A CASE STUDY OF INDUSTRIAL RELATIONS CLIMATE IN A ZIMBABWEAN MINING COMPANY

By

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DECLARATION

I, Blessing Chabaya, 213347474 hereby declare that the treatise for students’ qualification to be awarded is my own work and that it has not been submitted for assessment or completion of any postgraduate qualification to another university or for another qualification.

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ABSTRACT

Research problem: Various factors which influence industrial relations climate can be classified as input variables (Dastmalchian, Adamason and Blyton, 1991). The industrial relations climate (IRC) in turn has the potential to positive or negatively influence and be influenced by the industrial relations outcomes of the organisation such as labour turnover, industrial action and productivity. Management therefore need to be aware of the prevailing IRC as well as the factors influencing the prevailing industrial relations climate so as to take the necessary and relevant measures and steps to improve the labour-management relations.

Research objectives: The research objectives for addressing the research problem were mainly to ascertain the prevailing labour relations climate within the selected mine. The second objective was to identify the factors that shape labour relations climate and thirdly to establish the impact of the prevailing industrial relations climate within the mine.

Research questions: Research questions for the study were developed and were; What is the overall labour relations climate? What is the contribution of each of the five dimensions to the overall labour relations climate? What is the relationship between the subgroups, distinguished by union affiliation and occupational level? What is the relationship between the subgroups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, years in union, union status, occupational level, educational level and the five dimensions of the labour relations climate? What are the factors that shape the industrial relations climate with particular reference to the following factors such as the organisational context and background, the structure of the organisation, the Human Resources context, the Industrial Relations context and Industrial relations outcomes?

Research design: The study was descriptive research and both qualitative and quantitative methods were used in order to address the objectives of the study. A self-administered survey questionnaire was used to collect quantitative data and in-depth semi-structured face-to-face interviews were also used to collect data relating to the IRC and the factors influencing the industrial relations climate. Human Resources records and reports were also used to provide secondary data for industrial relations outcomes.

Major findings: The results from the study revealed that overall a negative IRC prevailed within the mine. This also applied to the five dimensions of climate that were measured. It was found that there was agreement between the unionised and the non-unionised employees’ perceptions of the industrial relations climate and similarly, when the miners’ perception of climate was compared with the more managerial group. The only really
significant difference in perception was that management felt that the climate was fairer than did the miners. The results also revealed that the organisational environment and structure and the human resources and industrial relations contexts were consistent with the literature descriptions of an organisational environment that would inhibit a positive industrial relations climate. The results for the organisational outcomes, in particular absenteeism and turnover were also found to be consistent with those of organisations were the prevailing industrial relations climate was negative. The results also revealed that organisational age, size, ownership, structure, formalisation, decision-making, labour market, union-management consultation, communication were influenced and shaped the prevailing IRC. It also revealed that the prevailing IRC had impact on the levels of absenteeism and labour turnover.
**Keywords:** Industrial relation climate, fairness, Union-Management Consultation, Mutual Regard, Member Support, Union Legitimacy, labour relations, collective bargaining, occupational level, union membership.
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1. Industrial relations climate: Industrial relations climate is also seen as one subset relating to norms and attitudes indicative of the nature and practice of union-management relations within the organisation (Dastmalchian Blyton & Adamson, 1989).
LIST OF ACRONYMS

IRC:    Industrial relations climate
CBA:    Collective bargaining agreement
ILO:    International Labour organisation
NEC:    National Employment Council
CHAPTER 1
INTRODUCTION

1.1 Introduction
Industrial relations climate has become an increasingly important concept within the organisation which contributes to organisational success. As noted by Dastmalchian (2008), central to the importance attributed to the industrial relations climate is that it has profound influence on performance and successful change in organisations. It has further been argued that industrial relations climate is a key mediating factor in the connection between high-performance work systems and organisational performance (Buttigieg & Gahan 2005). Contextual changes within the organisation which aim to meet the changing environments both socially and economically need to take into cognisance the need to appreciate and maintain the enduring relationships, behaviours and attitudes that have been established in the organisation over time and which facilitate the success.

1.2 Literature review

1.2.1 Industrial relations climate
Industrial relations climate has been defined by Dastmalchian, Blyton and Adamson (1991) as a subset of organizational climate that relates to the norms and attitudes attributed to the nature of union-management relationships in an organization. Industrial relations climate (IRC) reflects the perceptions on the conduct and practice of union-management relations within the enterprise by members of the organization (Dastmalchian, 2008). It is also described as the characteristic atmosphere prevailing within the organisation as viewed by the members of the organisation (Dastmalchian, et al., 1989). Therefore, IRC is a subset of climate within an organisation which specifically refers to the norms, attitudes and behaviours indicating the relationship between unions and managers within a workplace which in turn has the potential to influence industrial relations outcomes in the workplace (Kersley et al. 2006).

According to the industrial relations climate model by Dastmalchian et al., (1991), various activities and practices within the organisation influence IRC differently. These include organisational, structural, human resources and industrial relations contexts as well as industrial relations outcomes within the model. The IRC model by Dastmachtian et al., (1991) provides a basis for understanding IRC. It also affords an analytical tool for studying different input variables which influence IRC within an organisation as well as potential outcomes.
1.2.2 Dimensions of climate

Various dimensions of industrial relations climate have been established and identified. As stated by Dastmalchian et al., (1989) a number of possible industrial relations climate dimensions which reflect various aspects of the relationship between unions and management can be established. They further added that these IRC dimensions relate and reflect the attitudes and beliefs held by the actors of industrial relations within an organisation in terms of the industrial relations. Dimensions of IRC include the degree of cooperativeness, trust, hostility, support for trade unions, mutual regard, joint participation and fairness (Martin, 1976; Nicholson, 1979; Dastmlachian et al, 1989). According to Dastmalchian et al, (1991), these dimensions of IRC are affected by various factors which may be internal or external to the organisation. Research has shown cooperative IRC and mutual gains, where the relationship is characterised by trust, consultation, communication and information sharing, to be related improved commitment within the organisation as well as union loyalty, (Oxenbridge & Brown, 2004). Kelly and Kelly (1991) also noted that a hostile IRC results in the dilution of the relationship between employees and management to a relationship of ‘Us’ and ‘them’ rather than ‘us’ the company versus ‘them’ the competitors. Therefore, a good understanding of the IRC concept and the prevailing industrial relations climate as well as the factors influencing the Industrial relations climate is essential in ensuring and enhancing organisational success and effectiveness.

1.3 Zimbabwean context

1.3.1 Labour relations

Labour relations in Zimbabwe are governed by the Labour Act of (2005) and are informed and subscribes to various practices and international standards such as the conventions and recommendations of the International Labour Organisation. In relation to industrial relations, the Labour Act provides for the formation of industry-based National Employment Councils where bargaining takes place at national level, employer organisations and trade unions, as well the workers committees and works councils within the work place. According to the Labour Act Section 24, workers committees provide employees with a voice and represent them on matters of right and interests affecting them whereas the works councils in workplaces on the other hand play a more consultative role on proposals tabled by the employers which include restructuring, retrenchments and other organisational developments. Though parties have equal say in the Nation Employment councils, the operation of the council is however regulated by the Labour Act and the State plays a regulative role in labour relations and aims to achieve better balance between employers and employees interests.
1.3.2 Crisis in Zimbabwe

Zimbabwe is a country which relies on agriculture and mining and was once one of the most industrialised countries in Zimbabwe. The socio-economic turbulences faced by Zimbabwe in the firsts decade of this century have resulted in cutting down of state subsidies which has affected low-income groups, created widespread retrenchment in organisations particularly in the manufacturing and mining industry as well as resulted in an escalation of cost of living and lowered real wages (Dube, 2010). These effects compounded a series of critical events in Zimbabwe including high political instability and remarkable brain drain of the skilled labour force across all disciplines of practice which saw a massive exodus of skilled professionals to South Africa, Botswana and Europe for greener pastures which worsened the crisis by shrinking the labour market (Chipika et al, 2000). As argued by Saunders (2007), the currency fluctuations, policy instability and hard currency shortages has lead to crippled operational capacities of various mining and manufacturing enterprises which have also prompted massive retrenchments, slowdowns and the closure of a number of key operations.

According to Tarugarira (2011) and Dube (2010), these turbulences also resulted in dwindling membership subscriptions for trade unions and consequently crippled the capacity of the unions’ financial base and general operations as members defaulted, due to the biting economic hardships, and questioned the logic of parting with subscriptions in a period where wages were being continuously eroded by a highly inflationary economy. Collective bargaining was also very much compromised due to the weakening bargaining base of unions as membership decreased (Dube, 2010). This also resulted in a high numbers of disputes ending in deadlock resulting in increased strike actions by the disgruntled workforce. Disputes were therefore, consequently resolved through arbitration and court orders and concern was raised over the bureaucratic arbitration avenue (Tarugarira, 2011). This increase in the number of disputes resolved through arbitration and court orders definitely reflected the ineffectiveness of the collective bargaining process both at organisational and industrial level.

Within the mining sector, the deepened crisis had brewed for several years. According to Saunders (2007), the mining sector, a key consumer and generator of foreign exchange and domestic employment was one of the critical casualties in the emerged crisis which resulted in declined production efficiencies and acute foreign currency shortages. He further argued that this prompted massive retrenchments, slowdowns and closure of a number of key operations for example Delta Gold’s Eureka gold mine and those new mining investments within the 2000s mainly consisted of mergers and acquisitions (Saunders, 2007). This
definitely posed critical employment security concerns for employees and unions. As further highlighted by Dube (2010), mining houses also came under increased pressure from the State particularly through the state-initiated indigenisation policy which saw the state aiming to acquire a 51% stake in foreign-owned mining operations in the strategic sectors of platinum, diamonds, gold and emerald sectors. This clearly showed that many companies faced on-going uncertainties as well as operational liquidity problems and which consequently had potential implications for organisational continuity, employee job security as well as negotiations in collective bargaining.

1.4 OBJECTIVES OF THE STUDY

1.4.1 Problem statement

It is against this background and testing conditions that this study seeks to establish the prevailing industrial relations climate and organisational factors influencing industrial relations climate in a crisis condition as well as how the prevailing climate influence various outcomes within the organisations. Studies on Industrial relations climate within organisations have also attracted only modest research attention and none that this researcher has been able to establish within the Zimbabwean context.

Various factors which influence industrial relations climate can be classified as input variables (Dastmalchian et al., 1991). The industrial relations climate in turn has the potential to positively or negatively influence and be influenced by the industrial relations outcomes of the organisation such as labour turnover, industrial action and productivity. Management and unions therefore, need to be aware of the prevailing IRC as well as the factors influencing the prevailing industrial relations climate so as to take the necessary and relevant measures and steps to improve the labour-management relations to create sustainable organisations.

1.4.2 Primary objectives

The objectives of the study were to study the industrial relations climate within a mining enterprise in Zimbabwe so as to ascertain the prevailing industrial relations climate within the selected mine. The second objective was to investigate the contextual factors in the mine that could shape industrial relations climate within the same setting and thirdly to establish the selected industrial relations outcomes within the mine.

1.4.3 Research questions

1. What is the industrial relations climate?
2. What is the contribution of each of the five dimensions, fairness, union-management consultation, mutual regard, member support and union legitimacy to the overall industrial relations climate?

3. What is the relationship between the sub-groups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, and years in union, union status, occupational level, educational level and the overall industrial relations climate?

4. What is the relationship between the sub-groups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, and years in union, union status, occupational level, educational level and the five dimensions of the industrial relations climate?

5. What is the organisational context within the mine with particular attention to the following:

   a. The organisational context and background
   b. The structure of the organisation
      i. Functional specialisation,
      ii. Formalisation
      iii. Decision-making
   c. The Human Resources context
      i. The internal and external labour market
      ii. The skills and experience
      iii. The promotional opportunities
      iv. Training and development
   d. The Industrial Relations context
      i. The union profile
      ii. The nature of union-management consultation
      iii. The nature of union-management bargaining
      iv. Dispute resolution

6. What were the industrial relations outcomes within the mine, particularly labour turnover, absenteeism, grievances and industrial action?
1.5 RESEARCH METHOD AND DESIGN

According to Babbie and Mouton (2001), a research design is a plan or a blue print for conducting research. It includes the target population, sampling procedure, instruments of data collection, analysis of data and methods used in an attempt to address the central research questions.

The study was descriptive in nature and used both qualitative and quantitative methods. A self-administered survey questionnaire was used to collect quantitative data and an in-depth semi-structured face-to-face interviews and existing organisational records were used to collect primary and secondary qualitative data respectively.

1.5.1 Population

The selected organisation for study was a limestone mining enterprise in Zimbabwe. The study considered both management and non-management employees of the organisation. The mine employed a total of 375 employees. The mine was also undergoing a retrenchment exercise due to an upgrade of machinery at the time the study was carried out.

1.5.2 Sample and sample selection

Due to the retrenchment exercise which was in progress in the mine, a random sample could not be selected for the survey sample. Non-probability availability sampling will therefore be used to select the survey sample.

Purposive sampling was be used to select the sample for the interviews. As asserted by Terre Blanche, Durheim and Painter (2006), purposive sampling is a technique that depends on availability and willingness of participants to participate in a study.

1.5.3 Instruments and data collection

Measuring instruments that were used for the study were one questionnaire and one structured interview guide. These were developed and adapted from the literature and Industrial Relations Climate survey questionnaire developed by Dastmalchian, Blyton and Adamson (1991).

The questionnaire was divided into two sections with the first section consisting of biographic questions. The second section consisted of 18 industrial relations climate survey questions which measured five dimensions of industrial relations climate which were fairness, union-management consultation, mutual regard, member support and union legitimacy.
The semi-structured interview guide was used to provide a framework for the interviews with management and union representatives and was aligned to the Industrial relations climate model of Dastmalchian et al (1991). The interview guide was divided into five sections. Section A Captured contextual and background information of the organisation, Section B gathered structural information about the organisation, Section C established the Human Resources context of the organisation, Section D gathered information about the Industrial relations context of the organisation and lastly Section E gathered information about the industrial relations outcomes of the organisation.

1.5.4 Data collection

The self administered questionnaires were distributed to management and non-management employees for completion during their lunch breaks in canteens on separate days. Completed questionnaires were placed in a box which was provided.

Semi structured face-to-face individual interviews were conducted and tape recorded with the consent of the participants.

1.5.5 Data capture and analysis

Survey questionnaires were collected and captured into MS excel. Descriptive statistics which included percentages, frequencies, means and standard deviations and correlations (Pearson Product Moment) were used to analyse the data. Group characteristics such as gender, age race, years in organisation, employment type, and union membership, union belonged to, years in union, union representation status, occupational level and educational were used where appropriate in the data analysis.

The student’s t-test was used to determine statistical significance for the relationship between the sub-groups and the industrial relations climate.

Chi² tests of independence were used to determine the statistical significance for the relationship between each of the dimensions of the IRC and the overall industrial relations climate and the climate dimensions. The statistical significance level was set at alpha = 0.05 and the level of practical significance were determined using Cohen’s d and Cramer’s V for the t and Chi² tests respectively.

The reliability of each climate scale was determined by using Cronbach’s coefficient alpha and an alpha coefficient alpha of 0.7 was considered reliable.
1.6 LIMITATIONS OF STUDY

The mine at which research was carried out was undergoing a retrenchment and restructuring exercise. This resulted in use of a non-probability sampling method and also a small sample size for the study as many divisions and employees were inaccessible.

Another limitation was that the questionnaires were completed in the presence of the researcher and this would have influenced the responses by the respondents.

1.7 ETHICAL CONSIDERATIONS

Ethics in research are viewed by Saunders, Lewis and Thornhil (2007) as the appropriateness of behaviour in research context in terms of the rights of subjects to the study or those affected by the study.

Prior to data collection, official letters to seek permission were issued to the organisation (attached in Appendix 1). Confidentiality of information and anonymity of participants was also ensured by not requesting any information which could make participants identifiable. Informed consent for the interviews and the questionnaires was obtained from the participants prior to interviews or completion of the questionnaire.

1.8 OUTLINE OF TREATISE

The outline of the thesis followed the outline as that laid out by Mouton (2001).

Chapter 2: The next chapter, chapter two is an exploration of literature on Industrial relations climate and as well as the contextual background of the study. It includes exploration of dimensions of industrial relations climate, aspects influences climate as well as the Zimbabwean context.

Chapter 3: Chapter 3 is the research method and design. It discusses the methods and research design adopted by the study such as how data for the study was gathered and how the data was and captured and analysed.

Chapter 4: This chapter presents the research results from the study in relation to the research questions of study.

Chapter 5: The chapter focuses on making conclusions and recommendations and discusses the summaries of the study in relation to prior studies and draws conclusions and recommendations thereafter.
CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

Several changes which have occurred in the past years have influenced the present position of industrial relations in various settings. Understanding the industrial relations climate and the factors affecting the climate has become increasingly essential to organisations, as it plays a crucial and pivotal role within the organisations. According to the ILO (1997), various events and changes, such as globalisation, technology and changes in the socio-economic environment, have influenced production patterns, resulting in great attention being given to the concept of industrial relations in workplaces. The relationship between management and employees has proven to greatly shape the productivity and competitiveness of companies. It is therefore important to understand the nature of the relationship between management and unions.

2.2 CONCEPT OF CLIMATE

According to Dastmalchian (2008), the concept of climate in organisations has its origins in the Gestalt psychology approach of Kurt Lewin. Organisational climate refers to a variable or a set of variables which characterise the norms, feelings and attitudes that are present within a workplace (Payne & Pugh, 1976). It further reflects a characteristic of an organisation which is greater than the different views or individual perceptions (Lewin, Lippit & White, 1939). Payne (1971) also notes that the concept has the capacity to express the general psychological atmosphere within an organisation, and as a result can influence the work behaviours of individuals within the workplace in terms of satisfaction, motivation and behaviour.

This concept has been used by various researchers to understand the various ways in which organisational structures impact on behavioural patterns in organisations (Denison, 1996; Pritchard & Karasick, 1973). The concept reflects the collective perceptions of members of an organisation on attributes of the organisation which are descriptive in nature (Dastmalchian, 2008). Dastmalchian (2008) asserts that the concept is also affected by both external and internal structural variables, and it influences organisational outcomes such as organisational performance and behaviour.
2.2.1 Specific climate

According to Dastmalchian, Adamson and Blyton (1986), most studies have employed the concept of climate from a generalised perspective, without specifying or relating the climate concept to a particular activity within the organisation. Scheider and Reicher (1983) assert that various climates exist within the organisation, including the industrial relations climate. The concept of climate has been increasingly used in research in specific ways by focusing on specific climates such as service climates and safety climates, and given the increased importance of industrial relations in organisation more focus has also been turned towards industrial relations climate as a specific climate (Schenider, Parkington & Buxton, 1980; Zohar, 1980; Datmalchian et al, 1986).

Industrial relations climate is therefore a type of specific climate and it forms part of a subset of the whole climate concept. The use of the concept in industrial relations can help to better understand industrial relations organisational outcomes.

2.2.2 Climate and culture

Many have focused on investigating the similarities and differences of culture and climate (Schneider 1990; Denison 1996). According to Denison (1996), climate is a subjective concept which is mainly concerned with feelings, thoughts as well as behaviour and has the potential to be shaped and controlled by organisational members who have the power to do so. He further asserts that culture on the other hand is the embedded shared beliefs and values and does not easily conform to change. Organisational culture influences climate and climate changes only to the extent to which the climate is attuned to the prevailing culture (Dastmalchian et al., 2008). As highlighted by Schein (2000), a climate which is based on teamwork and cooperation cannot be developed if the underlying assumptions within the culture are individualistic and competitive, because control systems that foster individual competitiveness would have been created. A co-operative industrial relations climate is difficult to establish and maintain if the values, beliefs and assumptions of the parties concerned are rooted in a history of mistrust, confrontation and the absence of mutual respect (Dastmalchian, 2008).

2.3 INDUSTRIAL RELATIONS CLIMATE

The term industrial relations climate (IRC) has commonly been used to describe the nature of the relationship between labour and management within an organisation (Katz, Kochan & Gogeille, 1983). Currall and Stern (1991) define industrial relations climate as the degree to which relations between management and employees are seen by participants as mutually
trusting, respectful, and co-operative. As a concept, Industrial relations climate also refers to the characteristic environment within a workplace that influences the type of relationship between employees and their representatives and management (Payne & Pugh, 1976). Dastmalchian, Blyton and Adamson (1989) note that this characteristic environment is generated by industrial relations activities within an organisation. According to Blyton, Dastmalchian & Adamson (1987), it reflects the perceptions on the conduct and practice of union-management relations within the enterprise by members of the organisation. Industrial relations climate is also seen as one subset relating to norms and attitudes indicative of the nature and practice of union-management relations within the organisation (Dastmalchian et al., 1989). This definition indicates that industrial relations climate concept is therefore applicable where unions exist within a workplace. It is therefore clear that industrial relations climate as a concept is perceptual and organisational in nature, and not objective nor psychological (Payne & Pugh, 1976; Jones & James, 1979).

The industrial relations climate concept has also been termed an intervening variable’. Pugh and Payne (1977) explain that IRC can be understood as an intervening variable between structure and behaviour, which is influenced by structural features and has a bearing on outcomes and performance that is employee related. That is, climate is influenced by variables such as structure and outcomes of the organisation, and may influence or may be influenced by outcomes such as conflict. A variety of industrial relations climate measures were developed and tested (Dastmalchian, Adamson & Blyton, 1986). According to Miller, Dastmalchian and Blyton (2004), IR climate measures test employee perceptions which are specific to the industrial relations context of the organisation. They further assert that union-management policy is generally measured by industrial relations climate and that the concept is an essential concern within unionised organisations.

Iverson and Buttigieg (1997), state that unions provide an important voice necessary for internal democracy. Belman (1992) notes that were unions and employees are well incorporated into the decision-making process, a climate of goodwill and trust is more likely to be established. For instance, individual participation in co-operatively designed programmes can contribute to the formation of favourable attitudes about the industrial relations climate. According to Deery, Erwin and Iverson (1999), policies at organisational level and activities of union officials and managers as well as other stakeholders play an important role in the establishment of an industrial relations climate. Gordon and Ladd (1990) also point out that unions and management officials are instrumental in the development of the nature and character of contract negotiations, together with the willingness to adopt a bilateral problem-solving approach to grievance and dispute
resolution. Blyton et al. (1987) add that the personality of the main industrial relations actors will influence aspects of structure such as unionisation as well as the climate and outcomes.

2.3.1 Theoretical framework for industrial relations climate

Theoretical models for studying industrial relations climate have proved to be limited in this discipline. As noted by Dastmalchian (2008), theory testing and general theory on industrial relations is noted to be lacking and this is reflected when one takes into account the factors influencing industrial relations processes as well as the outcomes. However, Dunlop (1993) makes note of factors such as technology, product and labour markets, financial and budgetary constraints, as well as power distribution in society as important factors. Although these factors have been classified in a broad and simple model, no meaningful testing has been attempted to point out the effect of the different inputs or contextual variables (Dastmalchian, 1987). For the purpose of this study, the industrial relations climate model by Dastmalchian et al. (1987) will be adopted. This model will equip the study with an analytical tool for studying different inputs or contextual variables of industrial relations as well as outcomes. From a Labour Relations perspective, understanding these variables and outcomes in terms of industrial relations climate is an important consideration when functioning in relatively unstable societies where political as well as socio-economic changes are becoming more and more of fundamental factors which shape the context within which industrial relations are developed.

Industrial relations climate plays a key and increasingly important role within organisations. An increasingly competitive economic environment has forced many companies to reappraise their existing work arrangements and to implement new organisational practices designed to reduce costs and raise productivity and efficiency (Deery, Erwin, & Iverson, 1999). With this in mind, industrial relations climate can provide a lens to better understand and appreciate outcomes, processes on workplaces and industrial relations, as well as an explanation on why seemingly similar workplace innovations may achieve different outcomes in varied contexts. Industrial relations climate has also been viewed as a critical factor in understanding the nature and dynamics of relationships between employee, union and management and it is an important concept in studies relating to union membership.

Recent developments have also viewed industrial relations climate as an important intervening factor in the relationship between high-performance work systems and organisational performance and effectiveness (Buttigieg & Gahan, 2005; Kersley et al., 2006).
According to Nicholson (1979), industrial relations climate as a concept can be used to provide a theoretical connection between the characteristics of an organisation which are structural and organisational outcomes such as conflict. He further notes that the industrial relations climate concept can also be used as a diagnostic concept which can be used to make proposals for changes in industrial relations systems. IRC can also be used to synthesize organisational variables and industrial relations outcomes. A sound industrial relations climate in an enterprise is essential to a number of issues which are critical to employers and employees (ILO, 1998).

2.4 The industrial relations climate model

Dastmalchian, Blyton and Adamson (1991) have proposed a model for studying industrial relations climate. The model seeks to explain and suggest the various dynamics involved in industrial relations climate such as inputs, processes and outcomes. As highlighted by Dastmalchian et al., the relationship between management and employees is not static but evolves over time owing to both long and short term influences. The use of the industrial relations climate model gives a clear pictorial representation of inputs, processes, as well as outcomes that can be analysed in relation to the industrial relations climate within an organisation. Dastmalchian et al., (1991) noted that workplace IRC is influenced by organisational factors relating to organisational structure, human resource policies, and wider IR context, with climate mediating the relationship between these and IR outcomes.

2.4.1 Input variables

Dastmalchian et al., (1991) identify four classes of inputs within the organisation which have the potential of influencing IRC and industrial relations outcomes. As shown in Figure 2.1 above, the four input variables which impact on IRC are organisational context, organisational structure, human resources context and industrial relations context. According to Dastmalchian et al., (1991), inputs play an important role in the establishment of industrial relations climate. This is because inputs shape and influence the character and nature of the development of IRC.
The first group of factors influencing IRC (organisational context) as highlighted by Dastmalchian, et al. (1991) relates to branch plant orientation and stability. From the model, this includes the size of the organisation or workplace, age, ownership, nature of technology used, labour markets as well as the extent of instability and change. The authors argue that the size of the organisation is associated with the extent of unionisation, occurrence of strike action and administrative efficiency within the organisation. According to Dastmalchian et al. (1991), industrial relations evolve over time, resulting in the institutionalisation of various organisational practices, and therefore the age of an organisation plays a role in the development of IRC. In addition, organisations which are not subsidiaries to other companies and less independent on labour markets have a greater a branch plant orientation and instability (Dastmalchian et al., 1991). These authors further note that instability would contribute to tension between union and management and therefore negatively influence the different dimensions of IRC.

According to the model, organisations engaged in relatively small production levels, and small process technologies are likely to be flexible with few procedures and lower levels of
standardisation and formalisation. It further highlights that technology, which is more craft in nature with a less mass production orientation, will most likely not result in the alienation of employees. In terms of ownership, Dastmalchian et al., (1991) assert that industrial relations processes and strategies are affected by ownership status, whether foreign owned or locally owned. They further note that the degree of dependence of subsidiary companies on the parent companies influences psychological closeness between managers and employees, and those managers and employees of small subsidiaries with little or no influence over policy making of the parent organisation are most likely to be close. With regard to labour markets, the model refers to the extent of dependency of the organisation on the labour market. It also indicates that varying levels of dependence of organisations on the labour market will prompt the development of different IRCs. As noted by Dastmalchian et al., (1991), when an organisation is dependent on the labour market, management will put an effort and create attractive conditions to retain employees, conditions such as training and promotion which influence the development of IRC.

The second class of factors identified as input variables influencing IRC is organisational structure. These relate to the extent of formal reporting relationships and level of participation as well as level of centralisation or decentralisation within the organisation. From the model, centralisation relates to hierarchical levels within the organisation where decisions can be made and formalisation reflects the degree to which documents are employed to define and dictate the organisational roles of employees. According to Dastmalchian et al. (1991), the degree of centralisation or decentralisation relates to decision making and formalisation, which influence the way in which grievances are handled, disputes resolved, attitudes towards unions and the way strikes are treated. They further note that less bureaucratic structures, in contrast to bureaucratic structures, are likely to result in psychological closeness between managers and employees. They also note that centralised decision making and formalisation result in frustrations and longer waiting periods as grievances are settled, and that centralisation is attributed to a management-union relationship which is less co-operative. Therefore, the more an organisation is highly structured or bureaucratic in structure, the more IRC is likely to be unfavourable (Dastmalchian et al., 1991).

The third category of input factors influencing IRC is the industrial relations context. According to the model, this relates to the degree and pattern of unionisation, considering details such as the number of unionised employees, the gender distribution of union members, and the number of unions present as well as the extent of facilitative relations and union age. Industrial relations context also encompasses the bargaining structure and history of the organisation and the degree of union participation, as well as the history of
dispute settlement (Dastmachian et al., 1991). Therefore, the context and history of the interaction between unions and management influences the union-management relationship. According to the model, besides influencing IRC, input factors in this category can also be influenced by the IRC and the industrial relations outcomes within the organisation.

Human resources context is the fourth category of input factors influencing IRC. According to the model, this includes the composition of the workforce in terms of gender distribution within the organisation and employment type (whether full-time or part-time). It also encompasses the existence of labour markets within the organisation, which encourage promotions. Human resources context also includes the provision of employee development facilities, such as training and education, and the extent of change in human resources practices, such as attempts to improve the flexibility of labour. As noted by Dastmalchian et al. (1991), all these factors influence the development of the union-management relationship.

2.4.2 Industrial relations outcomes

The theoretical position of the model in relation to industrial relations outcomes is that the nature of the organisational structure and context variables influences the outcomes of the union-management relationship, and that the relationship is mediated by the perceptions of the organisational members on the IRC (Dastmalchian et al., 1991). The model suggests two outcome factors which are classified as consensual outcomes which are positive within the organisation and conflicting outcomes which are potentially negative. According to Dastmalchian et al. (1991), consensual industrial relations outcomes include grievance handling that is effective, industrial relations negotiations which are viewed as positive, and the absence of major industrial relations incidents. Potentially conflicting industrial relations outcomes entail turnover and absenteeism, as well as the occurrence of industrial action such as strikes (Dastmalchian, 2008).

2.4.1 Dimensions of industrial relations climate

According to Dastmalchian et al. (1991), the dimensions of industrial relations climate relate to the attitudes and beliefs held by actors of industrial relations within an organisation in terms of industrial relations. Dimensions and measures of IRC were identified and refined by Dastmalchian et al. (1991) in their study of the climate of workplace relations. This includes co-operation, aggression, hostility, and support for unions, joint participation trust, fairness and power balance (Dastmalchian et al., 1989). Deery and Iverson (2005) assert that management and labour enter into co-operative relations when they both envisage the gains to be greater than the costs. It is believed that co-operative industrial relations support
employee involvement and increase the extent of joint problem-solving between employees and managers (Eaton & Voos, 1989). Co-operative industrial relations climate has been highly and consistently associated with improved industrial relations outcomes and better organisation performance. Research by Rubinstein and Kochan (2001) indicate that labour-management co-operation increase worker satisfaction. However, some interest has been raised over how more co-operative relationships and improved performance outcomes can be developed.

Deery, Erwin, and Iverson (1999) state that perceptions of industrial relations climate characterised by low trust can result in employees being less inclined to commit to organisational change initiatives and to more productive systems of work. Role theory suggests that, in a hostile climate, the different goals of unions and management place incompatible behavioural demands on employees. As noted by Kelly and Kelly (1991), the hostile labour management relations has resulted in the dilution of the relationship between employees and management of ‘Us’ and them rather than ‘us’ the company versus ‘them’ the competitors.

The concept of IRC has been seen as an important variable in the study of commitment and union membership (Newton & Shore, 1992).

In conclusion, the industrial relations model developed by Dastmalchian et al., (1991) is an important framework for understanding the industrial relations climate. It is important to note that various organisational-level inputs and factors contribute to the development of the characteristic union-management relationship climate prevailing within the workplace.

2.5 PREVIOUS RESEARCH

The concept of Industrial relations climate has been used in previous research to investigate issues relating to industrial relations and outcomes, dual commitment, organisational change as well as high performance work practices in organisations.

2.5.1 Industrial relations outcomes

The concept of industrial relations climate has been used in studies of industrial relations outcomes within the workplace. These include studies on grievances, absenteeism and turnover. Dastmalchian and Ng (1990) studied the relationship between IRC and grievance outcomes in six government organisations. The study revealed that a positive IRC increases the chances of grievances being resolved and enhances a positive assessment of grievances, as grievances are investigated in a co-operative and problem-solving spirit (Dastmalchian & Ng, 1990).
Another study was also conducted by Deery, Erwin and Iverson (1999) on the impact of union-management relations on attendance behaviour in a large auto manufacturing company in Australia. About 600 employees were evaluated to ascertain the impact of union-management relations on absenteeism using a multi-item questionnaire measuring employees’ perceptions on various items related to absenteeism. The results revealed that cooperative union-management relationships are associated with higher levels of work attendance and low absenteeism (Deery, Erwin & Iverson, 1999).

Research was also conducted by Iverson, Buttigieg and Maguire (2003) on the effects of union membership status and industrial relations climate on the absenteeism culture in two hospitals. The study revealed that a more homogeneous union membership status among all employees was related to a lower absenteeism culture and a positive union management relationship (Iverson, Buttigieg & Maguire, 2003).

Another study by Deery and Iverson (2005) investigated the antecedents and outcomes of co-operation between labour and management in 305 branches of a large unionised organisation. The study indicated that co-operative labour relations climate were influenced positively by factors such as procedural justice, willingness of unions in bargaining to use integrative approach and the willingness by management to openly share information with the union (Deery & Iverson, 2005). The research also found that cooperative labour-management relations contributed to reduced absenteeism. The research therefore verified the relationship between IRC and industrial relations outcomes (Deery & Iverson, 2005).

2.5.2 Organisational and union commitment

Deery, Iverson and Erwin (1994) studied the effect of IRC on the commitment of employees to organisations and unions among white collar unionists in a government utility in Australia. The conclusion from the research was that there was no evidence of dual commitment of employees to both unions and organisations and that a positive industrial relations climate was related to higher employee commitment to the organisation and low commitment of employees to unions (Deery, Iverson & Erwin, 1994).

Research has been conducted by Wu and Lee (2010) on the relationship between industrial relations climate and the attitudes of employees towards participatory management. Participatory management enhances commitment of employees, reduces alienation and promotes the trust levels between management and employees, and this trust in turn improves the industrial relations climate. In the study, 490 employees employed in 12 companies owned by Chinese, Japanese and United States corporations were investigated to evaluate worker discretion in personnel and operational issues. The study revealed that
multinational corporations which require centralised control of their overseas operations are less willing to promote participatory management (Wu & Lee, 2001).

Deery, Erwin and Iverson (1999) state that perceptions of industrial relations climate characterised by low trust can result in employees being less inclined to commit to organisational change initiatives and more productive systems of work.

2.5.3 Organisational performance

Research by Deery and Iverson (2005) on the impact of labour-management cooperation on organisational performance revealed that co-operative relations between unions and managers contribute to higher productivity and union loyalty. Locke and Schweiger (1979) noted that participation in decision making may produce high performance and satisfaction which may result in an improved relationship between employees and management.

2.5.4 Unionisation

Research by Pyman, Holland, Teicher and Cooper (2010) examined how employee voice arrangements and managerial attitudes to unions shape employees' perceptions of the industrial relations climate in Australia. The study collected data from 1,022 employees from the 2007 Australian Worker Representation and Participation Survey (AWRPS). Results from the study indicated that employees' view of the industrial relations climate are more positive if they have access to direct voice arrangements, and that in unionised workplaces the industrial relations climate is likely to be negative if management is perceived by employees as not supporting unions (Pyman et al., 2010).

Research by Miller, Dastmalchian and Blyton (2004) on the relationship between power and contextual relevance of work group diversity revealed that differential power positions and relevance to the contextual issue affected the work unit perceptions of industrial relations climate.

2.6 ZIMBABWEAN CONTEXT

Zimbabwe was once ranked among the most industrialised countries within sub-Saharan Africa. It was viewed as having a diverse economy and a better human resource base than other countries (Sachikonye, 2002). According to Sachikonye (1995), Zimbabwe was like other developing countries where mining and agriculture were recognised as the backbone of the economy. In 2007, both mining and agriculture accounted for a third of the country’s foreign earnings and the mining sector remained the main consumer and generator of
foreign exchange within the economy as well as the major employer of domestic labour (Saunders, 2007).

2.6.1 Labour relations in Zimbabwe

Labour relations in Zimbabwe have been greatly influenced and shaped by various factors and events. According to Fashoyin (1997), prevailing industrial relations which exist in each country is rooted in different historical, political, socio-economic, cultural and environmental contexts. As highlighted by Sachikonye (1982) as quoted in Mandaza, (1986, p243)

“The substantive character of the industrial relations of any society reveals the salient aspect of the dominant social and political relations which underpin its development. Such relations determine and underlie the 'capitalist', 'social democratic' or 'socialist' character and direction of that society. Thus, state, capital and trade unions play significant roles in varying degrees in the determination and modification of industrial relations and ultimately the social and political relations in society”

2.7 Legislative framework

2.7.1 International labour standards

As stated by the International Labour Organisation (2011), Zimbabwe is a signatory to the ILO including the eight fundamental conventions. The International Labour Organisation (ILO) conventions set the minimum workplace standards for application into the regulatory environment of the member countries and member states are required to provide report and feedback on the progress in the implementation of the conventions. According to Fashoyin (1997), ILO standards aim to promote and maintain employee social justice through the protection of workers’ rights, fair working conditions and enhancement of employee work life. Therefore, the ILO contributes to the legal framework and industrial relations practices within its member states.

Zimbabwe has ratified 26 ILO conventions and these conventions have greatly shaped and influenced labour relations in Zimbabwe. Ratified conventions by Zimbabwe that relate to industrial relations include the forced labour convention, freedom of association and protection of the right to organise convention, right to organise and collective bargaining convention, workers representatives convention, equal remuneration convention, and tripartite consultation (International Labour Standards) convention (ILO, 2010). These conventions aim to prohibit forced labour and discrimination, promote the right to organise
both at enterprise and national levels, promote negotiation and consultation, and as well freedom of association in labour relations.

According to the Constitution of Zimbabwe (section 111B), these conventions (ILO) may not pass into law through ratification alone but can be domesticated into national law through an Act of Parliament. However, as argued by Fashoyin (1997), the non-ratification of conventions does not necessarily indicate the absence of a legislative framework which promotes the basic principles of the conventions.

2.7.2 Statutory law

The legislative framework that governs, regulates and gives effect to labour relations in Zimbabwe is the Labour Act 2005 Chapter (28.01) which was previously the Zimbabwe Labour Relations Act 16 of 1985. According to Sachikonye (1986), it sets the basic rights of employees and it also encompasses a comprehensive framework for regulating employment conditions, collective bargaining, dispute resolution as well as the regulation of registration and operation of trade unions and employer organisations. It further regulates and governs general issues within the employment relationship. In relation to industrial relations, the Labour Act provides for the formation of industry-based National Employment Councils employer organisations, trade unions, as well workers’ committees and works councils within workplaces.

2.7.2.1 Workers committees

According to the Labour Act Section 23, employees within a workplace, excluding management employees, who are employed by one employer, may establish a workers’ committee which aims to represent employees on matters of rights and interests. The Act also provides for assistance in the election process of the workers’ committee by a labour officer or trade union representative and also makes provision for fair communication facilities between employees as well as provision for meetings during workers hours provided that the ordinary functioning of the employers’ business is not interrupted. The main functions of the workers’ committee as stated by the Labour Act Chapter 23 include the representation of employees on matters of rights and interests, the negotiation of collective agreements with the respective employer in relation to conditions of employment, and the suggestion of collective action to employees. However, the Act highlights that where a trade union is registered to represent the interests of not less than fifty percent of the employees within a workplace; all members of the workers’ committee are to be members of the trade union concerned. It further highlights that in a case where no collective agreement is present, the workers’ committee representing employees belonging to a trade union may
negotiate only to the extent in terms of frequency and scope agreed upon in writing by the trade union, and where a collective agreement exists, the negotiation is allowed to a degree which is authorised by the collective agreement. The Act also makes provision for workers’ committees representing employees belonging to a trade union to negotiate with employers in a case where the Minister of Labour has confirmed in writing that the issue under negotiation was wrongfully included or omitted in the main collectively bargained agreement or confirmed in writing that the main parties to the principal collective agreement have not been successful in reaching an agreement on the issue in question.

2.7.2.2 Works councils

Section 25A of the Labour Act makes provision for the formation of works councils in every workplace where a workers’ committee has been established. The Act provides for a composition of the equal number of employer members and workers committee representatives making up the works council and for both parties to decide on the procedure of the works council. Works councils are different to workers’ committees in terms of functions. According to the Labour Act section 25A, the works council aims to promote and sustain good relations within the organisation as well as engage in consultations on matters affecting the employers and employees. Promotion and maintenance of good relations by works councils includes supporting common interest within the organisation and positive relations at all levels of the establishment between employers and employees, participation of employees, attainment of mutual co-operation and trust between employers and employees and their representatives within the workplace, as well as focusing on the optimum use of resources to achieve high productivity standards of employment (Labour Act, Section 25A).

According to Section 25A, works councils in workplaces play a consultative role in proposals tabled by the employer in terms of restructuring brought about by new technology and methods of work, closure of enterprise and ownership changes, retrenchments as well as methods for implementing discretionary bonuses and merit based increases. However, the relevant minister may reserve the right to regulate both the workers’ committees and works councils in terms of procedures and operations as well as the term of office of members, if deemed necessary.

2.7.7.3 Trade unions and employer organisations

The formation of employee and employer organisations which represent employer and employee interests is provided for by the Labour Act Section 28. According to the Act, any group of employees or employers may establish a trade union or employer organisation,
respectively, which is subject to the Labour Act. Registration of trade unions and employer organisations is not compulsory, and registration only takes place if the trade union or employer organisation desires to do so. As highlighted by the Act, unregistered trade unions and employer organisations may not represent employers or employees in the Labour Court, form any Employment Council, recommend collective action and collect union dues by means of check off schemes. To this note, therefore, there is a presence of registered and non-registered trade unions in Zimbabwe.

According to the Zimbabwe Confederation of Trade Unions (2013), there are 38 registered trade unions in Zimbabwe. The limestone sector has one registered trade union named Cement and Lime Allied Workers Union (CLAWU) which is affiliated to the Zimbabwe Confederation of Trade Unions (ZCTU). CLAWU has a total of about 1103 members with 242 female members. The trade union is also the only trade union representing all employees in all the companies involved in limestone mining and cement production and also represents all employees at the National Employment Council (NEC) (see discussion below) (Zimbabwean Confederation of Trade Unions, 2013).

The employers association of cement and lime represents employer interests in limestone mining. It also represents all employers at the NEC. It is composed of mainly employers of foreign owned enterprises which are mostly small to medium sized establishments (Madhuku, 2013). According to Taugarira (2011), the employers association is also affiliated to the Employers’ Confederation of Zimbabwe (EMCOZ) which represents employers in tripartite committees.

### 2.7.7.4 National employment councils

National employment councils are voluntary councils formed on an industry basis by an employer or registered employer organisations and trade unions agreeing and signing a constitution for the governance of the council as well as applying for its registration (Labour Act, Section 56). Employment councils aim to help members in the establishment and summing up of collective bargaining agreements, prevent and resolve disputes between employers and employees and their representatives, as well as take necessary measures to ensure compliance by both parties with the concluded collective agreements (Labour Act, Section 62).

Though parties have equal say in the council, the operations of the council are regulated by the Labour Act. The state plays a regulative role in labour relations and aims to achieve better balance between employers and employees’ interests. However, according to Section 61 of the Labour Act, limitation in terms of coverage of an employment council in an industry
may be done when the registrar has deemed after consultation that the registered employment council is not fully representative of the entire industry. Limitation of coverage of an employment council within an industry may also be done in the interest of employers, employees and/or the public in a specific part of an industry, thereby requiring the establishment of a separate employment council.

According to Madhuku (2012), in Zimbabwe there are about 48 registered NECs. These include the National Employment Council for the Agricultural Industry for the agricultural sector, National Employment Council for Communications and Allied Services Industry for the communications and media sector and National Employment Council for Electronic Industry (Labour Service, 2011). Within the mining sector, the employment council for mining industries was established and it comprises the National Chamber of Mines, which represents the employers, and the mine workers union.

However, the specific National Employment Council for limestone and cement was established which is the Lime & Cement and Allied National Employment Council. Employers are represented by their employers’ association and employees by the Cement and Lime Allied Workers Union. In this, the employment council consists of an executive committee which is responsible for enforcing policies of the council as well as the negotiating committee which is set up by the council to conclude and amend collective bargaining agreements (NEC constitution). The Labour Act Chapter 28:01 regulates the activities within the employment council, which include negotiation of employment conditions, minimum wages, health and safety provisions and disciplinary codes. The concluded negotiations between the parties are the collective agreements which are binding throughout the sector, regardless of membership to the trade union or employer association. According to the Labour Service (2011), key issues bargained at the NEC relate to salary and wage increases as well as conditions of employment.

2.7.6.5 Collective bargaining

As noted by Sachikonye and Raftopoulos (2001), collective bargaining as well as the scope of bargaining, structures and procedures for collective bargaining between employees and employers’ organisations, together with workers' committees and management, is regulated by the Labour Act date? (28:01). The scope for a collective bargaining agreement as provided by section 74 of the Labour Act include remuneration and minimum wages, benefits, deductions by employer, criteria for wages adjustments and job grading, working hours and vacations, housing and transport, and dispute resolution procedures. Parties are also obliged to negotiate in good faith by disclosing all relevant information during the negotiation and not to falsely represent themselves on issues essential to negotiation.
Collective bargaining in Zimbabwe mainly takes place at sector level at NEC and in a few cases at enterprise level (Mereki, 2012). According to Fashoyin (1998), this has been the major feature of collective bargaining in Zimbabwe. At company level, collective bargaining is undertaken between management and the workers’ committee, and has to be endorsed and approved by the relevant employees and trade union. Collective bargaining at sector level takes place principally at the National Employment Councils which are established on sector basis and require a registered employer organisation and registered trade union to negotiate at the relevant NEC. According to the Labour Act section 78, each collective agreement needs to be registered and approved by the Minister of Labour and once approved, the collective agreement will become binding throughout the respective industry with a provision for exemption should any employer claim and proves inability to honour the concluded agreement. According to the Labour Service (2011), key collective agreements within the limestone and allied industries include working hours, a grading system, and minimum wage.

2.7.6.6 Dispute resolution

Workplace disputes are generally grouped into two, which are disputes of rights that relate to breach of a collective agreement and other statutory law and disputes of interest which do not draw from a legal entitlement (Labour Act, 2005). As previously stated, one main function of the NECs is to prevent and resolve disputes between employers and employees and their representatives. In this regard, it is stated as a requirement by the Labour Act (28:01) that each NEC establish a mechanism for dispute resolution within establishments and the industry as a whole. Therefore, the specifics of dispute resolution procedures may differ from industry to industry.

According to the Labour Act (Chapter 28:01), employers and employees may declare a dispute and refer the matter to the labour officer or designated officer at the NEC, who will resolve the dispute through conciliation and a certificate of settlement will be issued if a dispute is successfully settled through conciliation. However, the Act states that if a dispute is not resolved within thirty days, a certificate of no settlement will be issued and the dispute shall be referred for voluntary arbitration or compulsory arbitration. Compulsory arbitration is referred to with the consent of parties in a case involving disputes of interest and compulsory arbitration may be referred to if the parties in dispute are in the essential services sector or if the dispute in question is a dispute of right (Labour Act, 1985). A final and binding arbitral award shall be issued by the arbitrator at the conclusion of the dispute and as highlighted by Section 98 of the Labour Act (1985). An appeal on the decision of the arbitrator can only be
made on a question of law, and collective industrial action is prohibited where the dispute has been referred to compulsory arbitration.

In the Limestone and Cement sector, disputes may be referred to a labour officer or designated agent by the NEC who will first try to resolve the dispute through conciliation, failure of which will result in voluntary or compulsory arbitration with the agreement of parties (Madhuku, 2012). Voluntary arbitration is regulated by the Arbitration Act and compulsory arbitration is regulated by the Labour Act (1985). In compulsory arbitration, an arbitration award may be appealed against on a "question of law" to the labour court and an arbitral award emanating from voluntary arbitration cannot be appealed against (Madhuku, 2012). However, there is a growing trend towards embracing the concept of alternative dispute resolution through the establishment of the Arbitration Act (1996).

2.8 Crisis in Zimbabwe

Zimbabwe has been characterised by a socio-economic and political crisis over the past decade. A fundamental feature of the crisis has been the rapid collapse of the economy and real incomes (Raftopoulos, 2001). The Zimbabwean economy was described by the World Bank as the fastest shrinking economic for a country which is not at war. Though the subject of the establishment and character of the crisis is hotly contested (Bratton & Masunungure 2011; Manyanya & Bond, 2002), the crisis in Zimbabwe is rooted in the historical political legacy of the country as well as the economic structure of the colonial system (Raftopoulos, 2009). The post-2000 crisis in Zimbabwe can therefore not be fully conceptualised without drawing on the country’s historical background.

2.8.1 Socio-political and economic context

The economy of Zimbabwe began to shrink in the 1980s when the country faced a huge budget deficit and balance of payment problems. It was also the time that the wave of neo-liberalism was moving through Africa and Zimbabwe joined the wave of liberalising economies in the 1990s. Zimbabwe adopted the Structural Adjustment Program (SAP) advocated by the World Bank and the International Monetary Fund. The Structural Adjustment programmes were believed to reverse the negative terms of trade and increase foreign investment thus facilitating the revitalisation of the mining and manufacturing sectors. As highlighted by Bond (2008), the aim was to increase the Gross Domestic Product, reduce budget deficits as well as to reduce inflation.

The key features of the SAP included a cut in government spending, deregulation and liberalisation of the economy as well as privatisation of enterprises (Makina, 2010; Bond
This then meant that the country was moving from an interventionist approach to a market driven economy (Kanyedze, 2004). This worsened the already emerging crisis in the 1990s as the SAP was accompanied by the privatisation of parastatals, massive retrenchments and the reduction of incomes and rising costs. The crisis provoked discontent within the labour force as industrial relations between labour and capital took a new shape and form which led to the widespread strikes and stay-away actions that characterised the period. As stated by Sachikonye (2002), socio-economic hardships arising from a series of events led to further mobilisation by labour which saw the occurrence of the general strikes in 1997 and 1998 engineered by the Zimbabwe Congress of Trade Unions (ZCTU) which was demanding better working and living conditions. Dube (2010) also notes that these events resulted in wage increase and conditions of work disputes being major issues in labour relations.

In the post-2000 period, the economy nearly came to a halt as evident in the shutdown of many enterprises in all sectors of the economy and a massive exodus of many foreign investors from Zimbabwe. In 2007, the rate of inflation increased to a record high of one hundred thousand percent per annum (Reserve Bank of Zimbabwe, 2008). Raftopoulos and Mlambo (2010) note that the hyper-unstable economic condition resulted in the domestic currency (Zimbabwean dollar) reaching billions and trillions and resultanty becoming a worthless national economy. The hyper-inflation which characterised the economy resulted in a massive erosion of real incomes and purchasing power (Ncube, 2001). The living conditions and financial capacity of the masses sharply decreased as real wages were sharply eroded. As noted by Bratton and Masunungure (2011), this resulted in most employers offering food rations in place of wages. With real wages being eroded, the labour force could not afford basic commodities and services. This marked a shift in the nature of industrial relations in Zimbabwe.

The hyper-inflation further resulted in the closure of many local industries and a de-industrialisation process as the operating capacity of most enterprises to produce and to remunerate labour was greatly compromised. This led to further massive retrenchments and reduction of real incomes (Chipika, 2000). Formal employment became a growing key issue within labour relations as few employees were left in formal employment, leading to high levels of job insecurity among employees during the crisis. As highlighted by Mereki (2012, p 37), in the context of economic downturn, “uncertainty and fear for their jobs tend to dominate workers’ thinking”.
By 2008 the Zimbabwean economy had undergone an absolute meltdown, with all indicators revealing remarkably high unemployment levels and employment growth rates further indicating that the country was under a severe crisis.

Table 2.1: Zimbabwe’s macro-economic indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average annual GDP growth</td>
<td>4.30</td>
<td>0.90</td>
<td>-5.7</td>
</tr>
<tr>
<td>(%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment growth (%)</td>
<td>1.90</td>
<td>0.40</td>
<td>-7.5</td>
</tr>
<tr>
<td>End of year pop (millions)</td>
<td>9.74</td>
<td>11.34</td>
<td>11.95</td>
</tr>
<tr>
<td>Formal employment (% of pop)</td>
<td>12.20</td>
<td>10.90</td>
<td>7.00</td>
</tr>
</tbody>
</table>


From the macroeconomic indicators illustrated in Table 2.1 above, an absolute shrinkage of the Zimbabwean economy is revealed. Both the Gross Domestic Product (GDP) and employment growth declined remarkably between 2001 and 2006, indicating small workforce sizes within formal operating organisations. The labour market was saturated with remarkably high unemployment levels. The decreasing rate of formal employment from 10.9 to 7.0 also indicates massive job losses within the formal sector of the economy, which resulted in the saturation of the labour market as the majority of the population was left out of formal employment. As noted by the ILO (2008), in 2005 three to four million Zimbabweans earned their living through informal employment, while the formal sector employed one million three hundred thousand workers. This led to the remarkable brain drain of the skilled labour force across all disciplines of practice as evident in the massive exodus of skilled professionals to South Africa, Botswana and Europe for greener pastures (Sachikonye, 2002).

According to Raftopoulos (2009), the land distribution programme, which was popularly referred to as the fast track land reform programme was implemented by the state and also contributed to the massive drop in employment levels and further saturation of the labour market, with an estimated 70% drop in the Midlands province. As supported by ILO (2008), an estimated 150 000 jobs in formal agricultural enterprises were lost in relation to the land reform programme. This is because dozens of farm workers were left out of employment when settler farmers who were their employers were displaced by the land redistribution programme.

Though the country was also politically unstable during the crisis, 2008 marked a new political era in Zimbabwean politics with the creation of the Government of National Unity (GNU) which saw the conclusion of a power-sharing deal between the ruling party and the opposition (Kamidza, 2009). He further added that the GNU was faced with a challenge of
turning around the declining economic and that of stabilising the socio-political environment. The political set-up and transformational strategies by the GNU resulted in the dollarization of the economy which saw the country adopting the United States dollar as the official currency and abolishing the use of the local currency (Ploch, 2010). This resulted in the stabilisation of the economy and improved standards of living as well as improved relations between management and employees, as the economy was now on its road to recovery.

2.9 Conclusion

The literature review above has discussed the industrial relations climate concept as well as the industrial relations context in Zimbabwe which influences industrial relations.

Industrial relations climate is an important concept within organisations which can enable overall industrial harmony. The IRC model by Dastmalchian et al. (1991) was discussed. It suggested various input variables in the development of IRC as well as outcomes associated with IRC. The factors discussed in relation to the model are input factors such as organisational context, organisational structure, human resources context and industrial relations context. The model also illustrated and showed the link between the input factors, IRC and the industrial relations outcomes.

Industrial relations take place within the context of other environmental variables which may be external to the organisation. These external variables to the organisation create a characteristic environment within which labour management relations occur. The second part of the literature review therefore highlighted the labour relations context in Zimbabwe, which includes the legislative and statutory framework surrounding industrial relations. The socio-economic and political crisis within the country was discussed. It was established from the literature that the crisis severely eroded employees’ wages and salaries, and raised unemployment to a record high, thereby affecting the labour markets and real incomes.

Dimensions of IRC which will be measured in the study were known to influence industrial relations outcomes, such as the industrial relations situation, and employee responses, such as turnover and absenteeism. According to the model, a balanced level of input variables will result in positive dimensions of IRC.

The following chapter discusses the research design and method that was developed and applied in order to meet the objectives of the study.
CHAPTER 3

RESEARCH METHOD AND DESIGN

This chapter provides the research method and design that underpinned the study. It specifies and describes the general approach, population, and sampling and sampling design, research instruments used, data collection and data analysis methods and technique used for the study. Therefore, this chapter provides the method and design that underpinned the study.

3.1 INTRODUCTION

In chapter one, the objectives of this study were presented which were firstly to ascertain the prevailing industrial relations climate within a mine in Zimbabwe. The second objective of the study was to investigate the contextual factors that could influence and shape industrial relations climate within the same setting. Thirdly, it aimed to investigate selected industrial relations outcomes within the mine. In order to address the objectives, the following research questions were developed:

1. What is the industrial relations climate?

2. What is the contribution of each of the five dimensions, fairness, union-management consultation, mutual regard, member support and union legitimacy to the overall industrial relations climate?

3. What is the relationship between the sub-groups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, years in union, union status, occupational level, and educational level to the overall industrial relations climate?

4. What is the relationship between the sub-groups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, and years in union, union status, occupational level, educational level and the five dimensions of the industrial relations climate?

5. What is the organisational context within the mine with particular attention to the following: :

   a. The organisational context and background
b. The structure of the organisation
   i. Functional specialisation,
   ii. Formalisation
   iii. Decision-making

c. The Human Resources context
   i. The internal and external labour market
   ii. The skills and experience
   iii. The promotional opportunities
   iv. Training and development

d. The Industrial Relations context
   i. The union profile
   ii. The nature of union-management consultation
   iii. The nature of union-management bargaining
   v. Dispute resolution

6. What were the industrial relations outcomes within the mine, particularly labour turnover, absenteeism, grievances and industrial action?

3.2 General Approach

According to Babbie and Mouton (2001), a research design is a plan or a blue print for conducting research. It includes the target population, sampling procedure, instruments of data collection, analysis of data and methods used to address the central research questions.

The study was descriptive research and both qualitative and quantitative methods were used in order to address the objectives of the study. A self-administered survey questionnaire was used to collect quantitative data. In-depth, semi-structured, face-to-face interviews were also used to collect qualitative data to obtain further information and reasons relating to factors that influence the industrial relations climate and the perception of the relationship between the industrial relations climate and industrial relations outcomes. Existing records such as Human Resources records and reports were used to provide secondary data for industrial relations outcomes.

3.3 Population

The study was carried out at a limestone mine in the Midlands Province in Zimbabwe. Both management and employees at the mine were the population of interest for the study. The mine had a total of 375 employees, of whom 347 were males and 28 were females. However, the mine was going through a retrenchment exercise which started in May 2013
and was still in progress when data collection for this study was conducted. The exercise aimed at retrenching about 50 of the production employees. This was as a result of an upgrade of production machinery within the company.

The occupational categories within the mine are senior management, middle management, administration and support, technicians and engineers as well as production categories. Table 3.1 below shows the population of the mine by gender and occupational levels.

Table 3.1 Population of the mine by gender and occupational level

<table>
<thead>
<tr>
<th>Occupational level</th>
<th>Males</th>
<th>Females</th>
<th>Total</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>12</td>
<td>2</td>
<td>14</td>
<td>14</td>
<td>3.7%</td>
</tr>
<tr>
<td>Middle management</td>
<td>33</td>
<td>5</td>
<td>38</td>
<td>38</td>
<td>10.1%</td>
</tr>
<tr>
<td>Admin and support</td>
<td>9</td>
<td>13</td>
<td>22</td>
<td>22</td>
<td>5.9%</td>
</tr>
<tr>
<td>Technicians and Engineers</td>
<td>18</td>
<td>-</td>
<td>18</td>
<td>18</td>
<td>4.8%</td>
</tr>
<tr>
<td>Sub-total</td>
<td>72</td>
<td>20</td>
<td>92</td>
<td>92</td>
<td>25%</td>
</tr>
<tr>
<td>Production</td>
<td>275</td>
<td>8</td>
<td>283</td>
<td>283</td>
<td>75%</td>
</tr>
<tr>
<td>Sub-total</td>
<td>347 (93%)</td>
<td>28 (7%)</td>
<td>375</td>
<td>375</td>
<td>100%</td>
</tr>
</tbody>
</table>

3.4. Sampling and Selection

Gray (2009) defines a sample as a set of objects, occurrence or individuals selected from a parent population for a research study in order to draw conclusions about the entire population based on the sample.

3.4.1 Survey sample

The sampling method which was used for the survey section of the study was non-probability, availability sampling. This sampling method was used because of the retrenchment exercise which was underway. Because this exercise was under way, management were unwilling for a random sample to be selected from the 375 employees of the mine resulting in few departments and individuals being accessible.

3.4.2 Interview sample

For the interviews, purposive sampling was used. As asserted by Terre Blanche, Durheim and Painter (2006), purposive sampling is a technique that depends on availability and willingness of participants to participate in a study. The selection included three senior management personnel, two middle management personnel and two union representatives who were part time representatives. The three management personnel selected for the study were the Human Resources manager, Finance manager as well as the Mine manager.
Middle management personnel selected included the pit supervisor and the human resources officer.

3.5 Research instruments.

Two research instruments for collecting data were developed and used for collecting primary data for the research. These were a survey questionnaire and an interview guide.

3.5.1 Survey Questionnaire

The questionnaire for the study was adapted from the Industrial Relations Climate questionnaire developed and used by Dastmalchian, Blyton and Adamson (1991) (see attached Appendix 2). The questionnaire was not translated into another language as all the respondents knew how to read English. The questionnaire was divided into sections. Section A and Section B.

Section A: Biographical information

The aim was to establish the demographic characteristics of the population with regards to age, gender, race, length of service in the organisation, union membership, occupational level and educational level. This information was essential to establish the profile of the sample of employees as well as to determine if there was any difference in industrial relations climate based on the demographic sub-groups.

Section B: Industrial Relations Climate survey

Section B of the questionnaire was composed of 18 industrial relations climate survey questions measuring the dimensions of fairness, union-management consultation, mutual regard, member support and union legitimacy. These required respondents to respond on a 5 point Likert scale with 1 being strongly disagree and 5 being strongly agree.

3.5.2 Interviews

A semi-structured interview guide was developed based on the literature and the model given by Dastmalchian, et al, (1991), (see attached Appendix 3). The interview guide was aligned to the model and was used to investigate the factors that influence industrial relations climate and the effect of the industrial relations climate on industrial relations outcomes. The interview guide was divided into five sections, namely, sections A, B, C, D and E.

Section A
This aimed to gather information on general factors which influenced industrial relations climate and to capture contextual and background information about the organisation such as ownership, history of the company and employment structure. This section was directed at senior management only.

Section B

Section B of the interview guide sought to gather information about the structure of the mine namely specifically the organisational structure in terms of functional specialization, levels of discretion and decision-making within the mine. This section was directed at all respondents.

Section C

In this section, various questions were asked to establish the Human Resources context of the mine. The questions aimed to establish the labour market from which the mine recruits for the different occupational levels as well as to establish the type of training and educational support provided by the company. This section was directed at senior management.

Section D

This section asked questions about the industrial relations context of the mine such as questions relating to union representation and membership, approach in consultation as well as the bargaining units and structure of the organisation. This section was directed to all respondents.

Section E

The last section of the interview guide aimed to establish the level of industrial relations outcomes such as strikes, absenteeism, turnover and grievances. Respondents were further asked to suggest factors which they believed influenced the industrial relations climate at the mine. This section was directed to senior management and union representatives only.

Because interviews for the study were to be conducted with senior management, middle management and shop stewards, the interview guide was divided into three separate interview guides with one for each category of respondents. For the purpose of relevance, Section A and Section C were only directed to senior management. The outcomes questions in Section E were also restricted to senior management and shop stewards.

3.6 DATA COLLECTION
For ethical reasons, prior to data collection, permission to conduct the study was obtained from the company (see attached Appendix 1). Informed consent was obtained from the participants prior to the interviews (see attached Appendix 4).

Table 3.2 – Number of questionnaires collected by occupational category

<table>
<thead>
<tr>
<th>Employment category</th>
<th>Number of responses collected</th>
<th>Number of responses disqualified</th>
<th>Responses used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and other</td>
<td>29</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Miners</td>
<td>48</td>
<td>4</td>
<td>44</td>
</tr>
<tr>
<td>Total</td>
<td>77</td>
<td>5</td>
<td>72</td>
</tr>
</tbody>
</table>

3.6.1 Survey Questionnaire

Participants in the study were informed about the study through an internal memorandum issued to all departments of the mine. Participants were also notified that their participation in the study was entirely voluntary and anyone could withdraw from the study at any stage. They were also notified about the confidentiality of the responses. This was an important aspect of the data collection process since the anonymity of respondents was guaranteed they felt freer to participate in study.

Due to management concerns previously mentioned earlier in relation to the on-going retrenchment exercise in the mine, the researcher was granted access to the two mine canteens for data collection purposes. These were one designated for the miners and technical staff, and the other for management and administrative employees.

Survey questionnaires were personally distributed by the researcher to all employees who were present and willing to participate in the study during lunch time at the miner’s canteen on the 15th of July 2013. Completed questionnaires were placed in a box which was provided. Questionnaires were also personally distributed to management and administration personnel who were willing to participate in the study during lunch time in the management and administration canteen on the 16th of July 2013. Completed questionnaires were placed in the box which was provided.

3.6.2 Interviews

For the interviews, appointments were set with the different respondents. This ensured that respondents were available for the interview as well as prepared for it. Consent letters which contained a brief introduction about the study as well as a request to participate in study were issued to participants prior to the interview. Respondents were further briefed about the study and informed again that participation was entirely voluntary and that they could
withdraw from the study at any stage of the interviews. Interviews were individual face-to-face interviews which were tape recorded with the consent of the participant.

Table 3.3 Interviews and date of interviews.

<table>
<thead>
<tr>
<th>Occupational category</th>
<th>Interviewee</th>
<th>Date of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>Human resources manager</td>
<td>17 July 2013</td>
</tr>
<tr>
<td></td>
<td>Mine manager</td>
<td>18 July 2013</td>
</tr>
<tr>
<td></td>
<td>Finance manager</td>
<td>17 July 2013</td>
</tr>
<tr>
<td>Middle management</td>
<td>Pit supervisor</td>
<td>18 July 2013</td>
</tr>
<tr>
<td></td>
<td>Human resources officer</td>
<td>17 July 2013</td>
</tr>
<tr>
<td>Union Representatives</td>
<td>Part-time union representatives (1)</td>
<td>19 July 2013</td>
</tr>
<tr>
<td></td>
<td>Part-time union representatives (2)</td>
<td>19 July 2013</td>
</tr>
</tbody>
</table>

3.7 DATA CAPTURE AND ANALYSIS

Data analysis is the process of bringing order, structure and meaning to the mass of collected data (De Vos, et al, 2005). For the quantitative and qualitative data, various methods of summarising and analysing the data were used.

3.7.1 Survey Questionnaire

Data collected from the survey questionnaire was captured and computed in MS Excel. Descriptive statistics, which included percentages, frequencies, means and standard deviations and correlations (Pearson Product Moment), were used to analyse the data. The group characteristics such as gender, age race, years in organisation, employment type, union membership, and years in union, union representation status, occupational level and educational level were used where appropriate in the data analysis.

Chi² tests of dependence were used to determine the statistical significance of the relationship between each dimension of industrial relations climate and the overall industrial relations. The level of significance was set at alpha = 0.05 and the level of practical significance was determined using Cramér’s V for the Chi² tests.

<table>
<thead>
<tr>
<th>Cramér’s V</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>df* = 1</td>
<td>.10 &lt; V &lt; .30</td>
<td>.30 &lt; V &lt; .50</td>
<td>V &gt; .50</td>
</tr>
<tr>
<td>df* = 2</td>
<td>.07 &lt; V &lt; .21</td>
<td>.21 &lt; V &lt; .35</td>
<td>V &gt; .35</td>
</tr>
<tr>
<td>df* ≥ 3</td>
<td>.06 &lt; V &lt; .17</td>
<td>.17 &lt; V &lt; .29</td>
<td>V &gt; .29</td>
</tr>
</tbody>
</table>

For inferential statistics, t-tests were used to determine the statistical difference for the relationship of selected sub-groups on the overall industrial relations climate and the industrial relations climate dimensions. The level of significance was set at alpha = 0.05 and the level of practical significance was determined using Cohen’s d. = 0.2 < d < 0.5 (small) d between 0.5 < d < 0.8 (medium) and d > 0.8 (large)
Reliability of the measuring scales was ensured by using Cronbach’s coefficient alpha. An alpha value of 0.7 was considered as reliable.

3.7.2 Interviews

In order to analyze the data, the first step in the analysis of the data was transcribing the tape recordings. The study analysed the data collected from the semi-structured interviews by adopting Tesch’s (1990) framework for interview analysis, as stated in Creswell (2003). The steps were as follows:

- The researcher read and familiarised herself with the data in the transcripts thereby getting a sense of the whole
- The researcher picked up any transcript of interest and thought through the underlying meaning of the information which was provided
- A list of the themes was made in relation to the research aims. The main theme was divided into sub-themes and the various themes were organised in a way that the focus of the research question was not lost.
- The researcher referred back to the transcribed data and assigned codes to the data and this enabled the researcher to see emerging categories if any
- The relationship between the major theme and sub-themes was then established
- The researcher at this stage made final decisions on the abbreviations made from the categories and codes were placed in alphabetical order
- Preliminary analysis was then done after the categories were grouped
- In the final stage, the researcher recoded the existing data were necessary.

3.8 SOURCES OF ERROR AND SHORTCOMINGS OF DATA COLLECTION

Because of the retrenchments which were underway in the mine, various divisions within the mine could not be considered for the study. This resulted in a relatively small sample size of 72 being obtained which in turn affected the level of statistical analysis. The sample size as well as the non-probability sampling method employed made it impossible to generalise the results across the whole Mine.

The questionnaires were completed during lunch time in the presence of the researcher and the respondent’s colleagues and this may have influenced the responses of the respondents.

3.9 ETHICAL CONSIDERATIONS
Prior to collection of data, official letters were issued to the organization to seek permission to conduct the study as well as to inform them about the objectives and research questions of the intended study. For the purpose of confidentiality and to protect the identity of the interviewed participants in writing up the study, pseudonyms have been used in Chapter 4 which presents the results for the study as recommended by Terre Blanche et al., (2006).

The anonymity of research participants who responded to the questionnaires was ensured by not requesting for any personal details from the participants through which they could be identified. Completed questionnaires were dropped in a separate box and were collected by the researcher once all the questionnaires had been deposited.

The researcher also ensured that participants gave their informed consent before they participated in the study (see attached Appendix 4). Participants were also informed that participation in the study was entirely voluntary and responses provided were treated as confidential and only the researcher and the supervisor of the research would have access to the data to maintain confidentiality. They were informed again that they allowed withdraw from the study at any stage of the study.

3.10. CONCLUSION

In conclusion, this chapter covered the research design and methods used for the study, which was both qualitative and quantitative methods. The chapter further described the sampling procedures used to select the respondents to ensure the relevance of the target group to this study. In this study in-depth interviews were used as the data collection tool in the collection of qualitative data and a survey questionnaire was used to gather quantitative. The data analysis procedure used for analysing the quantitative data from the survey was descriptive statistics and Tesch’s framework was employed to analyse the qualitative data from the interviews. In Chapter four, the results from the survey and interviews will be analysed to determine the prevailing industrial relations climate and the factors influencing industrial relations climate respectively. The results of the study are presented in the next chapter.
CHAPTER 4

RESEARCH RESULTS AND DISCUSSION

4.1 INTRODUCTION

The previous chapter described the research method and design used to establish the factors related to the industrial relations climate, the dimensions of industrial relations climate and the overall industrial relations climate. This chapter presents the empirical results of the analysis within the broad categories of the research aims, research question and the discussion thereof. The first section gives the results from the interviews, the second gives the results from the survey questionnaire while the third section discusses the results obtained in relation to the research questions.

4.2 INTERVIEWS

For the interviews, seven interviews were held. Of the seven interviews, three senior were senior management personnel, two were middle management and two union representatives.

<table>
<thead>
<tr>
<th>Occupational category</th>
<th>Interviewee</th>
<th>Sections of interview guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management</td>
<td>Respondent 1</td>
<td>A, B, C, D &amp; E</td>
</tr>
<tr>
<td></td>
<td>Respondent 2</td>
<td>A, B, C, D &amp; E</td>
</tr>
<tr>
<td></td>
<td>Respondent 3</td>
<td>A, B, C, D &amp; E</td>
</tr>
<tr>
<td>Middle management</td>
<td>Respondent 4</td>
<td>B &amp; D</td>
</tr>
<tr>
<td></td>
<td>Respondent 5</td>
<td>B, &amp; D</td>
</tr>
<tr>
<td>Union representative</td>
<td>Respondent 6</td>
<td>B, D &amp; E</td>
</tr>
<tr>
<td></td>
<td>Respondent 7</td>
<td>B, D, &amp; E</td>
</tr>
</tbody>
</table>

4.2.1 Organisational context and background

a. Ownership

All respondents cited that the mine was a joint venture between China’s Building Material Industrial Corporation (CBMC) which is a Chinese Foreign Direct Investment partner, and Zimbabwe’s Industrial Development Corporation of Zimbabwe Limited (IDC). The ownership ratio was 65:35 respectively.

Respondent 2:
“I know is that this is a joint venture between a Chinese Foreign Direct Investment partner which is China’s Building Material Industrial Corporation that’s (CBMC) and the Industrial Development Corporation Zimbabwe (IDC). The IDC had to offer skilled labour......highly skilled labour and the CMBC had to offer what...technology and ehh... things like ehh, special skills in as far the operations are concerned...”

b. Employment structure

Respondents also noted that the mine employed 375 employees who were made up of 252 full time employees and 123 part time employees. One respondent highlighted that many employees were in production which was about 250 of the employees and about 50 of the employees were in management and other occupational levels such as administration. There were also about 50 engineering employees in the mine. Respondents also noted that about 40 of the employees were Chinese nationals and occupied some of the senior management positions as well as the engineering and technical positions. As noted by some of the respondents:

Respondent 2:

“yes we have 375 employees......majority are full time about 252 and 123 who work on a part time basis........ yes about 40 foreign nationals mainly Chinese nationals and ehh we have them mainly on our engineering side for their skills and expertise with the machinery but we also have a few in senior management and technical areas of the company mainly in our engineering and part of management.....”

Respondent 3:

“....our company has many occupational levels but I roughly for now I can say of the people occupying management positions they are about say 50 or so and the ones in productions about 250 as well and yah the rest which is what .....admin, engineering etc and all those other areas, hmmm....about 50 again”

c. History

Some respondents noted that the mine was established in the year 2000 and had ventures in limestone mining and cement manufacturing. It engaged in both national sales within Zimbabwe and international sales. They further noted that the company previously had about 600 employees which had since reduced in numbers due to equipment upgrades and work studies. Respondents also revealed that part of management had also changed since
the establishment of the mine. They also highlighted that no industrial action had occurred within the establishment since it came into operation. As stated by some respondents:

Respondent 1:

“....established not so long ago. It was established in just the year 2000. Our main activities are basically limestone mining and yes we have cement manufacturing...... we do both internal sales here in Zimbabwe and external sales that is exports ehh, to countries such as Zambia, D.R Congo sometimes

Respondent 3:

“...we have reduced in numbers, initially were about 600 or so. The decrease is mostly on part time employees that are those who are not full time but few full time employees were also affected. So that change, we recognised that we were underutilising our staff through a work study and yes when we bought some new machinery so it was, was easier to reduce was the part time staff than the full time one of course”

4.2.2 Organisational structure

a. Functional specialisation

All respondents, management and union representatives acknowledged the presence of an organogram within the workplace representing the line of authority. Respondents further acknowledged that this document was known to all new employees joining the organisation. As expressed by respondent 6:

“Yes we have when an employee first joins the organisation, they are shown the organogram”

This was further supported by Respondent 3 who said:

“Yah, normally it’s like a form of a map. We have structures like who do you report to like myself, I report have the foremen reporting to (me) and I report to the mine manager.”

Respondents also mentioned that they were confined to one functional area within the organisation which dealt exclusively with certain functions such as sales or maintenance and those employees rarely did jobs other than their own. As pointed out by Respondent 4:

“Yes. We actually have ehh those departments and the workers who are working there you never find them in the pits”
Union representatives asserted that the Human resources division had also specialised departments which were located in different (sections) away from each other such as the recruitment and selection, training and development, health and safety departments and various employees which deal exclusively with those functions.

This revealed that the organisation was highly specialised with separate functional areas of operation to which employees were assigned and confined.

**b. Formalisation**

All respondents noted that employees at all levels within the mine received a written job description which was presented to them when they joined the organisation and that employees signed for the job description and acknowledged that they have fully understood what was expected of them.

Respondents also highlighted that written job procedures were strictly enforced with production and engineering employees because of the high risk associated with some activities and processes as well as the magnitude of possible damage associated with the risk. They further noted that procedures aimed to standardise how machinery is operated. As stated by Respondent 1:

“Written procedures are there, particularly in our production and engineering departments...........everyone there receives it there and yes there is a strict conduct of work in that division because they are high risk areas”

Respondents noted that employees in production were also strictly required to follow the written down procedures because the company had an established cost effective methods of production and valued the safety of its employees. Failure to adhere to the procedures would result in disciplinary action being taken against the employee. As mentioned by the Respondent 3:

“Yes, strictly, because we value the safety of our employees and it would be disturbing having an accident”

As supported by Respondent 6:

“....that one they cannot play with they just do work the right way and if they are caught on the wrong side its ehh may be disciplinary for that worker or losing the job.”

Respondents were divided on the extent of discretion in how tasks were performed within the mine. Management highlighted that though production employees were strictly required
to follow written down procedures, room was given for creativity and that they encouraged employees to be creative though there was to be consultation with their respective supervisors. As stated by Respondent 1:

“.....there is room for employees to bring in their ideas by but they need to discuss those ideas with their supervisors before they implement them”

Union representatives however felt strongly that there was no room for creativity as employees just did what they were expected to do as they viewed management as never willing to take in their new ideas. As mentioned by Respondent 7:

“You see here we just do what we are told, ehh management is never in a position to discuss with us on many things so workers hardly ehh suggest anything because you get tired......”

This showed that the mine had formalised standard working procedures which were to be strictly followed. According to management procedures had been put in place for employees, in consultation with their supervisors, to make suggestions for changes. However, Union representatives felt that the process was not effective. Thus in production, tasks appeared to be highly formalised with low levels of discretion in terms of how tasks must be completed.

c. Decision making

Senior management and middle management believed that unions were to a great extent involved in decision making on matters of mutual interest through the workers committee and made decisions on issues relating to salary increments, conditions of service, loans, housing and transport allowances, productivity, safety, housing and medical allowances. This is because unions were involved both at the industrial level (through the National Employment council) and at company level where the workers committee is encouraged to bring in new ideas which would benefit them and the organisation at large. Union representatives on the other hand believed that unions were not fully involved in decision making on matters of mutual interest because management did not implement what the parties agreed on. Unions also believed that they had too weak a collective voice to fully involve them in decision-making and were also of the opinion that the legislation did not empower them enough for decision making. As remarked by Respondent 6:

“ Well, issues include housing and transport.....they came in smile and discuss and we ehh agree on issues in the work’s councils but when when they go back, they do their own thing so I can’t say ehh we are involved and we cannot report it because the law doesn’t support us....”
Senior management also noted that the nature of decision making allowed at production level related to decisions aimed at increasing productivity as well as decisions on minor breakdowns. Decisions relating to the refurbishment of machinery and introduction of new work methods which were more strategic in nature were however made by management.

All respondents acknowledged that employees, supervisors and overseers were all generally involved in decision-making at production level but it depends on the nature of problem. As stated by Respondent 2:

“Well general small day-to-day decision with ehh facilitate a smooth production line and obvious if it’s to do with the refurbishment of machinery, introduction of new work methods and the like it comes to us......”.

From the responses above, decision making in the mine was highly centralised with little to no room for decision making at lower levels within the organisation indicating an organisational structure which was bureaucratic in nature.

4.2.3 Human resources context

a. What is the profile of the mine’s labour market

i. Labour market

Management highlighted that it normally recruited locally from the local city for junior positions and nationally from other cities and internationally from China for more senior positions. They further noted that the amount of experience required depended on the occupation category and that some work experience was required for all categories. As stated by Respondent 1:

“We normally do recruitments from Gweru, that is locally, because its closer especially for for are lower level positions but we also go national for other posts but for ehh positions which more technical and require a lot of expertise we get those from China and obviously some experience is always important and that requirement becomes more and more intense as move up the ladder”

ii. Skills and experience

Management also highlighted that it mainly relied more on external recruitment and required a level of skill and experience for all its occupational categories excluding interns. As stated by Respondent 3:
“Only our interns may come with no experience at all like the graduate trainees but all levels there have to be experience of some sort and become extensive as you go up. For instance more senior positions extensive experience is required.”

iii. Promotions

Respondents highlighted that the company had few vacancies for promotion over the years and that there had been very few vacancies in the production occupational group in the past year. As stated by Respondent 1:

“About 30% to 35% of the vacancies are filled internally and 65% to 70% external ......but when a vacancy arises in the organisation are try filling it internally by first doing an internal recruitment before they go for an external recruitment”

The mine acquired its labour from a variety of sources which are local, national and international depending on skills level. There is a requirement for skilled labour at each organisational level and this requirement increases considerably as one moves up the occupational levels. The company has also experienced few vacancies.

b. How is training and development facilitated by the mine?

i. In-house training programs

All respondents (management) mentioned that the organisation offered in-house training programs for most categories of employees such as skills development for production employees, and quality and supervisory skills training for management employees. All respondents also noted that a standard induction programme as well as standard safety training programme was provided by the human resources division to all new employees to the organisation which oriented the new employees to the company and as well as its vision and the mission . As highlighted by Respondent 1:

“We have a standard induction programme for everyone who comes in and joins us that’s our new employees. As you see we have a lot of activities mining and manufacturing. Each employee goes through an orientation about the company as well as a standard safety training programme prior to engaging in any of the work they have been employed to do. After that they will move on to their relevant departments were different ehhh.....department specific training is given to the new employee. And again, periodically we roll out those programmes to our employees”

ii. Education Loans
The respondents also noted that education outside was supported through an educational policy which was developed by the company that aimed to encourage employees to further their knowledge and enhance their skills as well as help employees with the financial burden associated with undertaking further training in external institutions. As noted Respondent 1:

“...... we have an educational policy, where an employee can take a loan which he pays over six months to a year and after the completion of.... successful completion of the studies, that person is reimbursed 50% of the money would have used to pursue those studies. So I think its encouragement enough for, for our employees”.

iii. Time off for training

The respondents noted that there was provision for employees to take time off for training in various departments and externally. As stated by Respondent 3:

“Yes employees are given an opportunity but the figures are not as high as we may want them to be for external training but some are based on the training we offer here. Only a few manage to get training externally primarily because of the costs involved”

4.2.4 Industrial relations context

a. What is the unions’ profile within the mine?

All respondents noted that there was only one union which represented all the unionised employees which is the Cement and Lime Allied Workers Union and was affiliated to the Zimbabwe Confederation of Trade Unions (ZCTU). Union representatives stated that union membership had decreased over the years to 38.7% because employees could no longer afford to pay subscriptions. As highlighted by management Respondent 3:

“We have one union representing the employees which is the Cement and Lime Allied workers union”

This was further supported by a union representative who said:

“......hmmm we used to have a lot but because ehh the wage we are getting is not enough but now think it’s about 38% or so and we all belong to Cement and Lime Allied Workers union we form part of the ZTCU affiliates.....”

Union representatives also mentioned that an election was held to elect union representatives to the workers committee. They further highlighted that elected representatives were also elected into workers’ committees which met with management once a month to discuss matters of mutual interest. Respondents further noted that union
representatives were also elected into works council which was the consultative forum which consulted with management. As stated by Respondent 7:

“We have elections to elect office bearers. Like myself I was elected as a shop steward and at the same time I was elected as the chairperson of the workers committee so ehh people are elected by the workers themselves.....yes work councils consult with management on a lot of issues which is different from workers committees.”

b. What is the extent of management-employee consultation?

i. Frequency of consultation

All respondents highlighted that there were meetings held between management and unions at the works council at least once a month. The works council was primarily concerned with consultation rather than negotiation and discussed issues like allowances, retrenchments and employee welfare. As stated by the Respondent 2:

“Management and unions engage though ehh, through the works council they meet and discuss issues that affect the employees and these are periodical, once a month through what we call a works council. ....... We engage with our employees and try and look for common solutions to address concerns like now the hot issue is that of ehh, the retrenchments....”

This was further supported by a union representative who said:

“We meet about once or two times a month depending on how pressing are, are the issues and discuss issues we have and views of us workers and of ehh management.....”

ii. Employee Participation

Management believed that the consultation process aimed to seek solutions to problems and freely involved employees in problem solving and seeking solutions. As remarked by respondent 1 who said:

“.....usually we come up with resolutions after having discussed. It's more of a democratic participatory process....because there are certain areas where we consult and we and we give the final decision.....”

However, all the union representatives believed that the consultative process was one where management sought feedback from employees on a preferred option which it suggests or put forward. As noted by one union representative:
“..... they just seek feedback on options put forward to us but ehhh.... doesn’t work that system because they do not do what we agree on. You see we discuss and agree on, on issues, next day what happens, they do the opposite.....”

iii. Consultation

Though the labour relations system in place which is provided by the Labour Act for management-employee consultations and negotiations provides for management to consult with unions through works councils, management indicated that they would prefer to consult directly with employees rather than unions because they believed that it was difficult and complicated consulting with unions because not all union representatives had the interests of employees at heart. As stated by Respondent 1:

“uhmm....l think consulting with employees direct would be more preferable, unions....hmm it’s a bit complex you can’t just implement things, but we have no option the law tells us so....”

Respondent 5 further stated that:

“I think consulting with employees directly is good because some union representatives are not serious and try to pursue their funny agendas there and disagree with everything which is not productive and yahh...it makes the whole process not easy”

However, union representatives on the other hand were not sure if management would prefer to consult directly with employees. As highlighted by Respondent 6:

“That one l wouldn’t be sure myself because ehh you never know some things but maybe they would want, maybe they wouldn’t. It is not easy to say what ehh they would prefer”

There was extensive union-management-consultation that was promoted by the legislation which obliged parties to consult on specific issues. However, management would have preferred to consult with employees directly and union representatives did not believe that the consultation was in good faith.

c. What is the bargaining structure of the mine?

i. Bargaining forums

At industrial level, collective bargaining takes place at the National Employment Council between the employer association which represents employers in the industry and the trade
union which represents the employees. The decisions (collective agreement) by the two parties at industry level have to be registered with the Ministry of Labour before it comes into effect and binding within the industry.

Within the mine, the bargaining forum was comprised of management and the workers committee. The decisions agreed by the parties which are the collective bargaining agreements have to be ratified by union members before they became effective...

ii. Scope

Respondents stated that issues brought forward for negotiation relate to improving conditions from the industrial minimums set by the National Employment Council. These were on issues such as welfare, salaries, housing, transport and loans. Employees were successful on housing and cement loans. As highlighted by Respondent 6:

“We as negotiate issues to do with, wage increments ehh, improved conditions of work for the employees, things like ehh housing, transport and any other issue workers might think or have that we feel that ehh, we need get from management”

iii. Information sharing

Management respondents indicated that information was requested by management both before and during the bargaining process through surveys and discussions. Management also asserted that it provided some information to the workers committee which they viewed as necessary in the bargaining process. As stated by Respondent 1:

“Yes we do try seeking for information on various issues both before and during the bargaining process so that we validate our processes though surveys and make sure all necessary information is taken into account and yes we provide information, which we thing is important in the process ....”.

However, all union representatives believed that management did not provide them with any information during bargaining. As noted by one union representative Respondent 7:

“You see with those guys. They want us maybe to feel that ehh they are in control. They ever give information on many things we ask them. What they only say is just will come back to you nor tell us what we didn’t ask....”

iv. Dispute resolution

Management and union representatives highlighted that in the event that management and employees failed to agree and declared a dispute, they opted to invite a third party to
mediate and if mediation failed, the matter was declared and referred to the National Employment Council. If parties fail to agree at the National Employment Council and if a deadlock was reached, the dispute could be referred for conciliation, voluntary or compulsory arbitration at the Ministry of Labour where a final decision is made. According to the Labour Act, the decision of the arbitrator is binding and a matter can only be referred to the Labour Court if it entails a breach of law. As stated by Respondent 1:

“But yes they came in with their issues but we usually channel then through the local (workers) committee. But the labour Act also provides for negotiation at company level through works councils and we try to make use of that. It comprises of equal representatives from the employees and management and these works council members are called councillors. But in some instances when there are no agreements it is referred to the National Employment Council that’s NEC or just agree as a council to go for arbitration not NEC. And when we reach a deadlock at NEC you can either go for arbitration route or to the Ministry of Labour......either party can refer it ....and when issues are with the Ministry of Labour, they start off with conciliation and if there’s no agreement at conciliation then it referred for voluntary arbitration or compulsory arbitration. The decision made there is expected to be binding to the decision of the arbitrator. You can only appeal to the Labour court on a point of law”

Bargaining at company level within the mine involves management and the works council at times for bargaining purposes though the Labour Act provides for management to negotiate with employees through workers committees.

4.2.5 Industrial relations outcomes

a. What were the industrial relations outcomes?

i. Labour turnover

All respondents highlighted that the rate of labour turnover had slightly increased as compared with previous labour turnover trends within the organisation in the past years. As noted by Respondent 2:

“well, I wouldn’t know the industry rate we don’t have those figures but ehh talking in terms of past turnover we have had in this company in past years, ehh generally there is a very slight increase not much”

This was supported by respondent 2 who said:
“You see the problem is its now very difficult getting a job so, people don’t usually like ehh... resign or leave. That rate is quite stable but we have seen aehh, some of the people leaving the company but they are ehh...a small number”

ii. Absenteeism

The researcher was supplied with absenteeism records and observed that absenteeism had increased within the mine. This was also supported by management who viewed that absenteeism to have increased by an additional 3, 7 % as compared to the previous year. As highlighted by Respondent 1:

“The rate of absenteeism well, has increased. ...... as for the real figures....you see here in 2010 it was ehh, 5, 7% and now it’s about 9.4% which is an increase”

Union representatives however were not sure if the absenteeism had increased or decreased but assumed that it had slightly increased. As stated by Respondent 6:

“Hmmmm, lm not sure but hmm maybe a slight increase maybe it has decreased I don’t know ehh, the exact figures or numbers but people you know absent themselves from work so maybe there can be a ehh, small rise maybe”

iii. Grievances

All respondents acknowledged that grievances filed within the organisation had increased as compared to the past year. As noted by Respondent 1:

“Well, we have a small increase in grievances. It’s about 2.3% or so increase from our ehh, previous business period"

This was further supported by Respondent 6 who said:

“haa, many. Many grievances have been filed with the ehh management......”

iv. Industrial action

It was agreed by all respondents that the company has never had a strike or any stoppages in the past 5 years. As stated by respondents:

Respondent 2:

“No we have never had those. We only have one stoppage once a year when we have our routine a plant ehh service and repairs”

Respondent 7:
“haa that one no, when I joined this ehh company there wasn’t a strike as such activities”

Industrial relations outcomes within the organisation had fairly changed as compared to previous industrial relations outcome trends within the organisation.

4.2.6 Overall management-employee relations

Management believed that the relationship between management and employees had improved as compared to previous years where the relationship was characterised by a complete breakdown of the relationship. This was because now both parties had better respect for each other and valued open discussion where management informed the employees about its productivity and sales levels so that employees were aware of the company’s results. Management also viewed unions as instrumental in management employee relations and this was different from previous years where both management and employees did not trust each other. As remarked by Respondent 1:

“Well, relations are fair I can say and has improved and there is more less suspicion as we engage workers in negotiations and so on, obviously......that comes into play......we try on our part to be as transparent as possible especially on information pertaining productivity levels, sales so that they appreciate where we are. So that whenever reps bring in their demands at least they appreciate you know.....whether the organisation is able or not. We try our best to be open to discussion because they play a critical role in as far as industrial relations are concerned. We view them you know......they are almost like a bridge between management and the workforce. We respect the role that they play”

On the other hand, union representatives believed that though the relationship between management and unions was no longer that bad, it was still not a good relationship as management were not willing to work with the unions and did not respect the unions. As was remarked by one of the union representatives:

“The relationship ehh, is not that good at all. It has always been ehhm not very good but previously it was very bad we still have a challenge of trying to make a contribution and get respected for our views and demands.....”

4.2.7 Other factors influencing Industrial Relations Climate

a. Economy
Management believed that another factor which influenced the industrial relations climate was the prevailing financial conditions in the country. They further noted that enterprises were struggling and the economy was not doing so well which resulted in them not being able to meet most of the demands of the employees which in turn affected the relationship that existed between management and the unions. As stated by the Respondent 2:

“…..economically we are we may not be doing well as a country and this affects our operations and that’s why our employees are unhappy and assume that we are able to meet all their demands but I am sure one day when all things fall in place, it shall be looked into…this affects the relationship between us.”

b. Honesty

Honesty was also another factor pointed by one of the managers in that management should be truthful and honest to workers and do as it promises. As stated by Respondent 3:

“I think relations are affected by truthfulness, parties should keep their word in every aspect like for instance, employees were promised performance bonuses if they meet the stated productivity level and these bonuses were not given to the employees when they actually exceeded the performance target. It didn’t go well that one with management and employees….“

c. Culture

Union representatives highlighted that culture was another factor influencing the relationship between management and unions. As stated by Respondent 7:

“this is a Chinese owned company and uses some Chinese values of working to finish no matter the circumstances. This like ehh, affected policies which affect our allowances like ehh, housing, medicals as workers. We ehh, have bigger families as compared to Chinese who have one child you see, so that view affects our relationship with management”

d. Communication

Communication again was identified as a factor again that affected the industrial relations climate. This is because most information was not well communicated between parties which resulted in information being shared through informal channels and employees feeling that employers were not willing to engage and consult with employees as well as to address their concerns. As highlighted by Respondent 4:
“Employees should not hear things from the grapevine hmmm..... The manager and the employee should sit down; and discuss things in an openly way, isn't it. Then if...there should also be feedback from management to the employees”

4.3 SURVEY RESULTS

The survey results are presented as laid out in the survey questionnaire by starting with the demographic data followed by the results for the perceptions of industrial relations climate in the company.

4.3.1 Demographic information

Demographic information is given for the sampled population for gender, age, race, the years they have been in the organisation, whether employment at the company was part time or full time, union membership status, years they have been in union and if they are union representatives, the occupational level as well as the educational level.

The age range in the questionnaire was divided into five categories and was reduced to three sub-categories for reporting purposes. The first two categories less than or equal to 20 (<=20 years) and 21-30 years were combined to form the first category which is under or equal to 30 (<=30 years). The third category in the questionnaire 31-40 years becomes the second category and the last two categories 41-50 years and 51-60 years are combined to form the third category of 41 years and over.

The years in organisation initially had four categories in the survey questionnaire and these have been reduced into two categories for reporting purposes. The first category combines the first two categories in the questionnaire of less than one year (<1 year) and one to three years (1-3 years) into less than or equal to 3 (<=3 years). The second category four years and over (4+) combined the last two categories in the questionnaire, four to seven years (4-7 years) and eight years and over (8+ years).

In the questionnaire union membership had three categories, two Union names and none as options. These categories have been reduced to two categories of yes or no for comparison purposes since there was only one member of one of the unions. The two unions were combined to form “yes” and the none option formed the “no” category for reporting purposes.

The years in the union was divided into five sub-categories in the questionnaire and has been reduced into two categories. The first two categories, less than a year and 1-3 years are combined to form category one which is less than or equal to three years (<=3 years).
The last three categories 4-7 years, 8-11 years and 12+ years are combined to form of the second category which is four years and over (4+ years).

The occupational level in the questionnaire was divided into five subcategories and these were combined into two categories, miner and other for reporting and comparison purposes. Management, supervisors, engineers and technicians as well as administrators were combined to form “other” and miners remained a group on its own.

The educational level which was divided into six subcategories in the questionnaire has been combined into three categories for reporting purposes. The educational levels primary and secondary were combined into the first category and Diploma, Bachelor’s and Postgraduate were also combined into the second category while the Certificate category in the questionnaire was left to form the third category on its own.

### Table 4.1 Demographic profile of the sampled population (n=72)

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
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<tr>
<td>Male</td>
<td>64</td>
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<td>Female</td>
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<td>11%</td>
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<tr>
<td><strong>Age</strong></td>
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<td></td>
</tr>
<tr>
<td>&lt;=30</td>
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<td>31%</td>
</tr>
<tr>
<td>31-40</td>
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<tr>
<td>41+</td>
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<td>28%</td>
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<tr>
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</tr>
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</tr>
<tr>
<td>4+</td>
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<td>58%</td>
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<tr>
<td><strong>Employment type</strong></td>
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</tr>
<tr>
<td>Full-time</td>
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<td>72%</td>
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<tr>
<td><strong>Years in the Union</strong></td>
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<tr>
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<td>Miner</td>
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<td>61%</td>
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<tr>
<td>Other</td>
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<td>39%</td>
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<tr>
<td><strong>Educational level</strong></td>
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<tr>
<td>Primary &amp; Secondary</td>
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<td>53%</td>
</tr>
<tr>
<td>Certificate</td>
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<td>18%</td>
</tr>
<tr>
<td>Diploma, Degree, Post Graduate</td>
<td>21</td>
<td>29%</td>
</tr>
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</table>

Table 4.1 shows the sample that participated in the study. Seventy-two employees participated in the survey. As can be seen in Table 4.1, the overwhelming majority of the sample was African males. For this reason, in the further analysis of the results by sub-
group, the sub-groups of gender and race were not used. The subgroup of whether one was a union representative was also not used for further analysis as the subgroup was too small.

The age distribution profile of the sampled population showed that the majority of the respondents were between the ages of between 31-40, years 30 employees with a percentage of 42%. Respondents that were aged 30 or less had a percentage of 31% and respondents of 41 years of age and above were 28%. The majority of the respondents were male (89%) which indicated a close gender representation of males in the sample to the gender distribution of the population in the whole mine which was made up of 93% males.

The number of years which the respondent had worked for the mine was requested in the survey and was categorised into two categories. The survey revealed that the majority of employees had worked for the company for four or more years (42 with a percentage of 58%). Employees who worked for 3 and less years were 30 employees with a percentage of 42% of the sampled population.

Within the sampled population, the majority were full-time employees with 72% that is 52 respondents and 28% were part-time employees that are 20 respondents as indicated in the table above.

Union membership status was also required by the survey. This was categorised into two groups when the data was analysed. Employees who were union members were 47 employees (65%) and employees who were not union members were 25 with a percentage of 35%. Of the sampled union members, 23 had been members of the union for 3 and fewer years which were 48% and 25 of the union members had been members of the union for 4+ years with a percentage of 52%.

As previously stated, the survey had six occupational levels and for the purposes of the study these were collapsed into miners and other. Within the sample, the miners were the majority being 44 respondents with a percentage of 61% while other occupational levels were 28 respondents with a percentage of 39%. This also revealed a close occupation level representation of occupations in the sample to the occupational distribution of the population in the whole mine which was made up of 75% production employees.

The majority of the respondents 53% had either a primary or secondary qualification, 18% had a Certificate qualification and 29% had a Diploma, Degree or post Degree qualification.

The sample was predominately African males working as miners and unionised. The majority were full-time employees who were also in the age group 31-40 years.
For the purposes of sub-group analysis it was considered that the occupational level and the union status would prove the most fruitful for analysis. The sub-group analysis is shown below.

4.3.2 The results for industrial relations climate

In Section B of the survey questionnaire, respondents were required to rate statements on a five point Likert scale from strongly disagree to strongly agree. In the tables below, the strongly disagree and disagree responses were combined to indicate a “disagree” response to a statement and strongly agree and agree were combined to indicate an “agree” response.

a) THE RELIABILITY OF THE MEASURING SCALES

Table 4.2 Cronbach’s Coefficient alpha

<table>
<thead>
<tr>
<th></th>
<th>Cronbach’s alpha</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness</td>
<td>0.86</td>
<td>2.32</td>
<td>1.11</td>
</tr>
<tr>
<td>Union-Management Consultation</td>
<td>0.93</td>
<td>2.40</td>
<td>1.10</td>
</tr>
<tr>
<td>Mutual Regard</td>
<td>0.88</td>
<td>2.38</td>
<td>1.18</td>
</tr>
<tr>
<td>Member Support</td>
<td>0.70</td>
<td>2.53</td>
<td>1.25</td>
</tr>
<tr>
<td>Union Legitimacy</td>
<td>0.83</td>
<td>2.69</td>
<td>1.31</td>
</tr>
<tr>
<td>Overall Industrial Relations Climate</td>
<td>0.92</td>
<td>2.46</td>
<td>1.03</td>
</tr>
</tbody>
</table>

Table 4.2 presents the internal reliability estimates based on Cronbach’s coefficient alpha for the summated scores obtained for the five measuring scales of fairness, union-management consultation, mutual regard, member support and union legitimacy scales that were used in the survey. A Cronbach’s alpha coefficient greater than 0.70, which is the recommended minimum value for reliability testing was observed for all scales, with alpha ranges from 0.70 to 0.92. Therefore all the summated scores can be considered reliable.

b) Fairness Dimension

The respondents’ perception of fairness was measured by three items in the table below.

Table 4.3 Fairness for sample (n=72)

<table>
<thead>
<tr>
<th>Q No.</th>
<th>Description</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>The parties in this organisation keep their word</td>
<td>43</td>
<td>60</td>
<td>10</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>07</td>
<td>In this organisation negotiations take place in an atmosphere of good faith</td>
<td>46</td>
<td>64</td>
<td>4</td>
<td>6</td>
<td>22</td>
</tr>
<tr>
<td>10</td>
<td>Employees generally view the conditions of their employment here as</td>
<td>46</td>
<td>64</td>
<td>8</td>
<td>11</td>
<td>18</td>
</tr>
</tbody>
</table>
Table 4.3 above shows the fairness dimension of the industrial relations climate in the mine. The respondents were negative regarding all the items which measured fairness within the organisation. Respondents were most negative regarding the view that the employment conditions were fair (M=2.26, SD 1.26). Similarly they did not agree that negotiations took place in good faith (M=2.33, SD 1.27) and they were not positive that parties kept their word in the organisation (M=2.38, SD 1.24). Overall, the respondents had a negative view of fairness within the organisation (M=2.32, SD 1.11).

c) Union management consultation dimension

The respondents’ perception of the dimension of the industrial relations climate dealing with the relationship between the unions and management was measured by the eight items in Table 4.4 below. The items are listed in the table below in descending order of the mean from the least to the most negative perceptions.

Table 4.4 Union-management consultation for sample (n=72)

<table>
<thead>
<tr>
<th>Q. No.</th>
<th>Description</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>09</td>
<td>Joint union-management committees are a common means of implementing important changes in conditions</td>
<td>37 51 6 8 29 42</td>
<td></td>
<td></td>
<td>2.63</td>
<td>1.39</td>
</tr>
<tr>
<td>06</td>
<td>There is a great deal of concern for the other party’s point of view in the union-management relationship</td>
<td>38 52 6 8 28 39</td>
<td></td>
<td></td>
<td>2.60</td>
<td>1.41</td>
</tr>
<tr>
<td>18</td>
<td>Unions and management in this organisation make sincere efforts to solve common problems</td>
<td>42 59 7 10 23 32</td>
<td></td>
<td></td>
<td>2.47</td>
<td>1.45</td>
</tr>
<tr>
<td>17</td>
<td>Management often seeks input from unions before initiating changes</td>
<td>43 60 8 11 21 29</td>
<td></td>
<td></td>
<td>2.40</td>
<td>1.36</td>
</tr>
<tr>
<td>08</td>
<td>The collective agreement is regarded as fair by employees in this organisation</td>
<td>43 60 6 8 23 32</td>
<td></td>
<td></td>
<td>2.39</td>
<td>1.35</td>
</tr>
<tr>
<td>14</td>
<td>A sense of fairness is associated with management dealings in this place</td>
<td>42 59 10 14 20 28</td>
<td></td>
<td></td>
<td>2.38</td>
<td>1.34</td>
</tr>
<tr>
<td>13</td>
<td>Management and unions cooperate to settle disputes in this organisation</td>
<td>44 61 7 10 21 29</td>
<td></td>
<td></td>
<td>2.29</td>
<td>1.33</td>
</tr>
<tr>
<td>12</td>
<td>Parties exchange information freely in this organisation</td>
<td>52 72 5 7 15 21</td>
<td></td>
<td></td>
<td>2.06</td>
<td>1.16</td>
</tr>
<tr>
<td></td>
<td>Summated Score Union-management consultation</td>
<td>39 54 16 22 17 24</td>
<td></td>
<td></td>
<td>2.40</td>
<td>1.10</td>
</tr>
</tbody>
</table>

From the table 4.4 above, perceptions regarding all items indicating union-management consultation were negative. Respondents were most negative about the view that parties exchange information freely in the organisation (M=2.40, SD=1.16. The respondents were
least negative again regarding the issue that joint union-management committees were a common means of implementing important changes in conditions (M=2.63, SD=1.39). Overall, the respondents had a negative perception of union-management consultation within the organisation (M=2.40, SD=1.10).

**d) The Mutual regard dimension**

The dimension for mutual regard of the industrial relations climate was measured by three items shown in the table below.

**Table 4.5 Mutual Regard (n=72)**

<table>
<thead>
<tr>
<th>Q No.</th>
<th>Description</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Unions and management work together to make this organisation a better place to work</td>
<td>43</td>
<td>1</td>
<td>28</td>
<td>2.53</td>
<td>1.44</td>
</tr>
<tr>
<td>05</td>
<td>In this organisation, joint union-management committees achieve definite results</td>
<td>44</td>
<td>8</td>
<td>20</td>
<td>2.39</td>
<td>1.31</td>
</tr>
<tr>
<td>02</td>
<td>Unions and management have respect for each other's goals</td>
<td>49</td>
<td>6</td>
<td>18</td>
<td>2.24</td>
<td>1.18</td>
</tr>
</tbody>
</table>

In table 4.5 above, the perceived mutual regard between union and management dimension of industrial relations climate is shown. Respondents were negative regarding all the items which measured mutual regard within the organisation. Respondents were most negative about the view that unions and management have respect for each other’s goals (M=2.24, SD=1.18). Similarly, they were negative that in the organisation, joint union-management committees achieve definite results (M=2.39, SD=1.31) and that unions and management work together to make the organisation a better place to work (M=2.53, SD=1.44).

Overall, the respondents perceived mutual regard negatively within the organisation (M=2.38, SD=1.18)

**e) The member support dimension.**

The respondents’ perception of the dimension of the industrial relations climate dealing with member support of unions was measured by the two items in Table 4.4 below.

**Table 4.6 Member support (n=72)**

<table>
<thead>
<tr>
<th>Q No.</th>
<th>Description</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>In this organisation, unions have the</td>
<td>37</td>
<td>5</td>
<td>30</td>
<td>2.65</td>
<td>1.47</td>
</tr>
</tbody>
</table>
strong support of their members

04 Union make a positive contribution to this organisation

<table>
<thead>
<tr>
<th>Summated score Member support</th>
</tr>
</thead>
<tbody>
<tr>
<td>04</td>
</tr>
<tr>
<td>38</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>8</td>
</tr>
<tr>
<td>28</td>
</tr>
<tr>
<td>39</td>
</tr>
<tr>
<td>2.53</td>
</tr>
<tr>
<td>1.25</td>
</tr>
</tbody>
</table>

Table 4.6 above shows the member support dimension of industrial relations climate within the mine. Respondents were negative about the items which measured member support of unions in the organisation. The most negative response towards member support regarded whether the unions make a positive contribution to the organisation (M=2.40, SD=1.37). Respondents were also negative regarding whether unions in the organisation had a strong support of their members (M=2.65, SD=1.47). Overall, the respondents had a negative view of member support within the organisation (M=2.53, SD1.25).

f) Union Legitimacy dimension

The dimension for mutual regard of the industrial relations climate was measured by two items shown in the table below.

Table 4.7 Union legitimacy (n=72)

<table>
<thead>
<tr>
<th>Q No.</th>
<th>Description</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>People are encouraged to get involved in union activities here</td>
<td>32 52 5 7</td>
<td>30 42</td>
<td>2.69 1.38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Management often seeks input from unions before initiating changes</td>
<td>33 46 14 19</td>
<td>25 35</td>
<td>2.68 1.45</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Summated score union legitimacy</td>
<td>38 53 5 7</td>
<td>29 40</td>
<td>2.69 1.31</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.7 above shows the union legitimacy dimension of the industrial relations climate in the mine. The respondents were negative regarding all the items which measured union legitimacy within the organisation. Respondents were mostly negative regarding the view that management often seeks input from unions before initiating changes (M=2.68, SD=1.45). Equally, they were also negative that people are encouraged to get involved in union activities in the organisation (M=2.69, SD=1.38). The overall view of respondents towards union legitimacy in the organisation was negative (M=2.69, SD=1.31).

g) Overall Industrial Relations climate

Table 4.8 Descriptive Statistics for the industrial relations climate dimensions and the overall industrial relations climate as a summated score (n = 72)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Mean</th>
<th>S.D.</th>
<th>Negative</th>
<th>Neutral</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>f  %</td>
<td>f  %</td>
<td>f  %</td>
</tr>
</tbody>
</table>
Table 4.8 above shows the industrial relations climate dimensions and the overall industrial relations climate. From the table above, respondents had a negative perception of all the dimensions of industrial relations climate which were measured. The most negative dimension was perceived fairness within the organisation (M=2.32, SD=1.11) and the least negative was union legitimacy (M=2.69, SD=1.31). The overall industrial relations climate within the organisation was therefore, negative (M=2.46, SD=1.03).

**4.3.3 CONTRIBUTION OF THE FIVE DIMENSIONS TO THE OVERALL INDUSTRIAL RELATIONS CLIMATE**

It was considered important to determine the contribution of each of the five dimensions to the overall industrial relations climate.

This was determined in two ways: firstly considering the Pearson Product Moment correlations and secondly the Chi² test for independence. The results are shown in Tables 4.8 and 4.9 below.

Table 4.9 Pearson Product Moment Correlations (n = 72)

<table>
<thead>
<tr>
<th></th>
<th>Fairness</th>
<th>Union-Management Consultation</th>
<th>Mutual Regard</th>
<th>Member Support</th>
<th>Union Legitimacy</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness</td>
<td>-</td>
<td>.870</td>
<td>.872</td>
<td>.609</td>
<td>.459</td>
<td>.863</td>
</tr>
<tr>
<td>Union Management Consultation</td>
<td>.870</td>
<td>-</td>
<td>.891</td>
<td>.760</td>
<td>.583</td>
<td>.936</td>
</tr>
<tr>
<td>Mutual Regard</td>
<td>.872</td>
<td>.891</td>
<td>-</td>
<td>.758</td>
<td>.542</td>
<td>.927</td>
</tr>
<tr>
<td>Member Support</td>
<td>.609</td>
<td>.760</td>
<td>.758</td>
<td>-</td>
<td>.647</td>
<td>.872</td>
</tr>
<tr>
<td>Union Legitimacy</td>
<td>.459</td>
<td>.583</td>
<td>.542</td>
<td>.647</td>
<td>-</td>
<td>.757</td>
</tr>
<tr>
<td>Overall Industrial Relations Climate</td>
<td>.863</td>
<td>.936</td>
<td>.927</td>
<td>.872</td>
<td>.757</td>
<td>-</td>
</tr>
</tbody>
</table>

The Pearson product moment correlations statistical test was used to determine whether there were statistical and practical correlations between the each of the five dimensions and
the overall industrial relations climate. For an n=72 at alpha level = .05 the correlations were statistically significant if |r|>= .264 and practically significant if |r| >= 0.300. From Table 4.9 above, it can be seen that all the five dimensions were practically significantly correlated with the overall industrial relations climate.

Table 4.10 Chi square tests for independence (n=72)

| Overall IRC & Fairness | \( \chi^2 (d.f. = 4, n = 72) = 49.56; p < .0005; V = 0.59 \) Large).
| Overall IRC & Union-Management Consultation | \( \chi^2 (d.f. = 4, n = 72) = 49.92; p < .0005; V = 0.59 \) Large).
| Overall IRC & Mutual regard | \( \chi^2 (d.f. = 4, n = 72) = 43.19; p < .0005; V = 0.55 \) Large).
| Overall IRC & Member support | \( \chi^2 (d.f. = 4, n = 72) = 35.83; p < .0005; V = 0.50 \) Large).
| Overall IRC and Union Legitimacy | \( \chi^2 (d.f. = 4, n = 72) = 21.86; p < .0005; V = 0.39 \) Large).

The Chi² tests for independence are statistically significant for p<.05. Practical significance was established using Cramer’s V where for a \( df^* \geq 3 \) \( V = 0.06 < V < 0.17 \) (small); \( V = 0.17 < V < 0.29 \) (medium) and \( V > 0.29 \) (large).

In the Table 4.10, the results show practically significant relationships between each of the five dimensions of the Industrial relations climate and the overall industrial relations climate.

When the results of both the Pearson Product Moment correlations and the Chi² tests of independence are considered, it can be concluded that each of the five dimensions makes a practically significant contribution towards the overall industrial relations climate.

4.3.4 RELATIONSHIP BETWEEN SUBGROUPS AND OVERALL INDUSTRIAL RELATIONS CLIMATE

The two subgroups that were considered important for the sample were union membership and occupational level.

It was considered necessary to determine the relationship between the two sub-groups Union membership status and occupational level and the five dimensions of the industrial relations climate and the overall industrial relations climate

a) Results for union membership

Table 4.11 industrial relations climate by union membership (n=72)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Union membership</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Mean</td>
<td>SD</td>
<td>Mean</td>
</tr>
<tr>
<td>Fairness</td>
<td>2.18</td>
<td>1.07</td>
</tr>
</tbody>
</table>
Table 4.11 above shows that there were no significant differences (all p values >.05) between unionised and non-unionised employees in their perception of any of the industrial relations climate dimensions or the overall industrial relations climate.

**b) Results for occupational level**

Table 4.12 industrial relations climate by occupational level (n=72)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Occupational level</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Miner</td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>Fairness</td>
<td>2.06</td>
<td>1.03</td>
</tr>
<tr>
<td>Union-management consultation</td>
<td>2.22</td>
<td>1.08</td>
</tr>
<tr>
<td>Mutual regard</td>
<td>2.21</td>
<td>1.16</td>
</tr>
<tr>
<td>Member support</td>
<td>2.41</td>
<td>1.21</td>
</tr>
<tr>
<td>Union legitimacy</td>
<td>2.48</td>
<td>1.32</td>
</tr>
<tr>
<td>Overall IRC</td>
<td>2.28</td>
<td>1.01</td>
</tr>
</tbody>
</table>

As indicated in the table 4.12 above, there was a practically significant difference ((t=2.63, p=.011, d=0.63) for the dimension of fairness between miners and other occupational levels. The group of employees working in occupations other than mining or in management felt that there was greater fairness in the organisation (M=2.74, SD 1.12) than did the miners (M=2.06, SD 1.03).

There was a statistically significant difference in the perception of other occupation groups and miners regarding the overall industrial relations climate (t=-1.99, p=.05, d=0.48) but this was not practically significant. As with the fairness dimension the other occupational groups were more positive (M=2.76, SD1.02) than the miners (M=2.28, SD 1.01).

**4.4 DISCUSSION OF RESULTS**

**4.4.1 The overall Industrial relations climate**
**Research question 1** stated: What is the overall industrial relations climate? This meant the prevailing industrial relations climate within the organisation in relation to dimensions of fairness, union-management consultation, mutual regard, member support, union legitimacy. The dimensions and the overall industrial relations climate was shown in table 4.8.

There was a negative view of fairness within the organisation (M=2.32, SD=1.11). There was a negative perception of union management consultation within the organisation (M=2.40, SD=1.10)

Mutual regard as perceived negatively (M=2.38, SD=1.118) and there was also a negative view of member support (M=2.53, SD=1.25).

Union Legitimacy was again perceived negatively (M=2.69, SD=1.31). The overall industrial relations climate was therefore also negative (M=2.46, SD=1.03) as indicated in table 4.8.

**4.4.2 The Contribution of the five dimensions of industrial relations climate to the overall industrial relations climate**

**Research question 2:** What is the contribution of each of the five dimensions namely fairness, union-management consultation, mutual regard, member support and union legitimacy to the overall industrial relations climate?

Two tests were used to establish the contribution of each of the five dimensions

The Pearson product moment correlations statistical test indicated both statistical and practical correlations of the five dimensions of industrial relations climate to the overall climate (Table 4.9).

The Chi² test for independence also revealed a practical relationship between the five dimensions of industrial relations climate to the overall climate (Table 4.10).

Since both tests proved positive it can be assumed that each of the five dimensions were important contributors to the overall industrial relations climate.

**4.4.3 The relationship between the subgroups and the overall industrial relations climate**

**Research question 3:** What is the relationship between the sub-groups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, and years in union, union status, occupational level, educational level and the overall industrial relations climate?
The two subgroups that were considered important and analysed for the sample were union membership and occupational level.

There were no significant differences between unionised and non-unionised employees in their perception of the overall industrial relations climate.

There was a small significant difference between the occupational levels mining another in their perception of the overall industrial relations climate. Table 4.12 shows that there was a significant difference in the perception of the overall industrial relations climate by occupational levels mining and other (p=.05, d=.48 small).

4.4.4 Relationship between the subgroups and the dimensions of the industrial relations climate

**Research question 4**: What is the relationship between the sub-groups, distinguished by gender, age, race years in organization, full-time or part-time, union affiliation, and years in union, union status, occupational level, educational level and the five dimensions of the industrial relations climate?

The subgroups that were considered were union membership status and occupational level.

There was no significant difference between unionised and non-unionised employees in their perception of the five dimensions of the industrial relations climate (Table 4.11).

There was a significant difference between mining and other occupational level in their perception of the dimension of fairness in that the other occupational group was less negative about fairness than the miners’ occupational group. (Table 4.12).

4.4.5 What was the organisational context of the mine that could shape the industrial relations climate? Particular reference was made to the following factors:

a. **The organisational context and background**

The mine was a joint venture between a Chinese Foreign Direct Investment partner which is the China’s Building Material Industrial Corporation (CBMC) and Zimbabwe’s Industrial Development Corporation of Zimbabwe Limited (IDC). The mine was established in the year 2000 and it had a total of 375 employees of whom 252 were full time employees and 123 part time employees...
b. The structure of the organisation

The mine was highly specialised with reporting structures and separate functional areas of operation to which employees were assigned and confined. There were clear job descriptions for all occupational levels and the organogram showed the lines of authority as well as who reports to whom. There were separate departments within the mine with different employees.

i. Formalisation

The mine had formalised, standard working procedures to which employees were expected to strictly adhered. Employees had to consult with their supervisors as a procedure, and on any suggestions in terms of changes and contributions which they believed could be made within the mine. The tasks in production therefore, appeared to be highly formalised with low levels of discretion in terms of how tasks must be completed.

ii. Decision-making

Decision-making in the mine was highly centralised. This was due to the fact that only few decisions could be made at shop floor level. Such decisions mostly related to repairs. The majority of the decisions were made at departmental or organisational level.

c. The Human Resources context

i. The internal and external labour market

In terms of labour markets, the mine acquired its labour from a variety of sources. This was because it recruited internally for lower occupational categories and recruited externally, locally, nationally or internationally for more senior positions.

ii. The skills and experience

Skilled and experienced labour was required for each of the occupational categories present in the mine. This was because the mine did not employ unskilled and inexperienced employees except for its interns. The level of skill required depended upon the occupation level and increased considerably towards more senior positions.

iii. The promotional opportunities

There were few vacancies for promotion within the mine. This was because of restructuring exercise which was implemented within the organisation.

iv. Training and development
The mine had training and development provisions in place. These entailed in-house training programs as well as skills development and quality training programs for production and management employees respectively. Educational loans were also given to employees to encourage them to undertake further training and education.

d. The Industrial Relations context

i. The union profile

The mine had one union which represented all the unionised employees in the mine. CLAWU represented 38.7% of the employees.

ii. The nature of union-management consultation

The Industrial Relations Climate was possibly influenced by the extensive union-management-consultation within the mine which was enforced by legislation. This was as a result of the Labour Act placing a requirement and obligation for management to consult with unions on specific issues. Management stated that it would have preferred to consult with employees directly rather than union representatives.

The Industrial Relations Climate was also possibly influenced by information sharing which was selective. This was because management only shared information with unions which it viewed as necessary for the negotiation process.

iii. The nature of union-management bargaining

Collective Bargaining takes place at industry level at the National Employment Council between the employer organisation and employee representatives. Within workplaces collective bargaining takes place between workers committees and management.

iv. Dispute resolution

The dispute resolution process provided that if management and employees failed to agree and declared a dispute, that a third party would mediate and if mediation failed, the matter was declared and referred to the National Employment Council. If the parties failed to agree at the National employment Councils and a deadlock was reached, the dispute could be referred for conciliation, voluntary or compulsory arbitration at the Ministry of Labour where a final decision would be made. According to the Labour Act, the decision of the arbitrator is binding and a matter can only be referred to the Labour Court if it entails a breach of law.

e. Industrial relations outcomes
IRC was influenced by the fact that there was an increase in conflictual industrial relations outcomes. From the records, the level of absenteeism and labour turnover within the mine appeared to have increased over time. The increases in conflict related outcomes could possibly be influenced by the unfavourable industrial relations climate. Equally, given the nature of the feedback loop the increases in absenteeism and labour turnover could have negatively influenced the industrial relations climate.

4.5 SUMMARY AND CONCLUSION

The mine was a joint venture between China’s Building Material Industrial Corporation (CBMC) and was established in the year 2000. It employed 375 employees. The mine was highly specialised and had formalised standard working procedures which were to be strictly followed. Decision making in the mine was highly centralised. The mine also acquired its labour from a variety of sources. Both internal and external recruitment was done by the mine depending on the occupational level and level of experience and skills required. The level of competence differed for each occupational level. The mine offered in-house training programs as well as educational loans for employees to enhance their skills and further their knowledge.

The two statutory bodies’ workers committee and works council were active in the mine. Workers committees were established within the mine to represent employee interests at enterprise level bargaining. There was a Works council, separate from the workers committee, which was established mainly for consultation purposes. Collective Bargaining is industry based and takes place at the National Employment Council between employer associations and employee organisation.

There was only one union which represented employees within the mine and an election was held to elect union representatives. There was also extensive union-management-consultation that was promoted by the legislation which obliged parties to consult on specific issues. There was a dispute resolution process in place which ensured that unresolved disputes moved through conciliation to voluntary or compulsory arbitration. Issues could be referred to the Labour Court on a point of law. Industrial relations outcomes within the organisation had also deteriorated as compared to previous industrial relations outcomes. There was an overall negative industrial relations climate prevailing within the workplace. This was reflected in all the five dimensions of industrial relations climate that were measured. There were no significant differences between the selected demographic group of membership status between unionised and non-unionised employees in their perception of the overall industrial relations climate There was a l significance difference in terms of
fairness between the subgroup of occupational level of the miners and other in that the other group were less negative about fairness in the mine.
CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The research sought to investigate the prevailing industrial relation climate, through the evaluation of fairness, union-management consultation mutual regard, member support and union legitimacy, as well as examine the organisational context at a mine in Zimbabwe. This chapter aims to outline and discuss the major conclusions drawn from the study and discusses the findings of the study in relation to the theoretical perspectives regarding Industrial Relations Climate. Further, this chapter will discuss the recommendations drawn from the study; both recommendations for future study as well as what measures may be taken to improve the industrial relations climate.

5.2 CONCLUSIONS

5.2.1 Prevailing industrial relations climate

According to Industrial Relations Climate model by Dastmalchian et al (1991), different contextual factors and variables present within the organisation influence and shape the prevailing industrial relations climates within an organisation.

From the results of the study in table 4.8, there was a negative view of all industrial relations climate dimensions, namely fairness, union-management consultation, mutual regard, member support and union legitimacy within the mine and therefore, an overall negative industrial relations climate prevailed within the mine.

From the model, this could possibly be attributed to various factors of the mine such as the organisational context and structure of the mine, the Human resources and industrial relations context within the mine. Further, as stated by Reichers (1983), the industrial relations climate is a product of the interactions between organisational members, individuals and groups who may hold similar of different views on the Industrial Relations Climate perceptions or attitudes.

The factors in the mine are discussed in detail in the next section

5.2.2 Factors influencing the industrial relations climate

In terms of factors influencing industrial relations climate, the Industrial Relations Climate model by Dastmachian et al, (1991) and additional literature have suggested various factors
which influence IRC. The results from the survey and interviews support the findings regarding some of the factors.

The Industrial Relational Climate model by Dastmalchian et al, (1991) points out that the size of an organisation influences the level of unionisation within the organisation and the ownership of enterprises influences the way things are done within the organisation. They further noted that small, foreign owned enterprises and relatively new organisations are likely to have a more negative prevailing Industrial Relations Climate due to procedures, practices which may be contradictory to the norms of the actors within the establishment as well as absence of institutionalised practices.

The results from the study revealed that the mine was a small enterprise which was a fairly new establishment and had a majority of its ownership stake belonging to a foreign entity. This may have influenced the Industrial Relations Climate in that the foreign ownership influenced the practices and procedures of the organisation through culture.

Dastmalchian et al, (1991) notes that the structure of organisations has effects on grievance handling, dispute resolutions well as attitudes towards unions and industrial action. They further highlighted that more formalised and bureaucratic structures result in more negative Industrial Relations Climate and that it relates to less cooperation between unions and the management within an establishment.

The results obtained from the study showed that the mine was highly structured, with centralised decision making as well as formalised, standard working procedures. This may have influenced the prevailing Industrial Relations Climate in that unions view the structure as inflexible and therefore, not facilitating their creativity and accommodating participation of unions.

The results showed that the mine depended on external labour markets and had provision for training with little room for promotions. The little room for promotion may be attributed to high levels of retrenchments in the mine as in most organisations due to the economic crisis in the country. The high reliance on external labour markets may be as a result of the labour market being flooded with skilled labour due to the high level of unemployment. As stated by the IRC model by Dastmalchian et al, (1991) a high dependency on external labour markets will result in organisations implementing retention strategies such as promotions and provision for training to improve the Industrial Relations Climate.

The results in the mine indicated that together with reliance on the external labour market, there was training provided which may have had a positive effective on the industrial
relations climate. However, probably the more important influence was the absence of promotion was absent attributed to the retrenchments for operational requirements. As Dastmalchian et al (1991) also point out any major change to employment relations could impact the industrial relations climate.

The results also revealed that there was union dominance within the mine. This may be attributed to presence of one union within the mine as well as within the limestone sector. As highlighted by the model, single union domination.

The IRC model suggested that consultation and communication which is viewed as fair and effective by employees have positive effects on the IRC. The study revealed that there was statutory consultation and selective information sharing. Research by Webster and Loundes (2002) on factors affecting the Industrial Relations climate of Australian enterprises also revealed that well-developed and bilateral channels of communication between managers and employees and systematic and analytical methods for making major decisions were key factors in the establishment of a cooperative climate of relations between management and unions.

Deery and Iverson (2005) also revealed that cooperative labour relations climate were influenced positively by factors such as procedural justice, willingness of unions in bargaining to use integrative approach and the willingness by management to openly share information with the union (Deery & Iverson, 2005).

5.2.3 Impact of the industrial relations climate

From the model, a negative IRC is likely to result in potentially conflictual industrial relations outcomes which entail labour turnover and absenteeism as well as the occurrence of industrial action such as strikes (Dastmalchian, 2008).

Results from the study supported the suggestions of the model. This was because the study revealed increased levels of absenteeism and labour turnover within the mine. This may possibly be attributed to the prevailing negative IRC within the mine. Research by Deery et al, (1999) on the impact of IRC on absenteeism revealed that cooperative union-management relationships were associated with higher levels of work attendance and low absenteeism. Therefore, adversarial union-management relations within the organisation may consequently lead to high levels of absenteeism. However, unlike the model which suggests that a negative IRC climate will result in potentially conflictual industrial relations outcomes such as strike actions, the study revealed that the mine had never had any
industrial action since its establishment. This may, however, be attributed to the legislation which does not fully provide for employees to strike.

5.3 LIMITATIONS OF STUDY

One limitation of the study was that retrenchments were underway within the Mine that resulted in inaccessibility of various divisions within the mine which consequently lead to a relatively small sample size being obtained for the study. This also influenced the level of statistical analysis as all demographic groups could be analysed for similarities or differences.

Due to the small sample size, generalisation of the results across the whole Mine cannot be done.

5.4 RECOMMENDATION

From the results of the study, there was generally a negative industrial relations climate within the organisation.

To improve the Industrial Relations Climate of the mine, management in the company may develop flexible and efficient communication structures which are perceive by employees as fair. Furthermore, to achieve a better industrial relations climate, the mine should also consider striking a balance between control and co-ordination needs of the company with the local employees’ desire to participate in decision-making and protect their own interests within the mine. The management of the mine could also fully explain to the unions the need for centralised decision-making and more bureaucratic structures and also show willingness to maximize participation of unions on matters of mutual interest to improve the industrial relations climate.

The mine could also try to create opportunities for promotions within the mine in order to create favourable conditions within the mine as well as further enhance retention within the organisation hence improving IRC within the mine.

To improve the IRC within the mine, managers of the mine should also fully consult with unions and view them as partners and not as rivals within the organisation as well as consult in good faith and keep their word in order for unions to view the consultation process as fair and legitimate.
The union could also try organising themselves more and aim to attract more members so as to improve their collective voice within the mine. Unions should also keep the interests of all the employees at heart and aim to achieve objectives of union as a whole in order to improve legitimacy of the union and help them improve their image by management to view them more as partners hence achieve legitimacy and member support from its members to improve the IRC of the mine.

5.5 RESEARCH

Possible areas of research might be comparative study of industrial relations climate within two companies within the same industries but with different ownerships in order to ascertain similarities and differences in industrial relations climate based on ownership of enterprises.

Further research can be done on IRC by focusing more on the dimensions of organisational climate such as harmony, openness and hostility.

Another area for research might be to examine the effect of IRC on productivity. The research can focus on whether positive or negative IRC influence productivity levels within the organisation.

Further research could also be done in other industrial settings to ascertain the IRC in those industries as little research has been done in Zimbabwe with regards to industrial relations climate.

5.6 Conclusion

In conclusion, according to literature, industrial relations climate is influenced by various factors within the organisation and also has an effect on industrial relations outcomes. The literature has showed that various contextual factors within which the relationship between union and management is situated influences IRC.

The literature discussed the concept of IRC as well as discussed the IRC model by Dastmalchian et al, (1991). The factors that potentially influence IRC climate were also discussed as well as possible industrial relations outcomes such as organisational context, organisational structure, Human resources context, industrial relations context as well as the possible industrial relations outcomes.

The study investigated IRC within a mine in Zimbabwe in order to ascertain the prevailing IRC and factors influenced the IRC as well as the impact of the IRC. A descriptive research design was used and data and information was presented and discussed to show the findings in line with the objectives of the study,
REFERENCE


Zimbabwe Confederation of Trade Unions (2013).


To whom it may concern

Dear Sirs

Blessing Chabaya is registered with us as a Masters student in Labour Relations and Human Resources. As part of her programme she must complete a treatise. Blessing has chosen to work on a case study examining the industrial relations climate of an organisation, the factors that influence the climate and the possible impact that the climate may have on industrial relations and organisational outcomes.

I believe that you have expressed a willingness to allow her to work in your organisation. We can assure you that the results of the investigation will be used only for academic purposes. However, a treatise at this level is a published document that becomes part of the international library system. Further if the work yields academically significant results it may be written up as an article and published in an academic journal. This is an important consideration as research is currently dominated by Western countries and there is a need to develop a significant body of documented research in Africa.

When research is being conducted by an outside body, companies are normally concerned regarding confidentiality. We can offer the following reassurance, if you so wish, neither
the name of the company nor the names of any of the respondents will be mentioned in the
treatise or in any other published document. The only two individuals that will know the
identity of the company, the owners and the respondents will be Blessing Chabaya and the
undersigned. The title of the treatise will refer to “A case study of the industrial relations
climate in a Zimbabwean mining company” and the ownership will be referred to as foreign
ownership without divulging nationality. If you wish Blessing and the undersigned to sign
confidentiality agreements we will be willing to do so.

Blessing will be coming to Zimbabwe after her examinations in June to proceed with data
collection and since this will be her only opportunity to do so I would like to make sure that
all possible difficulties that the company may have are resolved prior to her arrival.
Please let me know if the above is in order and if there are any other issues that may be of
concern.

Jennifer Bowler MSc MA
Lecturer/Coordinator Honours & Masters LR and HR
Labour Relations & Human Resources Unit
Department of Industrial & Organisational Psychology
School of Industrial Psychology & Human Resources
South Campus
Tel: +27 (0)41 5042362
Cell 0834635285
Jennifer.Bowler@nmmu.ac.za
This survey is about the industrial relations climate at this mine. The industrial relations climate is about the relationship between the management of the mine and the unions.

Everyone at this mine is being asked to complete this questionnaire but the completion of this questionnaire is ENTIRELY VOLUNTARY. This means that you do not have to complete the questionnaire if you do not wish to.

Also the questionnaire is CONFIDENTIAL. This means that you must please not write your name or your employee number anywhere on the questionnaire.

Please do not give your completed questionnaire to anyone but place it in the locked box provided.

The questionnaire has two sections. Section A asks some questions about you

Section B asks questions about how you feel about the industrial relations climate.
A) Biographical information

Please put a “tick” in the correct box

1. Gender
   Male □    Female □

2. Age
   (-20) □  (21-30) □   (31-40) □   (41-50) □   (51-60) □   (61+) □

3. To which group do you belong?
   White □    Black □    Asian □    Other Specify

4. How many years have you worked for the organisation?
   (Less than a year) □  (1-3) □  (4-7) □  (8+) □

5. Are you a part-time or full-time employee?
   Part-time □    Full-time □    Other Specify

6. To which Union do you belong to?
   Cement and Allied Workers Union □    Allied Mine Workers of Zimbabwe □    None □
   Other Specify

7. If you are a member of a union, how many years have you been a member to this union?
   (Less than a year) □  (1-3) □  (4-7) □  (8-11) □  (12+) □

8. Are you currently a union representative?
   Yes □    No □

9. Occupational level

10. What is the highest educational level that you have?
    Primary □    Secondary □    Certificate □    Diploma □    Bachelor’s degree □
    Postgraduate degree □
B) QUESTIONNAIRE

For the following statements, please circle the number that best represents your opinion by using the following key:

1- SD - Strongly disagree
2- D - Disagree
3- UD – Undecided
4- A - Agree
5- SA - Strongly agree

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>SD</th>
<th>D</th>
<th>UD</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unions and management work together to make this organisation a better place to work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Unions and management have respect for each other’s goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>The parties in this organisation keep their word</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Unions make a positive contribution to this organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>In this organisation, joint union-management committees achieve definite results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>There is a great deal of concern for the other party’s point of view in the union-management relationship</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>In this organisation negotiations take place in an atmosphere of good faith</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>The collective agreement is regarded as fair by employees in this organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Joint union-management committees are a common means of implementing important changes in conditions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Employees generally view the conditions of their employment here as fair</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11</td>
<td>In this organisation, unions have the strong support of their members</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>Parties exchange information freely in this organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>Management and unions cooperate to settle disputes in this organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14</td>
<td>A sense of fairness is associated with management dealings in this place</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15</td>
<td>Shop stewards in this organisation generally play a helpful role</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16</td>
<td>People are encouraged to get involved in union activities here</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17</td>
<td>Management often seeks input from unions before initiating changes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>18</td>
<td>Unions and management in this organisation make sincere efforts to solve common problems</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

APPENDIX 3: INTERVIEW GUIDE
Introduction

Thank you for affording me the time to interview you.

I am Blessing Chabaya a Masters student at Nelson Mandela Metropolitan University. In partial fulfilment of my degree requirements, I am conducting a research project on Industrial relations climate. The main aim of the research is measure the industrial relations climate as well as to ascertain the factors that influence industrial relations climate. It would be appreciated if you could answer a few questions in this regard.

The interview is going to be tape recorded in order to capture as much information as possible. Do you have any objection to recording the interview?

A treatise report based on this interview, the other interviews and the questionnaires will be written in fulfilment of the degree requirements. Please be assured that your name will not be mentioned in the report, that is confidentiality and anonymity will be strictly observed.

1. What factors do you think influence the industrial relations climate here at the mine?
2. Do you feel that the industrial relations climate has changed over the past three years? If yes, for better or worse? And what has influenced the change?
3. Do you think that the industrial relations climate makes a difference to industrial relations outcomes like grievances, discipline, and industrial action?

Section A

Organisational context and Background

1. Could you tell me something about this organisation’s history: when it began and how long it has been in operation? (Main activities of the workplace and any changes)

2. a) Is this workplace one of a number of different workplaces in the Zimbabwe belonging to the same organisation, a single independent establishment or the sole Zimbabwean establishment of a foreign organisation?

   b) Can you explain the nature of mine’s ownership? (i.e. who owns it and what percentage?)

3. Approximately how many employees work here?

4. How many employees are Full-time and Part-time in the different occupational categories?
5. Of the employees currently at this workplace, are there any who are non-Zimbabwean nationals (i.e. do not have a Zimbabwean nationality)?

6. In terms of your source of labour, where do you acquire your human capital from? (community, locally or international etc)

**Section B (Organisational structure)**

**Functional specialisation**

1. Do you have any written organisational chart (organogram)? Who normally receives this?

2. Functional specialization. Do you have employees dealing exclusively with certain activities such as Sales, service or customer complaint, Transportation and distribution, Purchasing or material control, accounting, maintenance etc. (an activity is specialised when at least one person performs that activity, and no other activity)

3. In the human resources division, do you have employees dealing exclusively with certain activities such as Recruitment, Industrial relations, organisational development, health and safety, payroll (wage administration and job evaluation) etc

4. Are there any employees who actually do jobs other than their own at least once a week?

**Discretion**

5. Normally, do people receive written job descriptions and at which level (senior mgt, middle mgt, supervisors, production, other?

6. Do you have written procedures for various jobs categories and who receives these written procedures?

7. In production, are employees strictly required to follow these written procedures?

8. Are there any circumstances under which an employee may not strictly follow the written procedures and bring in their own creativity of doing the work better?

**Decision making**

8. To what extent are unions actively involved in decision making on matters of mutual interest?

9. Specifically, what decisions are made between unions and management?
10. What is the nature of decision making made and allowed at production level?

11. Which parties are involved in decision making at production level? (Supervisors, employees etc)

Section C (H.R context)

1. In recruitment, would a newly hired employee (Management, Professional, Manual admin/clerical) on average have (a) No prior work experience (b) Little work experience (c) Some work experience (d) Considerable work experience

2. In this organisation what approximately what proportion of vacancies is filled by employees currently employed by the company. (1-10%, 11-40% etc)

3. Have there been any vacancies in the production occupational group in the past 12 months?

4. Approximately what proportion of vacancies which arise in this organisation is open to external persons is normally filled externally?

5. What proportion of your employees has been promoted over the past 5yrs?

6. In your opinion, would you say that for each occupational category, your organisation has a hierarchy of promotion in place?

7. Is there any form of training or standard induction programme which you provide before new employees assume duty?

8. Are there any in-house educational programmes offered by the organisation to employee skills and for which category of employees?

9. What proportion of production workers have been given time off from their normal daily work duties to undertake training over the past 12 months?

10. Do you support education/ outside this establishment?

11. Have the number of employees increased or decreased over the past 5yrs and by how much?

Section D (Industrial Relations Context)
1. What percentage of your employees are unionised?

2. Which unions represent the employees?

3. For each union how many members do they have?

4. Has the union membership of any of the unions changed over the last 2 years?

5. In terms of the appointment of union representatives, is an election held among union members to appoint union representative or do individuals volunteer?

6. Are there regular, planned meetings between management and unions in which management negotiate or consult over issues concerned with this workplace?

7. If yes, how often (per month/year)?

8. Are there any union representatives that sit on any committees at this workplace which are primarily concerned with consultation, rather than negotiation?

9. Which issues are discussed by this committee? (e.g. wages, conditions of employment, health & safety etc)

10. Which of the following best describes management’s usual approach when consulting members of the committee?
    a) early : Seek solutions to problems
    b) range : Seek feedback on a range of options put forward by management
    c) solution : Seek feedback on a preferred option put forward by management

11. Would management prefer to consult directly with employees than unions?

12. In terms of the bargaining structure of the mine at company level, can you describe it for me?

13. Can you tell me a little bit more about issues which have been brought forward for bargaining and what was the outcome?

14. In the bargaining process does management normally request for any information (either before or during bargaining)?

15. Does management provide information for all that is asked for during bargaining/? (i.e. all, some, or no information was given)
16. How is information shared and disseminated to lower levels of the organisation from management and from employees at shop floor level to management. (communication structure)

19. In general, how would you rate the relationship between representatives of unions and management can you tell me a little bit more about the history of management-union relationship

Section E (Outcome questions)

1. What is the current rate of turnover in this organisation as compared to the industry rate?

2. What is the current rate of absenteeism per annum in relation to the industry?

3. In the past year, approximately how many grievances have been filed as compared to the previous 3 years? (few, many, %)

4. In the past 5 years have you had any strikes or stoppages? (occurrence)

Finally

Do you have anything further to add regarding the industrial relations climate?
APPENDIX 4: CONSENT LETTER

Summerstrand [South Campus]
Faculty of Business & Economic Sciences
Department of Industrial & Organizational Psychology
Labour Relations and Human Resources Unit

Tel. +27 (0)41 504 2362  Fax. +27 (0)41 504 2825

July 2013

EMPLOYEE INTRODUCTION LETTER AND INFORMED CONSENT FORM

As a Masters student in Labour Relations and Human Resources in the Labour Relations and Human Resources Unit at the Nelson Mandela Metropolitan University I am required to conduct an independent research project. The research project is an examination of the industrial relations climate at a Zimbabwean mining company.

You are requested to complete a questionnaire. Please be assured that your responses will be ANONYMOUS and treated as CONFIDENTIAL. The questionnaire does not require you to give your name, employment number or any means of identification as to who completed the questionnaire. In addition, no one but my supervisor, Jennifer Bowler, and I will be dealing with the individual questionnaires.

Your participation in terms of responding to any or all of the attached questions is VOLUNTARY. The questionnaire should not take you more than 15 minutes to complete.

Thank you for your time,

Blessing Chabaya
Master’s student of Labour Relations and Human Resources

If you are happy to complete the questionnaire will you please complete the section below and place this page in the box provided.
I understand the nature of the research study and why it is being done. I voluntarily consent to participation in this study. I have received a signed copy of this letter.

Employee name: _____________________________
Signature: _________________________
Date: _____________________________________
EMPLOYEE INTRODUCTION LETTER AND INFORMED CONSENT FORM

As a Masters student in Labour Relations and Human Resources in the Labour Relations and Human Resources Unit at the Nelson Mandela Metropolitan University I am required to conduct an independent research project. The research project is an examination of the industrial relations climate at a Zimbabwean mining company.

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Thank you for your time,

Blessing Chabaya

Master’s student of Labour Relations and Human Resources