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**Critical Success Factors that Influence Black
Leadership Integration in Johannesburg
Securities Exchange Companies**



Abstract

In 1994, the majority of the South African population received political freedom with the abolition of apartheid, thereby legally removing job reservation which had existed for a minority White population. However, in 2013, 19 years post-apartheid and in spite of the introduction of various legislative interventions, most top and senior management positions are still held by White individuals. The purpose of this study is to identify critical success factors that have a statistically significant influence on successful Black leadership integration into historically White dominated South African companies listed on the Johannesburg Securities Exchange (JSE). In this quantitative study, 210 out of 1637 top and senior managers (Black and White) participated from 198 (244 including subsidiaries) out of 330 companies listed on the Johannesburg Securities Exchange (JSE). The results of this study provide strong evidence of critical success factors that have a statistically significant influence on successful Black leadership integration into historically White dominated South African companies. These include job satisfaction, career development and leadership styles and behaviour. The study finds statistically significant relationships amongst many of the 32 constructs identified in the literature which through the use of factor analysis are described as fair treatment, job hopping, commitment to transformation, Black entrepreneurship and corporate culture. As defined by Black management, job satisfaction, career development (dependent variables), fair treatment and specific leaders behaviours (inspirational motivation and idealised attributes) (independent variables) as defined by MLQ 5X leadership measure are critical success that could influence Black leadership integration in Johannesburg Securities Exchange (JSE) listed companies.