at the organisation	Job Satisfaction
I often battle to adapt to organisational changes	Job Satisfaction
I am satisfied in my current position	Job Satisfaction

4.4.10 Theme 7: Job security

The seventh theme is referred to as Theme 7, which consists of five statements relating to job security.

Table 20: Job Security

Thanks to my job at the organisation, it has helped me to support my family	Job Security
I believe that I have job security at the organisation	Job Security
I am always very concerned that the economic decline in South Africa may influence the organisation negatively	Job Security
The main reason why I remain at the organisation is due to job security	Job Security
In my opinion job-hopping is beneficial to me as it allows me to expand my knowledge and skills	Job Security

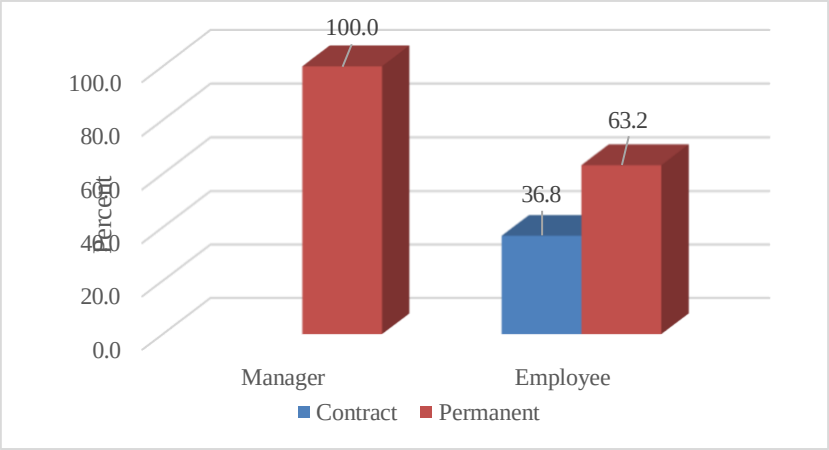
4.5 Sections A and B of the Measurement Instrument: Biographical Data and Managerial Data

This section summarises the respondents' biographical characteristics at each level (managers and employees). The nature of the employment of the respondents (n=181) is shown below.

Table 21: Employment status (contractual employee or permanent employee)

			Level		Total
			Manager	Employee	
Statement 1 Please indicate whether you are a permanent, contract or part time employee at Sorbet	Contract	Count	0	60	60
		% within Level	0.0%	36.8%	33.1%
	Permanent	Count	18	103	121
		% within Level	100.0%	63.2%	66.9%
Total		Count	18	163	181
		% within Level	100.0%	100.0%	100.0%

Figure 10: Employment status (managers versus employees)



Respondents were asked if they worked for Sorbet permanently or temporarily. Figure 10 depicts the sample respondents' percentage replies regarding permanent and contract personnel reported. All the managers were permanent, and there were considerably more permanent managers than employees ($p = 0.001$). There were nearly twice as many permanent employees (63.2%) compared to contract employees (36.8%) ($p = 0.009$). According to Maslach and Leiter (2016), permanent workers have less influence over their schedules, whereas temporary and casual workers can frequently choose their working hours and days. Permanent positions are commonly limited in scope and focused on outcomes. Full-time work creates many drawbacks, such as greater hours, increased responsibility and demands, resulting in full-time employees feeling overwhelmed, burnt-out, exploited or weary of their jobs. Less flexibility results in working longer hours, and maintaining a decent work-life balance becomes difficult.

Table 22: Gender of employees

		Level		Total
Statement 2 Please indicate your gender		Manager	Employee	
Female	Count	18	163	181
	% within Level	100.0%	100.0%	100.0%

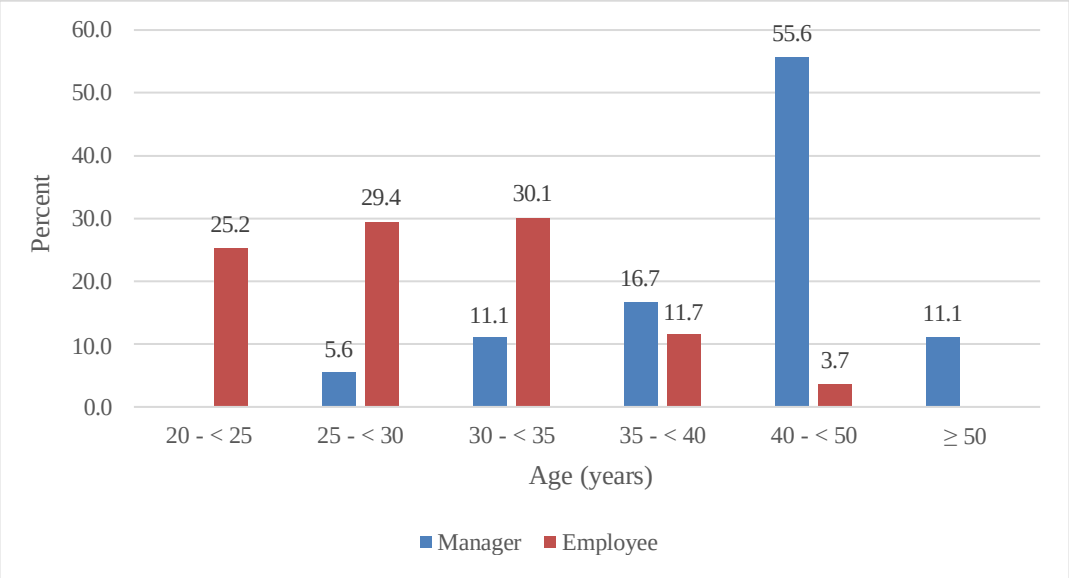
While women outnumber men in the professional beauty service business, they are still fighting for equal remuneration and positions of power. Additionally, due to the epidemic, women are losing employment or falling out of the labour force in increasing numbers due to caring duties and wage inequity (Young- Scrivner, 2021). However, the employees in Sorbet KwaZulu-Natal were 100% female. Table 23 below indicates the age distribution of the respondents.

Table 23: Age distribution of respondents

			Level		Total
			Manager	Employee	
Statement 3 Please indicate your age group	20 - < 25	Count	0	41	41
		% within Level	0,0%	25,2%	22,7%
	25 - < 30	Count	1	48	49
		% within Level	5,6%	29,4%	27,1%
	30 - < 35	Count	2	49	51
		% within Level	11,1%	30,1%	28,2%
	35 - < 40	Count	3	19	22
		% within Level	16,7%	11,7%	12,2%
	40 - < 50	Count	10	6	16
		% within Level	55,6%	3,6%	8,8%
	≥ 50	Count	2	0	2

		% within Level	11,0%	0,0%	1,0%
Total		Count	18	163	181
		% within Level	100,0%	100,0%	100,0%

Figure 11: Age distribution of respondents



All of the managers were in the age categories above 30 years, with the majority (55.6%) being between 40 and 50 years old ($p < 0.001$). In the age categories below 25 years, there were no managers. The largest age group among employees is the 25 - < 30 category, making up nearly 30% of the total employees. The youngest age group (20 - < 25) also has a substantial representation, at 25.2%. There are no employees aged 50 or older in the study. There is a significant cultural and technical barrier between younger and older workers, yet both may profit significantly from each other's knowledge and talents. While older workers have years of expertise, younger workers are more likely to have diverse opinions since they grew up in a different era (Wolf, 2022). Older generations have benefitted from in-person education and on-the-job training and understand the importance of face-to-face encounters. At

the same time, they may be less digitally savvy than younger generations. Bridging the generational gap develops one's career and control of senior co-workers. This is a moment when both parties may learn from each other and improve their relationships (Schawbel, 2018).

Table 24: Length of service of employees

			Level		Total
			Manager	Employee	
Statement 4 **For how long have you been employed at Sorbet?**	1 - < 5	Count	4	112	116
		% within Level	22,2%	68,7%	64,1%
	5 - < 10	Count	5	48	53
		% within Level	27,8%	29,4%	29,3%
	10 - < 15	Count	9	3	12
		% within Level	50,0%	1,9%	6,6%
Total		Count	18	163	181
		% within Level	100,0%	100,0%	100,0%

Figure 12: Length of service of employees

Most respondents have been employed for less than five years ($p < 0.001$). Only 5.6 per cent of the managers have been employed for more than ten years, with fewer employees (1.8 per cent) in the same period. A trend has evolved in which beauty salons hire contractors rather than full-time on-staff therapists. While utilising freelancers has its advantages (such as not having to pay annual leave pay, it is important to weigh both the advantages and the disadvantages of using contractors. Furthermore, Velasco and de Chavez (2018:121) argue that millennials are more restless and want to try various things to discover what works and what does not. They can only learn if they are allowed to attempt and fail. Like earlier generations, millennials lose interest rapidly when they cannot acquire insight from their activities. According to Dilistan and Shipman (2020:49), millennials are a force to be reckoned with in the modern workplace.

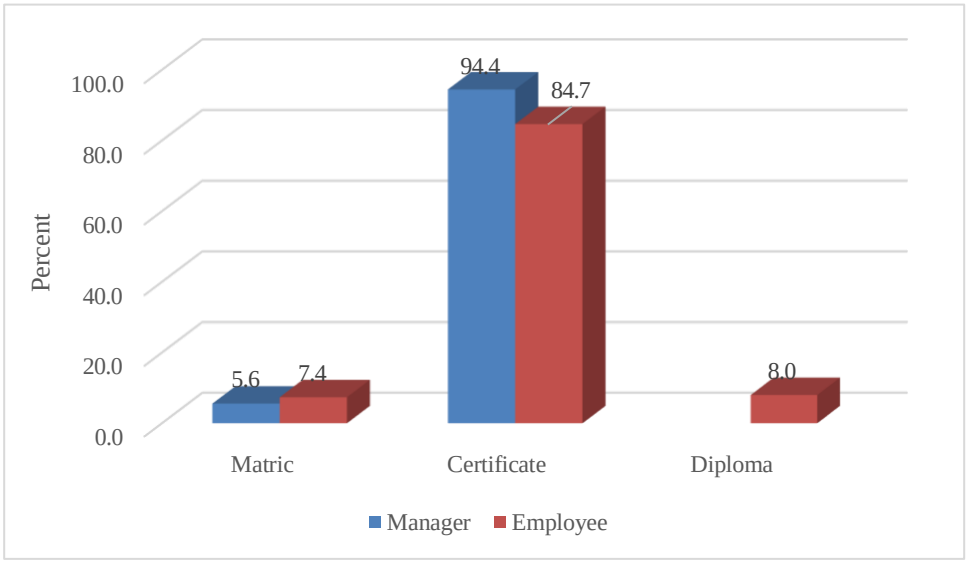
The majority of employees (68.7%) have been employed for 1 - 5 years, indicating a relatively young workforce. A significant portion (29.4%) of employees have been with the organization for 5 - 10 years. Only a small proportion (1.9%) of employees have worked for 10 - 15 years. Among

managers, there is a more balanced distribution of tenure. The highest percentage of managers (50.0%) have been with the organization for 10 - 15 years. About 27.8% of managers have been employed for 5 - 10 years, and 22.2% for 1 - 5 years. Employees are more likely to have relatively shorter tenures (1 - 5 years), while managers have a significant presence in the 10 - 15 years category. This suggests that managers in the organization tend to have more experience and longevity compared to employees.

Table 25: Educational qualifications of employees

			Level		Total
			Manager	Employee	
Statement 5 Please indicate your highest level of qualification	Matric	Count	1	12	13
		% within Level	5.6%	7.3%	7.2%
	Certificate	Count	17	138	155
		% within Level	94.4%	84.7%	85.6%
	Diploma	Count	0	13	13
		% within Level	0.0%	8.0%	7.2%
Total		Count	18	163	181
		% within Level	100.0%	100.0%	100.0%

Figure 13: Educational qualifications of employees

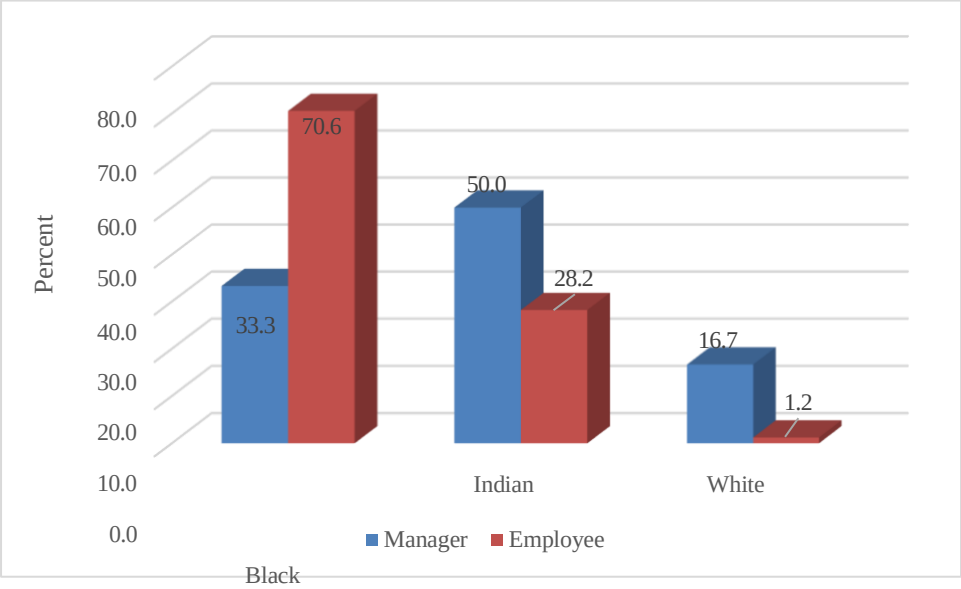


There is no significant difference between managers and employees in terms of their qualifications ($p = 0.663$). For both groupings, though, significantly more respondents had a certificate compared to other qualifications ($p < 0.001$). Managers with a Matric qualification make up 5.6% of all Managers, while Employees with a Matric qualification make up 7.3% of all Employees. For individuals with a "Certificate" qualification, it is noted that Managers with a make up 94.4% of all Managers, while Employees with a Certificate qualification make up 84.7% of all Employees. There are no Managers with a Diploma qualification, but 13 Employees have this qualification. Employees with a Diploma qualification make up 8.0% of all Employees. Sorbet's SEW programme bridges the gap by training more people to meet industry needs while impacting people's lives. According to Gibs (2018), SEW enrols jobless women and men in world-class training programmes linked with the Sorbet Group to obtain the knowledge required to become a professional beauty therapist. SEW assists with the process of finding qualified applicants. Their expertise, compassion and soft skills are prerequisites for producing high-calibre professional graduates capable of securing long-term work.

Table 26: Racial composition of employees

			Level		Total
			Manager	Employee	
Statement 6 **Please indicate your racial group**	Black	Count	6	115	121
		% within Level	33.3%	70.6%	66.9%
	Indian	Count	9	46	55
		% within Level	50.0%	28.2%	30.4%
	White	Count	3	2	5
		% within Level	16.7%	1.2%	2.7%
Total		Count	18	163	181
		% within Level	100.0%	100.0%	100.0%

Figure 14: Racial composition of employees



Amongst the Black respondents, there were significantly more employees (70.6%) than managers (33.3%) ($p < 0.001$). There were more Indian and White managers than Indian and White employees. There were more Indian and Black managers than White managers, whilst there were more Black employees than employees from the other race groups. Organisations and industries frequently declare their commitment to attracting workers of colour. However, progress has been gradual, if at all. Wingfield (2019) states that organisations fail black people in three ways, mainly if they work in professional jobs. Firstly, many companies rely primarily on social networks and personal ties to fill open positions, which has been demonstrated to exclude persons of colour. Secondly, corporations' policies on diversity and inclusion are often tepid, inadequate or non-existent. Finally, managers prefer to place black people in the least secure and prominent positions.

4.6 Section C: Social Justice and Socio-Economic Transformation

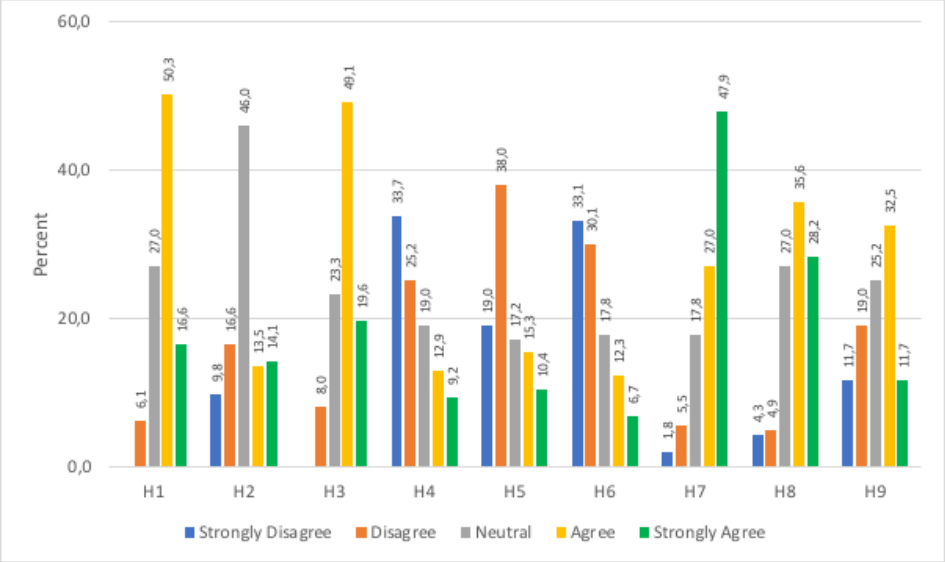
This section examines the assessment patterns of the respondents across

different variables and sections. The findings are first given by summary percentages according to the factors comprising each component. The findings are then examined based on the significance of the claims.

4.6.1 Theme 1: Business Transformation

The following trends emerge: four statements or questions, as per the questionnaire, (Q15, Q19, Q35, Q60) have much greater levels of agreement than the rest, but the levels of the agreement remain higher than the levels of disagreement for the other statements Furthermore, four statement or questions indicate higher levels of disagreement (Q23, Q25, Q56, Q57). Two statements or questions (Q35 and Q60) also had high neutral scores.

Figure 15: Business Transformation



Overall, the survey responses show some differences in opinion between Managers and Employees on various aspects of the organization. The chi-square p-values indicate that there are significant differences in opinions between these two groups for each statement (p is significant). This suggests that the opinions of Managers and Employees are not similar for most of the statements, and there are statistically significant differences in their responses.

In addition to the descriptive analysis depicted in Figure 15 above, the researcher developed the following hypotheses to meaningfully test significant relationships related to Theme 1

$H0^1$ There is a significant correlation between the organisation being viewed as a market leader (Q15) and its role in creating employment opportunities in KZN (Q19).

Table 27: Sorbet being viewed as a market leader and its role in creating employment opportunities in KZN (n = 181)

Statements 15 and 19	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square Likelihood Ratio	76.541	16	0.00001
Linear-by-Linear Association $\chi 2$	74.446	16	0.00001
N of Valid Cases	12.434	1	0.00019
Spearman's Rank Order Correlation Co-efficient	26.296		
	181		
	0.79921		

* Pearson's Chi-Square = 76.651, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.79921, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 27 reveals that both the Pearson's Chi-Square test result ($p < 0.05$) and Spearman's Rank Order Correlation Co-efficient ($r_s > 0.7$) are highly significant. There is a highly significant relationship between Sorbet being regarded as a market leader and its role in creating employment opportunities in KZN.

$H0^2$ There is a significant relationship between the organisation's leadership style and the levels of employee morale.

The table examines and presents the relevance of the discrepancies. The following two statements, "In my opinion, the organisation is recognised as a market leader" and "I feel that the organisation is playing a key role in developing job possibilities in KwaZulu-Nata," are shown by factor analysis to create a sub-theme. High degrees of agreement exist concerning this sub-theme, "Market Opportunities". Respondents highly regard the organisation as a market leader that develops job possibilities in KZN. A chi-square goodness-of-fit test was conducted to see whether the scoring patterns per sentence and choice differed substantially. According to the null hypothesis, about equal percentages of respondents gave scores for each statement's options (one statement at a time). According to the alternative, there is a considerable disparity between the degrees of agreement and dissent. The table displays the outcomes. The distributions were not comparable if the highlighted sig values (p-values) were less than 0.05, which is the significance level. In other words, there were substantial variations in the respondents' responses (agree, neutral, disagree).

Table 28: The relationship between Sorbet's leadership style and the levels of employee morale (n = 181)

Statements Q23 and Q25	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	54.771	16	0.00002
Likelihood Ratio	51.221	16	0.00029
Linear-by-Linear Association	9.665	1	0.00212
χ^2	26.296		
N of Valid Cases	181		
Spearman's Rank Order Correlation Co-efficient	0.93324		

* Pearson's Chi-Square = 54.771, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.93324, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 28 reveals that the Pearson's Chi-Square test result ($p < 0.05$) is significant. There is a significant correlation between Sorbet's leadership style and the levels of employee motivation. The Spearman's Rank Order

Correlation Co-efficient (r_s > 0.7) also supports this relationship between Sorbet's management approach and its relationship in impacting employee morale.

H0[3] There is a significant correlation between the organisation's strategy in managing employee skills and its ability to manage change.

Table 29:The correlation between Sorbet's organisational strategy in managing employee skills and its ability to manage change (n=181)

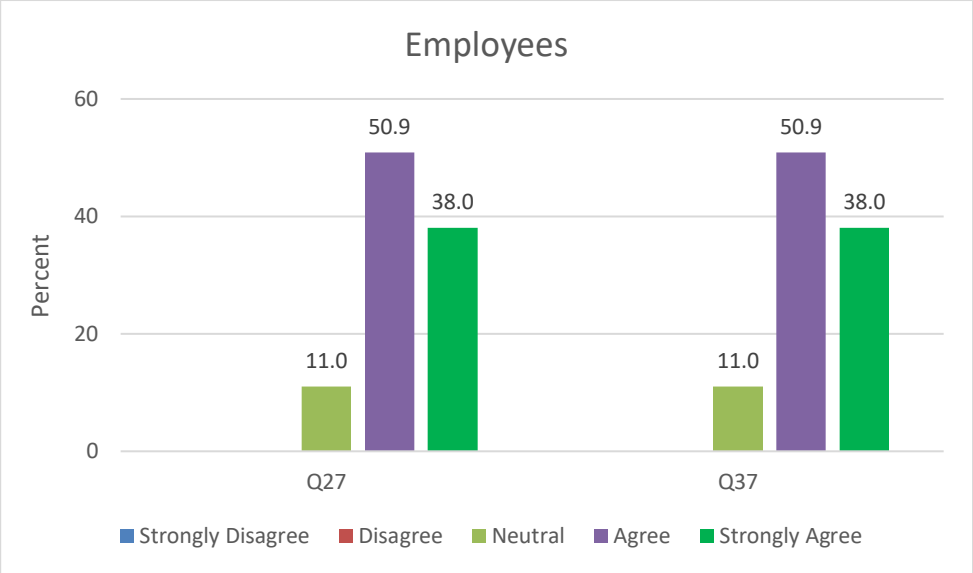
Statements 35 and 56	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square Likelihood Ratio	24.109	16	0.08321
Linear-by-Linear Association χ2	22.187	16	0.08455
N of Valid Cases	5.922	1	0.00116
Spearman's Rank Order Correlation Co-efficient	26.296		
	181		
	0.43311		

* Pearson's Chi-Square = 24.109, df = 16, Cut-off parameter: Pearson's Significance (p < 0.05); Spearman (r_s) = 0.43311, Cut-off parameter: Spearman Significance (r_s > 0.7)

Table 29 reveals that both the Pearson's Chi-Square test result (p > 0.05) and Spearman's Rank Order Correlation Co-efficient (r_s < 0.7) produced a non- significant result. The Pearson's Chi-Square value of 24.109 is less than the χ^2 cut-off value of 26.296, whilst Spearman's Rank Order Correlation Coefficient of 0.43311 is less than the r_s cut-off value of 0.7.

4.6.2 Theme 2: Community Enterprise

Figure 16: Community enterprise



There are high levels of agreement with both statements. There are also similar and high levels of agreement for both statements by employees. A small number of employees were unsure. Significantly, 50.9 per cent of workers strongly agree that the organisation should become more involved in community projects. A notable 38.0 per cent of employees agree that the organisation should become more engaged in social responsibility programmes. A bigger audience can be reached by getting active in the community through humanitarian endeavours or community marketing campaigns. People love to get a makeover and feel fantastic about themselves. The Beauty industry has a tremendous product that other companies and non-profits are eager to use (Shahani, 2020). According to Dillavou (2019), making sustainable efforts is something all businesses should consider because they have sparked interest in sustainable practices amongst customers who were previously uninterested in the *green world*. Salons must establish a trustworthy and lasting brand. Salon entrepreneurs may make a difference by adopting a more ethical business philosophy and taking actions that are beneficial to the environment now and in the future. Identify methods to reduce consumption and waste, re-

use resources, and recycle.

H0[4] There is a significant relationship between the organisation's involvement in community projects to pursue social responsibility.

Table 30: The relationship between the organisation's involvement in community projects and social responsibility (n=181)

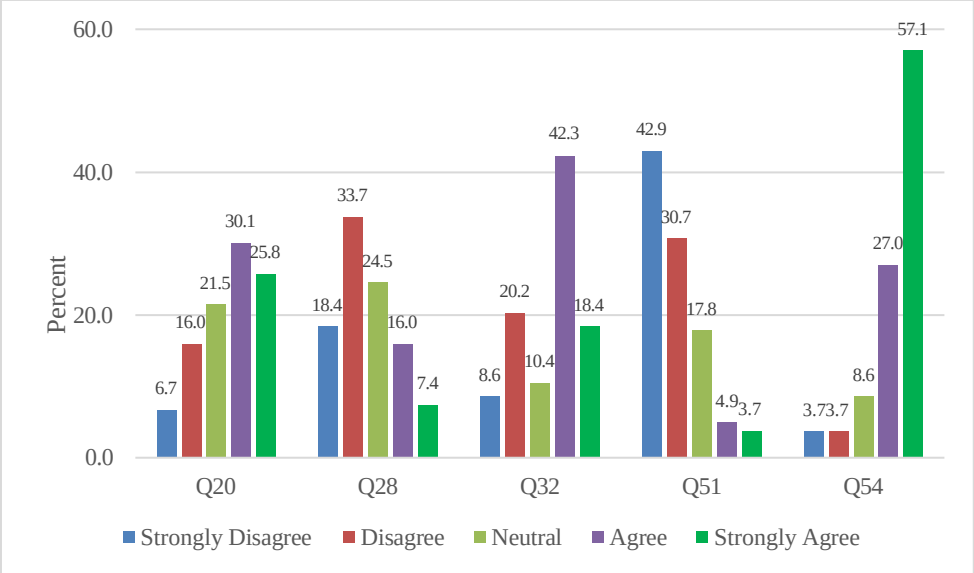
Statements 27 and 37	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square Likelihood Ratio	**88.221**	**16**	**0.00001**
Linear-by-Linear Association χ2	**80.104**	**16**	**0.00001**
N of Valid Cases	**14.166**	**1**	**0.00009**
Spearman's Rank Order Correlation Co-efficient	**26.296**		
	181		
	0.79002		

* Pearson's Chi-Square = 88.221, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.79002, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

The Pearson's Chi-Square test result ($p < 0.05$) and the Spearman's Rank Order Correlation Co-efficient ($r_s > 0.7$) depicted in Table 30 above affirms that a very highly significant correlation between Sorbet's involvement in community projects as a means to promote social responsibility.

4.6.3 Theme 3: Customer Service

Figure 17: Customer Service



Sharma and Srivastava (2018:42) assert that maintaining customer satisfaction is the goal of any business. In this poll, 57.1% of workers strongly agree that they would not have a job without the client. According to Taylor, Barber and Deale (2017:62), the Beauty industry is enormous, making it crucial to maintain client engagement to encourage repeat business and referrals. A staggering 42.3 per cent of employees firmly believe that the company's primary goal is to satisfy its customers. Hence, the Beauty industry must provide excellent customer service to gain customer loyalty. According to Atwater, Callaway and Xiao (2020:143), this is frequently why the beauty industry is progressively striving to implement particular aspects that will set them apart from rivals in the sector. Creating loyalty programmes is meaningful and adds value to the customers' lives, resulting in a high increase in repeat sales. It involves forging a strong bond with customers. According to Al Agele, Shamram and Faraj (2020:1151), client benefit enhancement is the main viewpoint of the Beauty industry.

H0[5] There is a significant correlation between the organisation's emphasis on customer satisfaction and employees' training to

promote excellent customer service.

Table 31: The relationship between the organisation's emphasis on customer satisfaction and the training that employees receive to equip them to offer excellent customer service (n=181)

Statements 28 and 39	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	33.447	16	0.00644
Likelihood Ratio	37.041	16	0.00207
Linear-by-Linear Association	1.495	1	0.22142
χ^2	26.296		
N of Valid Cases	181		
Spearman's Rank Order Correlation Co-efficient	0.72233		

* Pearson's Chi-Square = 33.447, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.68833, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 31 reveals that both Pearson's Chi-Square test result ($p < 0.05$) and Spearman's Rank Order Correlation Co-efficient ($r_s > 0.7$) produced a moderately significant result. The test statistics show that there is a moderately significant relationship Sorbet's emphasis on customer satisfaction and the extent to which employees receive training to equip them to offer excellent customer service.

H0[6] There is a significant relationship between the organisation's emphasis on customer satisfaction and the number of employees employed to meet the customers' demands.

Table 32: The relationship between the organisation's emphasis on customer satisfaction and the number of employees employed to meet the customers' demands (n=181)

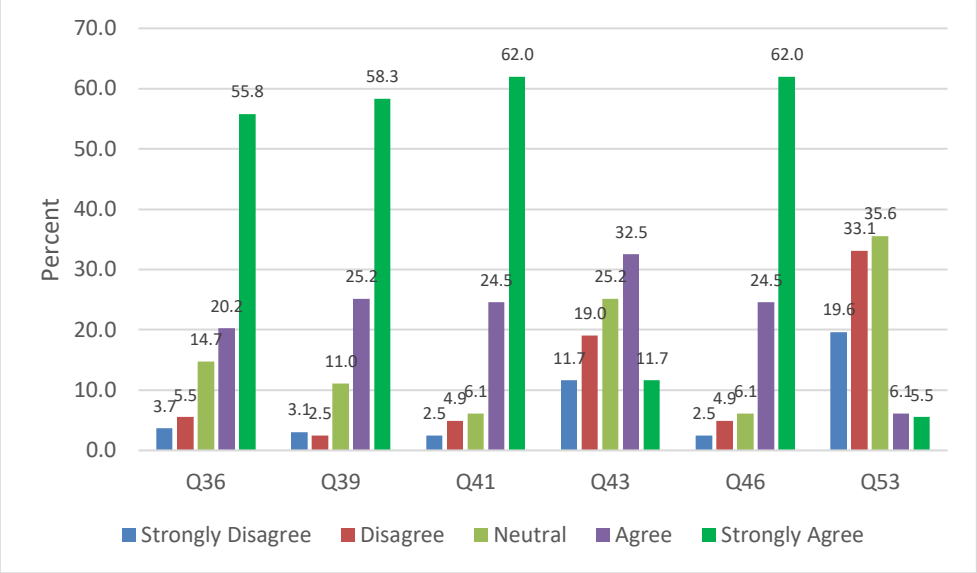
Statements 28 and 51	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	73.090	16	0.00001
Likelihood Ratio	68.112	16	0.00001
Linear-by-Linear Association	14.166	1	0.00009
χ2	26.296		
N of Valid Cases	181		
Spearman's Rank Order Correlation Co-efficient	0.70110		

* Pearson's Chi-Square = 73.090, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.70110, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

The Pearson's Chi-Square test result ($p < 0.05$) and the Spearman's Rank Order Correlation Co-efficient ($r_s > 0.7$) depicted in Table 32 above verifies that a highly significant correlation exists between Sorbet's emphasis on customer satisfaction and the number of employees employed to address the needs of the customers.

4.6.4 Theme 4: Employee Empowerment

Figure 18: Employee Empowerment



According to Mohanty (2018:366), behaviours are driven by building efficiency, and management strategies directly impact worker performance. Employees' relationships with and performance under their supervisors significantly impact whether they thrive and succeed, or suffer. In this study, 62.0 per cent of workers concur that they often feel their voice is not heard in this organisation. The hair and beauty industries utilize a wide variety of chemicals. Many of these substances are dangerous to human health and the environment (Head, 2016). Most hairstylists and nail technicians are women, and many are of reproductive age (Adeola, 2020). Many of these people are expected to begin working before they consider family planning because they frequently begin their jobs before the age of twenty. This assumption is troubling since these women are more likely to experience the negative consequences of exposure to possible reproductive poisons because they are of reproductive age (Klinger, 2017).

H0[7] There is a significant correlation between employees' voices not being heard and their consideration to accept alternative

employment opportunities at a higher rate of pay.

Table 33: The relationship between employees' voices not being heard and their consideration to accept alternative employment opportunities at a higher rate of pay (n=181)

Statements 36 and 41	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	23.442	16	0.09541
Likelihood Ratio	19.886	16	0.06993
Linear-by-Linear Association	1.5646	1	0.33221
χ2	26.296		
N of Valid Cases	181		
Spearman's Rank Order Correlation Co-efficient	0.4451		

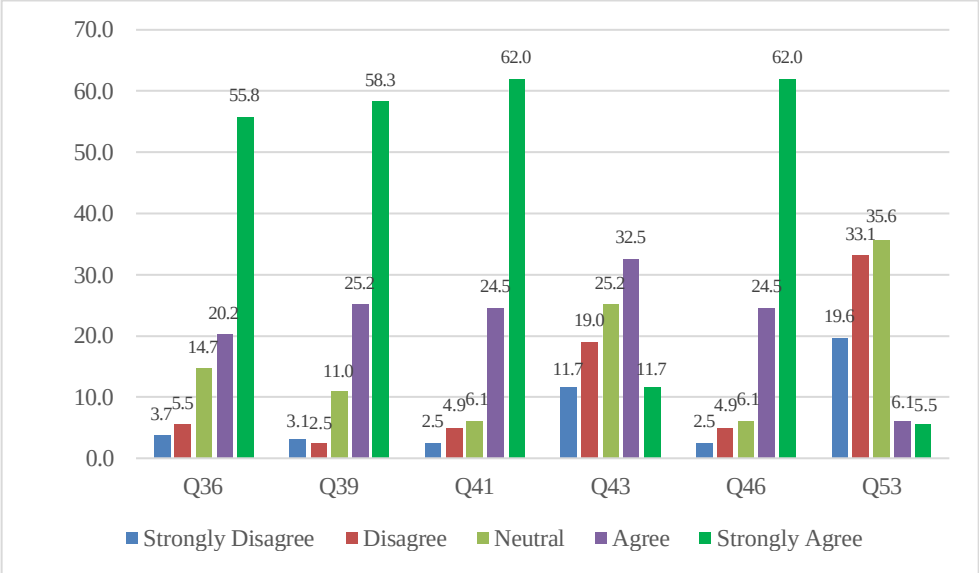
* Pearson's Chi-Square = 23.442, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.4451, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 33 reveals that both Pearson's Chi-Square test result ($p > 0.05$) and Spearman's Rank Order Correlation Co-efficient ($r_s < 0.7$) produced a non-significant result. The Pearson's Chi-Square value of 23.442 is less than the χ^2 cut-off value of 26.296, whilst the Spearman's Rank Order Correlation Coefficient of 0.4451 is less than the rs cut-off value of 0.7. As the test statistics show (Table 33), there is no significant difference between employees not being heard and their consideration in accepting alternative employment at a higher rate of pay.

H0[8] There is a significant correlation between employees' voices not being heard and their consideration to accept alternative employment opportunities where there are greater prospects of development.

4.6.5 Theme 5: Ethics and Diversity

Figure 19: Ethics and Diversity



Maslasch (2017) states that the traditional perception of beauty that has haunted people for decades is being broken free by the changing global environment of beauty. By looking into non-traditional markets and under-served groups, businesses attract a wider audience and make beauty more accessible while offering consumers a specialized and unique experience. Additionally, the Beauty sector is successfully diversifying by offering products and services to people of diverse genders, ages, religions, skin tones, and skin types. Models employed in advertisements, product formulas, and packaging are all objectively beautiful. In this study, 58.3 per cent of employees strongly agree that the organisation respects individual values and beliefs. Moreover, 50.3 per cent agree that they are treated with respect in the organisation. According to Zak-Skalimowska (2018:230), having staff who are motivated to learn and develop could indicate that a company hired successfully. Representatives actively engaged in their careers and vocations desire to learn more about their organization and industry and memorize skills that will improve their performance. Planning might be an exciting concept for everyone involved, according to bosses who need to foster their employees' commitment

and upkeep and overall respect (Al Qudah, Yang, and Anjum, 2018:465).

H0[9] There is a significant relationship between the organisation considering the economic welfare of each employee and its attempt to promote equality in terms of opportunities for all employees.

Table 34: The relationship between the organisation considering the economic welfare of each employee and its attempt to promote equality in terms of opportunities for all employees.

Statements 18 and 52	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	**29.116**	**16**	**0.00098**
Likelihood Ratio	**21.321**	**16**	**0.00076**
Linear-by-Linear Association	**4.6560**	**1**	**0.00599**
χ^2			
N of Valid Cases	**26.296**		
Spearman's Rank Order Correlation Co-efficient	**181**		
	0.70191		

* Pearson's Chi-Square = 29.116, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.70191, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

The Pearson's Chi-Square test result ($p < 0.05$) depicted in Table 34 shows a slightly significant organisation considering the economic welfare of each employee and its attempt to promote equality in terms of opportunities for all employees. Similarly, the Spearman's Rank Order Correlation Coefficient ($r_s > 0.7$) also indicates a slightly significant relationship between Statements 18 and 52 in that employees do not equate a strong relationship with economic welfare and opportunities for all employees.

H0[10] There is a significant correlation between the organisation respecting individual values and beliefs and treating its employees fairly.

Table 35: The correlation between the organisation respecting individual values and beliefs and treating its employees fairly (n=181)

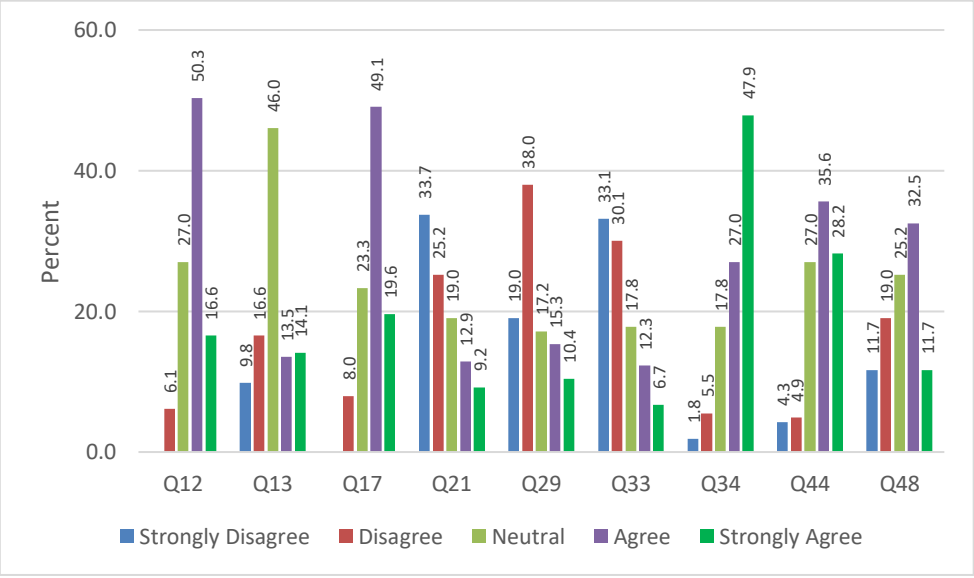
Statements 22 and 45	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	56.221	16	0.00231
Likelihood Ratio	49.336	16	0.00119
Linear-by-Linear Association	3.658	1	0.00001
χ^2			
N of Valid Cases	26.296		
Spearman's Rank Order Correlation Co-efficient	181		
	0.7552		

* Pearson's Chi-Square = 56.221, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0.7552, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 35 highlights that both the Pearson's Chi-Square test result ($p < 0.05$) and Spearman's Rank Order Correlation Co-efficient result ($r_s > 0.7$) are significant. Hence, respondents associate a significant correlation between Sorbet respecting individual values and beliefs, and treating its employees fairly.

4.6.6 Theme 6: Job Satisfaction

Figure 20: Job satisfaction



The following patterns have been identified:

All statements have (slightly) greater agreement rates, whereas some statements have lower agreement rates. Aside from H4, no other assertions had a more significant disapproval percentage. There are also many neutral ratings. The table shows the importance of the differences that were examined. According to factor analysis, the following five assertions constitute a sub-theme: The working circumstances in Sorbet are satisfactory to me. The personnel are enthusiastic about Sorbet. "At work, I get to put my skills to practice every day". "The management encourages me to be creative in my job". "I am always challenged to improve in my work". This sub-theme, 'Positive working circumstances', has a high degree of agreement. Positive working circumstances, according to Çebi and Gueyer (2019:1), provide several advantages to both employees and businesses. A good work atmosphere is an excellent method to boost job performance. This atmosphere may lead to personal and professional success and pleasure for employees. Happier employees are more productive and can accomplish their work more quickly.

Morale rises when employees' attitudes and moods improve. Employees motivated to succeed in their jobs are more likely to grow in their careers (Chen and Chen, 2017:10115). The majority of respondents agreed with all of the claims. The correlation values show a substantial inter-correlation between the items in this sub-theme. That is, there is positive reinforcement between the claims. However, respondents stated that they did not service customers just for tips (negative correlations). According to Haidrani (2017:15), exposure to other cultures might help one appreciate and value more in life. The more one interacts with individuals from diverse cultures, the more one values and respects them. Understanding diverse cultures helps one understand why people do things in the way they do.

One may easily understand others' perspectives and grow empathetic toward

them (Sussex, 2021:193). Moreover, 47.9 per cent of workers firmly concur that they apply their abilities regularly at work. Employees can progress if they are allowed to exploit their abilities regularly. This keeps them engaged and ready to learn and improve. Another 49.1 of workers concur that their management encourages innovation in the workplace. Any company's development depends on innovation. Knowing exactly what defines an innovative organisation and how it contributes to its growth is essential for implementing innovation successfully. Business executives should see innovation as something that drives advancement and that its absence might choke off an organization's expansion, according to Powdthavee (2015:314).

H0[11] There is a significant association between employees being proud to be associated with the organisation but similarly experiencing challenges adapting to change.

Table 36: The Association between employees being proud to be associated with the organisation but similarly they are experiencing challenges to adapt to change (n=181)

Statements 33 and 44	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	**65.955**	**16**	**0.00012**
Likelihood Ratio	**61.212**	**16**	**0.00022**
Linear-by-Linear Association	**9.118**	**1**	**0.00000**
χ2			
N of Valid Cases	**26.296**		
Spearman's Rank Order			
Correlation Co-efficient	**181**		
	0.7866		

* Pearson's Chi-Square = 65.955, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$);

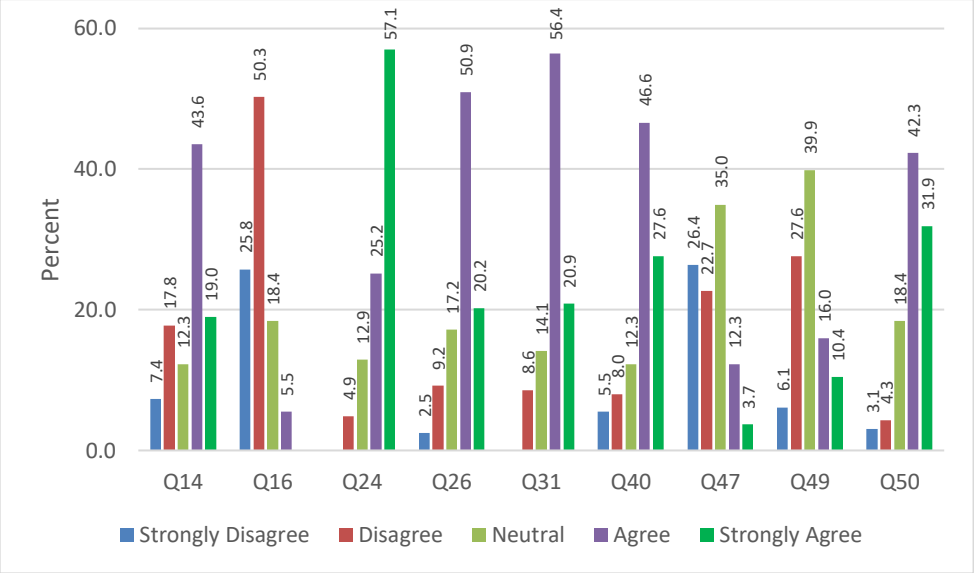
Spearman (r_s) = 0.7866, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 36 reveals that both the Pearson's Chi-Square test result ($p < 0.05$) and

Spearman's Rank Order Correlation Co-efficient (r_s > 0.7) are highly significant.fThere is a highly significant relationship between employees being proud to be associated with Sorbet but finding it challenging to adapt to change.

4.6. Theme 7: Job Security

Figure 21: Job Security



H0[12] There is a significant association between an employee joining the organisation as a stepping stone to another organisation and the main reason for such an employee remaining in the organisation is job security.

Table 37: The association between an employee joining the organisation as a stepping stone to another organisation and the main reason for such an employee remaining in the organisation is job security

Statements 40 and 49	Value	df	Asymp. Sig. (2-sided)
Pearson's Chi-Square	78.204	16	0.00000
Likelihood Ratio	73.998	16	0.00000
Linear-by-Linear Association	3.658	1	0.00001
χ^2	26.296		
N of Valid Cases	181		

Spearman's Rank Order Correlation Co-efficient	**0.9332**		

* Pearson's Chi-Square = 78.204, df = 16, Cut-off parameter: Pearson's Significance ($p < 0.05$); Spearman (r_s) = 0,9332, Cut-off parameter: Spearman Significance ($r_s > 0.7$)

Table 37 highlights that both the Pearson's Chi-Square test result ($p < 0.05$) and Spearman's Rank Order Correlation Co-efficient result ($r_s > 0.7$) are very highly significant. Hence, respondents joined Sorbet as a stepping stone to enter other organisations and are currently remaining at the organisation due to the job security provided.

4.7 Cross Tabulations

A Chi-square test of independence was used (rows vs columns) to ascertain whether there was a statistically significant link between the variables. According to the null hypothesis, there is no correlation between the two. The alternative theory suggests that there is a relationship between employees, for example: "I believe that the organization is playing an important role in creating employment opportunities in KwaZulu-Natal" and "Please indicate whether you are a permanent, contract or part-time employee at Sorbet" have a p-value of 0.014. This indicates that the variables highlighted in yellow have a significant relationship. That is, respondents' employment status did play an important role in how they perceived the organisation creating jobs.
The table summarises the results of the chi-square tests.

Table 38: Permanent or contract employment

			Contract	Permanent	
I believe that the organisation is playing an important role in creating employment opportunities in KwaZulu Natal	Strongly Disagree	Count	5	7	12
		% within Please indicate whether you are a permanent, contract or part time employee at Sorbet	8,3%	6,8%	7,4%
	Disagree	Count	12	17	29
		% within Please indicate whether you are a permanent, contract or part time employee at Sorbet	20,0%	16,5%	17,8%
	Neutral	Count	3	26	29
		% within Please indicate whether you are a permanent, contract or part time employee at Sorbet	5,0%	25,2%	17,8%
	Agree	Count	29	35	64
		% within Please indicate whether you are a permanent, contract or part time employee at Sorbet	48,3%	34,0%	39,3%
	Strongly Agree	Count	11	18	29
		% within Please indicate whether you are a permanent, contract or part time employee at Sorbet	18,3%	17,5%	17,8%
Total		Count	60	103	163
		% within Please indicate whether you are a permanent, contract or part time employee at Sorbet	100,0%	100,0%	100,0%

a. Level = Employee

It is worth noting that contract employees (48.3%) agree with the statement about job creation more than permanent employees (34.0%). Permanent employees (17.8%) were more likely to be neutral than contract employees.

4.8 Correlations

The data was also subjected to bivariate correlation. The findings are included in Appendix D. The findings reveal the following patterns.

Positive values represent a directly proportional relationship between the variables, while negative values represent an inverse relationship. A * or ** indicates a significant relationship. For example, correlations for Dimensions for Employees have a correlation value of 0.853 between "Employee Empowerment" and "Job Security". This is a proportionality that is directly related. Respondents indicated that the higher the level of employee empowerment, the more secure they feel in their jobs, and vice-versa. Negative values imply an inverse relationship. In other words, the factors affect one another in direct opposition. For example, the correlation value between business transformation and community enterprise is -0.847. In other words, the more business strategies change, the less community enterprise occurs.

4.9 Conclusion to Chapter Summary

This chapter provides an examination of the data and an in-depth discussion of the conclusions resulting from the empirical analysis of the collected replies. The findings are organised into three sections, which correspond to the measuring instrument and the summary of the statistical tests used for the data analysis (Table 4). The findings pertaining to Section A included the use of descriptive statistics in Microsoft Excel to analyse general information and demographic data. In this chapter, the researcher provided the results for Section B and C in a concise way, use frequencies and percentages to

summarise the original remarks. These findings were then reported appropriately. The data analysis included the use of intricate non-parametric tests using SPSS version 28 for Windows. This encompassed the selection of appropriate statistical tests for hypothesis testing in the relevant area, resulting in statistically significant findings. Additional non-parametric tests were used to evaluate the validity of the summary of statistical tests utilised for the data analysis (Table 4), which were designed and linked with the primary variables in the Framework. In order to enhance the accuracy of the analysis on the viability of the Exploratory Framework, appropriate non-parametric statistical tests were chosen to examine the data collected from two distinct sample groups: the managerial staff and the employees. This selection aimed to offer a more rigorous evaluation of the framework's validity. The following chapter provides an overview of the findings and preliminary proposals derived from the empirical examination of the data, including conclusions and recommendations for potential future research initiatives.

CHAPTER 5:
CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Based on the hypothetical discoveries, this chapter provides a conclusion and recommendations for the study. A quantitative inquiry plan was obtained for this consideration. The discussion aimed to investigate Sorbet's role in promoting social justice and business transformation in KwaZulu-Natal. As a result of the COVID-19 pandemic, all respondents received a pre-coded closed-ended survey with a 5-point Likert Scale. Sorbet employees were amongst the 181 sample respondents chosen from a population of 330. The questionnaire was divided into three sections (60 questions and seven themes each), each with its subject related to the topic and an assessment of the variables and components. The Factual Bundle for the Social Sciences (SPSS) version 28 for Windows was used to investigate the material. The analyst sought the services of a master analyst who used the SPSS version 28 for Windows to evaluate the validity of Sorbet considerations and test the various hypotheses for the areas and factors. It should be noted that a skilled dialect editor reviewed the completed proposal's language. More significantly, the analyst advised a Senior Curator to launch a TURNITIN investigation for any copyright violation once the proposal was completed.

The promotion of SMEs is a vital driver for job creation, especially in the context of limited employment opportunities in KwaZulu-Natal and the entire South African economy at large. As iterated above, this investigation is of great importance in addressing the contribution of Sorbet in driving social justice and business transformation. The study's goals were to determine whether Sorbet's strategies and interventions are crucial to promoting social justice and enable business transformation in the SME sector. This was used to explore the challenges of SME funding and governmental support in KwaZulu-Natal, to determine the role of change management in promoting social justice in the

SME sector in KwaZulu-Natal, and identify the social justice initiatives implemented at a selected SME in KwaZulu-Natal.

Given the volume of data generated, each of the three sections and nine sub-themes of the questionnaire underwent meticulous, empirical analysis. The extensive theoretical analysis of the statistics produced several significant findings. Other authors and researchers who carried out related studies and whose results were contextualized for the current study's findings also supported these conclusions.

5.2 Reflections and Evaluations

5.2.1 Business transformation

According to the research, 4.29 per cent of employees strongly agree that the organisation is helping KwaZulu-Natal create employment, and 39.3 per cent concur that the organisation is seen as a market leader. Another 38 per cent feel that the company has a clear strategy for managing employees' skills.

5.2.2 Ethics and diversity

This study found that 50.3 per cent of employees strongly agreed that the organisation respects cultural diversity. In comparison, 30.1 per cent of employees strongly agreed that the organisation respects individual values and beliefs. It also found that 58.3 per cent strongly agreed that ethical behaviour is essential to their jobs.

5.2.3 Social justice

According to this study, 50.9 per cent of employees agreed that their company should become more active in social responsibility, and 50.9 per cent strongly agreed that the organisation should get more involved in community projects.

5.3 Recommendations

A careful examination of theoretical results is the basis for this study's main suggestions. Based on the three sections of the pre-coded and nine sub-themed questionnaire (Appendix C), these consents are displayed:

5.3.1 Section A: Based on findings pertaining to the basic information and demographic profile of the sample respondents' recommendations

According to this study, women outnumber men in the professional beauty service business. The eighteen managers and one hundred sixty-three employees in KwaZulu-Natal were all women. The overall gender ratio is 100 per cent women. Moreover, 77.8 per cent of those between the ages of 20 to 25 were employees, and 22.2 per cent were managers aged between 25 to 30.

The age groups are not comparable, with more respondents under 35.

5.3.1.1 Examining the management employment structure

Top management should be informed of and oversee the arrangement of employment at Sorbet in relation to fixed-term contracts and permanent employment. The form of employment may impact employee expectations regarding working conditions and the costs incurred by the salon due to likely high levels of employee turnover. Sorbet may be able to classify and retain scarce skills by keeping an eye on the job structure. Senior management should consider giving the staff more duties, rewarding them, and providing mentors to help them retain permanent personnel.

5.3.2 Section B: Suggestions in relation to the pertinent themes

5.3.2.1 Business transformation

Business transformation involves making fundamental changes to how business is conducted in order to help cope with shifts in the market

environment. Transformation now centres on creating new value to open up new opportunities, spur new growth, and offer new efficiencies in a world of unheard-of disruption and market instability.

All transformations call for reconsideration of how the company currently and, from now on, provides value. In the face of almost continual disruption, business needs to expand sustainably, and sustainable growth necessitates nimble re-invention. It is insufficient to prevail today. One must be able to develop further in the future. Beauty firms need to utilise emerging technologies like artificial intelligence, augmented reality and virtual reality to replicate the in-person experience of purchasing in-store online. Digitization allows niche businesses to expand their markets, potentially across borders or into areas that are currently under-served.

5.3.2.2 Community enterprise

The organisation should prioritise social goals before profit. In contrast to being driven by the need to maximize profits for shareholders and owners, any surpluses generated by a community enterprise will be re-invested for that purpose in the company or the community. Sorbet's clientele services middle to upper-income clients in urban areas. As a sector, the goal should be to be charitable and helpful to others. Organisations can reach a bigger audience by getting active in their community, whether it be through humanitarian endeavours or community marketing campaigns. People love to get a make-over and feel fantastic about themselves, and Sorbet has a tremendous product that other companies and non-profits are eager to use. The organisation can join a nationwide non-profit organization that aims to enable both men and women to attain economic independence. Organising a charity benefit day at one's salon or spa is one way to give back to the community. One could also mentor students in a local beauty school, offer free services to elderly or nursing home residents, or give homeless people free haircuts while

using them as models for students training at Sorbet Hair Academy.

5.3.2.3 Customer service

It is recommended that Senior and Executive management create a customer-centric environment for both internal and external customers. Employees who are internal customers require the same warm service as customers because they are equally crucial to the organisation.

The beauty salon's focus should be on customer service. All employees must be knowledgeable about the products they work with. Continuous evaluations are recommended to ensure that all employees are providing excellent service. Management is responsible for overseeing customer feedback, including complaints and compliments, and they should always respond to social media messages. It is advised to conduct regular evaluations in order to ensure that all personnel are providing first-rate services. Management should always respond to social media comments to monitor client feedback, including complaints and compliments. To provide excellent customer service, management and staff must clearly understand the company's aims and promote collaboration to deliver skilled service. Give the clients a value proposition and show clients appreciation and how one differs from other businesses in the Beauty industry.

5.3.2.4 Employee empowerment

Therapists, receptionists, tea ladies, store owners and managers are just a few people that the organisation needs to have complete faith in the brand. The staff must be wholly dedicated to the brand and understand the value of the clients. Moreover, employees stand to benefit from regular training sessions, a focus on moral human resource practices, and incentive schemes. Dialogues that are open and sincere regarding race relations, tolerance, succes, and co-operation allow employees to develop a sense of job security. A communal

spirit that feeds innovative action must be given top priority. Aside from the economic impact and trade demand, the Hair and Beauty industry helps people feel better about themselves. This is important because many South Africans are anxious, lonely and concerned about the future. Sorbet should create a *feel good* factor as a crucial tool that supports the positive well-being of their staff and many other South Africans.

5.3.2.5 Ethics and diversity

The focus on people and community development must be the brand's point of differentiation. The only way to stand out in the crowded beauty salon market is to promote a people-first culture. Given that it affects the firm, it is imperative to be aware of the outside environment in which one's staff reside. In the modern workplace, race, religion and culture are just as important, if not more so, and they impact output. The market for personal care and beauty products emphasises business ethics and social responsibility more than ever. The coronavirus health, social and economic crises have significantly changed consumer behaviour, which was already changing. This transition has influenced all industries, and the personal care and beauty products market is no exception. Consumer needs must come first in all decisions. A renewed, concentrated focus on morality and environmental responsibility is essential. With the requirement for more openness, customers are putting pressure on firms to clarify their product claims and establish a one-to-one connection that gives them greater power as consumers.

5.3.4.6 Employee satisfaction

Both men and women in the Beauty industry know how challenging the job can be. Enhancing job satisfaction for staff members at beauty salons is mainly focused on creating the perfect work environment, increasing and facilitating job satisfaction, and other external and internal motivating perception components. The organisation needs regular training and development

programmes to help staff establish their self-worth and self-confidence. Both newly appointed personnel and those who have previously held positions should undergo frequent training and development so that they may gain knowledge of the most recent developments in the business. As a result of growing their self-esteem and confidence, employees should experience a strong feeling of awareness and reflection, which will improve their performance and abilities at work. The therapist's internal job satisfaction factors could be increased by encouraging teamwork that enables staff to support and encourage one another. The harmonious working environment at the salon, which should offer chances for professional progress, a relaxing pace of work and the capacity to meet employer expectations should positively impact one's feeling of job satisfaction there. Employee internal job satisfaction factors will rise as a result.

5.3.4.7 Job security

Business success depends on having a supervisor who is aware of what job security means, as well as its effects on employees. This is so that employers can also profit from job security, which has advantages for both employees and employers. Companies may improve retention and attract top talent, and word spreads when employees know that their employment is stable, which fosters a productive workplace atmosphere by offering consistent, stable positions to workers. As a result, stable employees may concentrate more on their work and spend less time thinking about their job security or how they will pay their bills if they get fired.

Since turnover is expensive, job security can also increase the company's bottom line. The organisation must find out what makes each employee special. The organisation must also use its staff's abilities and intuition to their advantage. As a result, the staff members will become more visible to senior management, making them indispensable.

Employees deserve public accolades. A competent manager goes above and beyond to protect their staff from layoffs. Another technique to help staff members become more visible throughout the company is speaking out for employees when things are difficult.

5.4 Limitations of the Study

As indicated below, the study's limitations were minimal, apart from those that are ethically reported within the context of the study:

- The COVID-19 pandemic imposed substantial constraints on the distribution of a questionnaire to Sorbet employees and managers. The limitations on face-to-face encounters and the enforcement of social distancing protocols have impeded the use of in-person data gathering techniques, which are often more successful in achieving many responses and reliable data. Moreover, a significant number of employees and supervisors were operating from remote locations or following modified work patterns, which posed challenges in maintaining constant communication with them. The pandemic has also brought about increased levels of stress and uncertainty, which could potentially impact persons' willingness and ability to take part in the poll. These factors collectively resulted in logistical difficulties and could have caused decreased response rates, insufficient data, and potential biases in the received responses.

- The length of the pre-coded closed-ended questionnaire provided to the sample respondents was sufficiently thorough. Consequently, the researcher decided to only concentrate on doing a quantitative analysis. Therefore, the research did not contain a qualitative component or employ a mixed methodologies approach. Additionally, no interviews

were done due to the vast quantity of data that was acquired and evaluated using the quantitative paradigm.

- Another limitation was the time-consuming nature of analysing the data due to the longitudinal design of the research and the considerable quantity of data collected from the questionnaire answers due to the high response rate. In addition, the researcher conducted an extensive statistical study of the Exploratory Framework model and its components to demonstrate its viability via many hypothesis tests. This activity was demanding, but it had a significant purpose: to enhance the reliability and authenticity of the statistically calculated results by incorporating contemporary empirical findings.

5.5 Directions for Future Research

The significance and impact of SMEs in advancing social justice and driving business transformation in KwaZulu Natal cannot be overstated. Subsequent research on SMEs should consider the following suggestions for future investigations:

- Examine the impact of technology and innovation on social justice efforts sponsored by SMEs. Evaluate the extent to which the use of digital technologies, sustainable practises, and innovation ecosystems may amplify the transformational influence of SMEs in KwaZulu-Natal.

- Explore the capacity of cooperative networks including SMEs, non-governmental organisations, government agencies, and bigger businesses to promote fairness and equality in society.

- Evaluate the enduring viability of SME-led endeavours aimed at promoting social equity. Analyse the elements that contribute to the durability and

persistence of these endeavours, ensuring that their good effects are not only immediate but also have a long-lasting influence on the social and economic structure of the area.

- Assess the contribution of SMEs in KwaZulu-Natal in relation to comparable situations worldwide. Analyse the parallels and contrasts between SMEs, social justice, and business transformation to get valuable insights that may contribute to a more comprehensive understanding of their connection.

- Examine the impact of education and skill development initiatives implemented by SMEs on promoting social justice. Assess the efficacy of these programmes in fostering a competent and empowered staff, hence contributing to the implementation of sustainable business practises.

5.6 Conclusion to Chapter Summary

The primary objective of this research was to provide a comprehensive framework that explores Social Justice and the Role of Business for Sorbet Franchisees in KwaZulu-Natal. The empirical analysis undertaken for each of the 3 sections and 7 sub-themes of the questionnaire was rigorous due to the high volume and complexity of the data generated. The data available in this investigation was in ordinal form, which made it unsuitable for the more sophisticated parametric testing used in inferential statistics. Additionally, a range of robust non-parametric tests were used to examine the validity of the exploratory framework and its alignment with the key variables. Several important discoveries arose from the thorough empirical study of the data. Furthermore, these findings were also supported by other authors and researchers who did comparable investigations, and their findings were analysed in relation to the outcomes of the present study. Therefore, the exploratory framework used in this research demonstrated its viability and scientific value.

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APPENDICES

APPENDIX A: ETHICAL CLEARANCE

MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

27 August 2020

Student Name: **Ms A Anderson**

Student No: 21855250 Dear

Ms A Anderson

MASTER OF MANAGEMENT SCIENCES: BUSINESS ADMINISTRATION

TITLE: Social justice and the role of business: A case study of Sorbet franchisees in KwaZulu- Natal.

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Approved – Ethics Level 2**

Date of FRC Approval: 27 August 2020

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

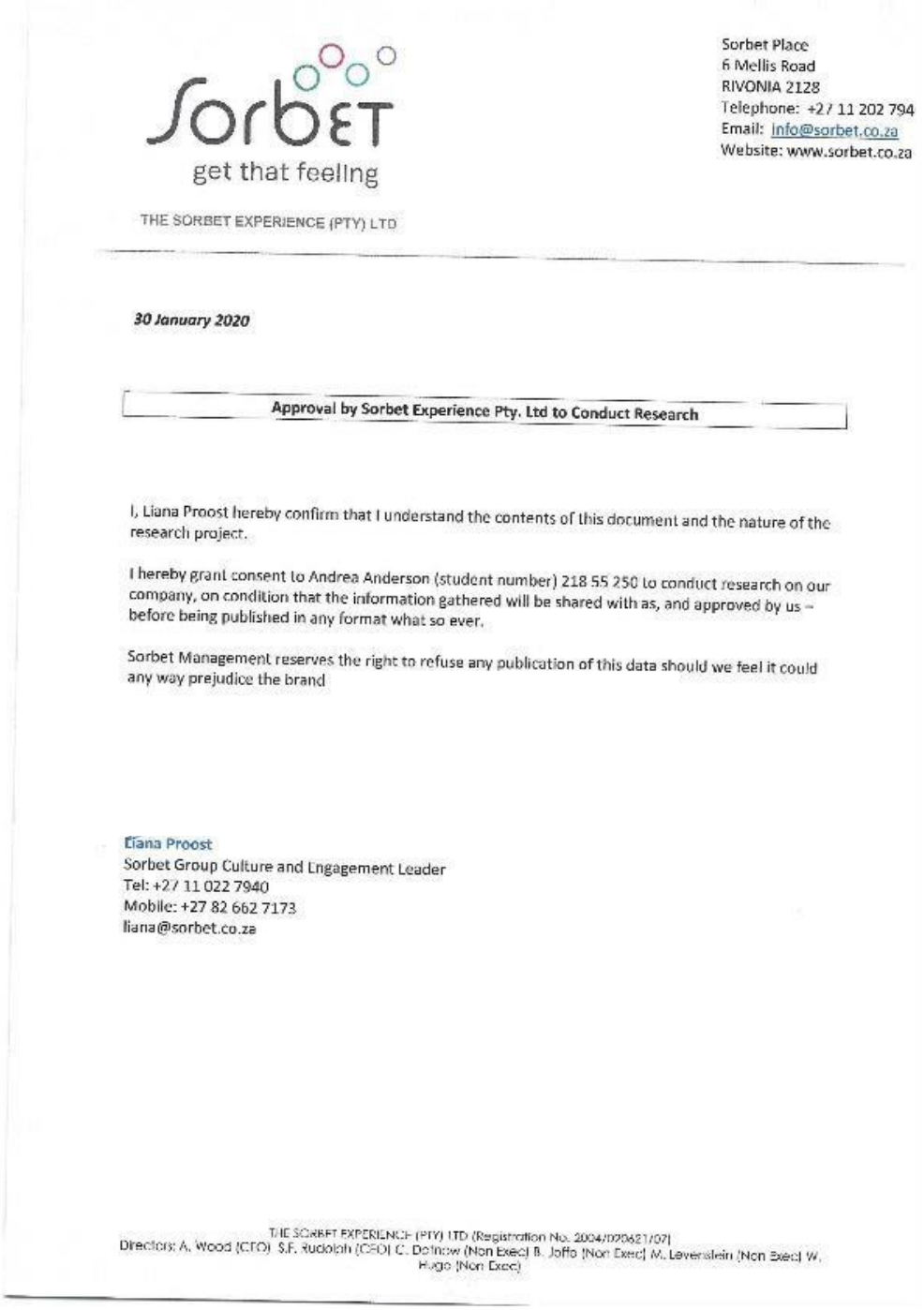
Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's.
Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours sincerely

Prof JP Govender

Chairperson: Faculty Research Ethics Committee

APPENDIX B: GATEKEEPERS LETTER



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Website: www.sorbet.co.za

30 January 2020

Approval by Sorbet Experience Pty. Ltd to Conduct Research

I, Liana Proost hereby confirm that I understand the contents of this document and the nature of the research project.

I hereby grant consent to Andrea Anderson (student number) 218 55 250 to conduct research on our company, on condition that the information gathered will be shared with as, and approved by us – before being published in any format what so ever.

Sorbet Management reserves the right to refuse any publication of this data should we feel it could any way prejudice the brand

Liana Proost
Sorbet Group Culture and Engagement Leader
Tel: +27 11 022 7940
Mobile: +27 82 662 7173
liana@sorbet.co.za

THE SORBET EXPERIENCE (PTY) LTD (Registration No. 2004/009621/07)
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APPENDIX C: COPY OF QUESTIONAIRE

SECTION A: GENERAL INFORMATION

INSTRUCTIONS TO RESPONDENTS:

1. **Please select ONLY ONE response with a tick ✓ for each question.**
2. **Answer ALL the pre-coded questions in this section.**
3. **Please DO NOT leave any question blank.**

1. Please indicate whether you are a permanent, contract or part time employee at Sorbet:

1.1	Permanent	1
1.2	Contract	2
1.3	Other	3

2. Please indicate your gender:

2.1	Male	1
2.2	Female	2

3. Please indicate your age group:

3.1	20 < 25 years	1

3.2	25 < 30 years	2
3.3	30 < 35 years	3
3.4	35 < 40 years	4
3.5	40 < 50 years	5
3.6	> 50 years	6

4. For how long have you been employed at Sorbet?

4.1	1 < 5 years	1
4.2	5 < 10 years	2
4.3	10 < 15 years	3
4.4	15< 20 years	4
4.5	20 < 25 years	5
4.6	>25 years	6

5. Please indicate your highest level of qualification:

5.1	No Matric	1
5.2	Matric	2
5.3	Certificate	3
5.4	Diploma	4
5.5	BTech / Hons	5
5.6	Masters	6

6. Please indicate your racial group:

6.1	Black	1
6.2	Indian	2
6.3	Coloured	3
6.4	White	4

SECTION B: MANAGEMENT INFORMATION

INSTRUCTIONS TO RESPONDENTS:

1. **This section must be completed ONLY by a MANAGER / OWNER**
2. **Answer ALL the pre-coded questions in this section.**
3. **Please DO NOT leave any question blank.**

7. Please indicate how many years of managerial experience you have:

7.1	1 < 5 years	1
7.2	5 < 10 years	2
7.3	10 < 15 years	3
7.4	15< 20 years	4
7.5	20 < 25 years	5
7.6	>25 years	6

8. In your opinion, the Sorbet outlet at which you are a manager serves which **one** of the following areas:

8.1	Urban	1
8.2	Sub-urban	2
8.3	Rural	3

9. To the best of your knowledge as a manager, [SC4] please indicate the **overall** socio-economic representation/status of your customer base/Province:

9.1	Lower class	1
9.2	Middle class	2
9.3	Upper class	3

10. As a manager [SC5] at Sorbet how many training programmes have you attended in the last **2 years**, which relates to building your knowledge and skillset on managing the business effectively:

10.1	None	1
10.2	1	2
10.3	2	3
10.4	3	4
10.5	4	5
10.6	More than 4	6

11. In your opinion as a manager[SC6] , does Sorbet receive sufficient government support (financial / non-financial) to expand its business operations in KwaZulu-Natal:

11.1	Yes	1

11.2	No	2
11.3	Unsure	3

SECTION C: SOCIAL JUSTICE AND SOCIO-ECONOMIC TRANSFORMATION

INSTRUCTIONS TO RESPONDENTS:

1. **This section must be completed by ALL respondents.**
2. **Answer ALL the pre-coded questions in this section.**
3. **Please DO NOT leave any question blank.**

Terminology:

Social Justice: Social justice ensures all citizens of South Africa enjoy equal opportunities, benefits and wealth to create a more equitable society.

·**Socio-economic transformation:** Socio-economic transformation is a dynamic process that entails realigning business processes, systems, technology, and people geared towards achieving stakeholder satisfaction through efficiency and effectiveness in service delivery.

KEY: SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree

12.	I am committed to the organisation.	1	2	3	4	5
13.	I regard my current job as challenging.	1	2	3	4	5
14.	When I attend training at the organisation, I am encouraged to utilise the newly acquired knowledge and skills.	1	2	3	4	5
15.	In my opinion, the organisation is viewed as a market leader.	1	2	3	4	5
16.	I regard the compensation system at the organisation as being equitable and fair.	1	2	3	4	5

17.	In the last 12 months I have considered alternative employment.	1	2	3	4	5
18.	In my opinion, the organisation strives to promote equality amongst all its employees in terms of the opportunities that are provided to staff.	1	2	3	4	5
19.	I believe that the organisation is playing an important role in creating employment opportunities in KwaZulu-Natal.	1	2	3	4	5
20.	In my opinion, the organisation is using creative marketing to attract customer attention.	1	2	3	4	5
21.	My colleagues are very supportive.	1	2	3	4	5
22.	I believe that the organisation treats its employees fair.	1	2	3	4	5
23.	The leadership style at the organisation encourages participation amongst staff.	1	2	3	4	5
24.	Thanks to my job at the organisation, it has helped me to support my family.	1	2	3	4	5
25.	In my opinion, there is a high level of employee morale at the organisation.	1	2	3	4	5
26.	I believe that I have job security at the organisation.	1	2	3	4	5
27.	I believe that the organisation should become more involved in community projects.	1	2	3	4	5

28.	The organisation emphasises customer satisfaction.	1	2	3	4	5
29.	I believe that excellent performance is acknowledged at the organisation.	1	2	3	4	5
30.	To my knowledge the benefits of the organisation is equitable in comparison to other similar organisations in KwaZulu-Natal.	1	2	3	4	5
31.	I am always very concerned that the economic decline in South Africa may influence the organisation negatively.	1	2	3	4	5
32.	The training that I have received has equipped me adequately to provide an excellent service to the customer.	1	2	3	4	5
33.	I often battle to adapt to organisational changes.	1	2	3	4	5
34.	I regard teamwork as an important factor in my job.	1	2	3	4	5
35.	I am familiar with the organisation's policies / procedure documents.	1	2	3	4	5
36.	I often feel that my voice is not heard in this organisation.	1	2	3	4	5
37.	I feel that the organisation should become more involved in social responsibility.	1	2	3	4	5

38.	I believe that some employees in the organisation gets preferential treatment.	1	2	3	4	5
39.	I often feel powerless within the organisation.	1	2	3	4	5
40.	The main reason why I remain at the organisation is due to job security.	1	2	3	4	5
41.	If I was offered a position at another organisation that paid a higher salary, I would accept the post.	1	2	3	4	5
42.	The organisation respects cultural diversity.	1	2	3	4	5
43.	I am prepared to take a stand if I am treated unjustly, even if it may result in me losing my job.	1	2	3	4	5
44.	I am proud to be associated with the organisation.	1	2	3	4	5
45.	I feel that I am treated with respect in the organisation.	1	2	3	4	5
46.	If I was offered a position at another organisation that offered greater development opportunities, I would accept the post.	1	2	3	4	5
47.	I regard the working conditions of the organisation as being conducive.	1	2	3	4	5
48.	I am satisfied din my current position.	1	2	3	4	5

49.	I joined the organisation since I regard this position as a steppingstone to another organisations.	1	2	3	4	5
50.	In my opinion job-hopping is beneficial to me as it allows me to expand my knowledge and skills.	1	2	3	4	5
51.	I believe that the organisation acts pro-actively to ensure that there are enough employees employed to meet the customers' demands.	1	2	3	4	5
52.	In my opinion the organisation considers the economic welfare of each employee.	1	2	3	4	5
53.	I do not hesitate to question the instructions given to me.	1	2	3	4	5
54.	I must admit that sometimes I am guilty of applying stereotyping when I am assisting a customer.	1	2	3	4	5
55.	I think the organisation makes a concerted effort to address racial differences for both its employees and customers.	1	2	3	4	5
56.	The organisation has a clear strategy in managing employees' skills.	1	2	3	4	5
57.	The organisation manages change pro-actively.	1	2	3	4	5
58.	I feel that the organisation respects individual values and beliefs.	1	2	3	4	5

59.	I believe that ethical behaviour is the most important aspect of my job.	1	2	3	4	5
60.	The organisation encourages the use of new technology.	1	2	3	4	5

APPENDIX D: CORRELATION TABLE

Correlations[a]

		Business transformation/strategy	Community enterprise	Customer Service	Employee Empowerment	Ethics and diversity	Job satisfaction	Job security
Business transformation/strategy	Pearson Correlation	--						
	N	163						
Community enterprise	Pearson Correlation	-.847**	--					
	Sig. (2-tailed)	0,000						
	N	163	163					
Customer Service	Pearson Correlation	-.842**	.869**	--				
	Sig. (2-tailed)	0,000	0,000					
	N	163	163	163				
Employee Empowerment	Pearson Correlation	-.801**	.865**	.958**	--			
	Sig. (2-tailed)	0,000	0,000	0,000				
	N	163	163	163	163			
Ethics and diversity	Pearson Correlation	.835**	-.879**	-.965**	-.960**	--		
	Sig. (2-tailed)	0,000	0,000	0,000	0,000			
	N	163	163	163	163	163		
Job satisfaction	Pearson Correlation	.691**	-.812**	-.932**	-.917**	.922**	--	
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000		
	N	163	163	163	163	163	163	
Job security	Pearson Correlation	-.455**	.650**	.823**	.853**	-.818**	-.888**	--
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	
	N	163	163	163	163	163	163	163

**. Correlation is significant at the 0.01 level (2-tailed).

a. Level = Employee

APPENDIX E: TURN IT IN REPORT

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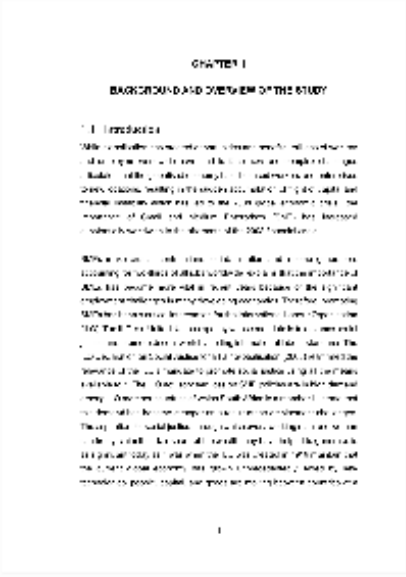

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APPENDIX F: CONFIRMATION OF EDITING

CONFIRMATION OF EDITING

5 December 2023

Client: Ms A Anderson
Durban University of Technology
Masters Dissertation

Title: The role of SMEs in promoting social justice and business transformation in Kwazulu-Natal: a case study of Sorbet

Dear Ms Anderson

Thank you for the privilege of editing your submission in fulfilment of your Masters qualification entitled *The role of SMEs in promoting social justice and business transformation in Kwazulu-Natal: a case study of Sorbet*

This letter confirms that this document has been edited :

- All grammar has been corrected.
- All punctuation and sentence construction has been corrected.
- Spelling has been corrected and standardised.
- Queries and recommendations are raised in the comments.

References:

- All references have been standardised.

All the best!

Many thanks
Dr Ara

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