

EMPLOYEE SATISFACTION WITH LABOUR RELATIONS PRACTICES IN THE NORTH WEST PARKS & TOURISM BOARD

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DECLARATION

I, Mpolokeng Peter Gaobuse, declare that the dissertation of the degree of Master in Business Administration – Human Resources Management at the North West University – Mafikeng Campus hereby submitted has not been previously been submitted by me for a degree at this or any other university, that this my own work in design and execution and that all materials contained has been duly acknowledged.



M P Gaobuse

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ABSTRACT

The focus point of this research project is the level of satisfaction of employees with labour relations practices. The main problem here is generally problems encountered organisations with more emphasis on labour relations practices in the North West Parks & Tourism Board. The data collected by means of questionnaires given to; Senior Managers, Middle Manager, Supervisors, Technical Staff and Fixed Term Contract Employees. The findings indicate that problems are still uncouncted.

The orientation of this study, the statement of problems, the hypothesis, the purpose of the study, method used and definition of terms are dealt with. Literature centering around this topic widely highlights, general literature related to the topic is reviewed, and literature related to the North West Parks & Tourism Board, in as far as level of satisfaction of employees with labour relations practices is concerned.

The problems which were identified in the empirical study were serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations. Recommendation reached after the data was analysed and interpreted. Recommendations are also drown from the areas of concern in this study. Some of the recommendations based on what has been studied in this project are also given by researcher.

DEDICATION

To my two daughters, Lesedi and Remoabetswe, thank you for being there. You may have complaint, but I knew you were missed my being there at the time of my studies.

Dad will always I love you.

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CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

The field of Labour Relations (LR) looks at the relationship between managers and workers, developed from employment relationships and which are essentially concerned with balancing the various interests of, and regulating the levels of cooperation and conflict between the parties involved (Swanepoel; 2003: 616). Labour Relations approach is based on a range of practices directed to improve the flexibility and skills of the workforce, within a rapid changing environment which emphasises communication, fair treatment, equity, cooperation and trust among managers, workers and their representatives.

During the 1990's, the new demands of international competition, dramatic advances in technology, the forces of globalisation, have changed substantially the nature and operation of the market place, and how production is organised, in many industries across the world. Individual organisations are now being required to innovate to provide "the right product, at the right price and time". These challenges are placing considerable demands on organisations to undergo a process of restructuring which, in some cases, include privatisation of public sector undertakings, outsourcing and technology upgrading. This process has resulted in consequences such as redundancy, all of which have sometimes strained the relationships among employers, workers and unions. There is also an increasing demand on strategic role for Labour Relations within the

organisations, as much as what has to be done involves significant changes to traditional practices in this and the related area of Human Resource Management (HRM). In order to meet the global status managers in their organisations are now revisiting and reviewing their current operating styles by:-

- Developing strategies to meet global competition and the role of Labour Relations in organisations.
- Accelerating changes to meet global competition.

Restructuring and re-aligning organisation to accommodate and suit the market and the global demands (da Silva 1997).

1.2 CHALLENGES IN THE NWP&TB

Like any other Public Service, the North West Park & Tourism Board (NWP&TB) is in the process of reviewing its current operation by implementing some new changes. The main aim of this process is to meet and satisfy the global challenges and satisfy customers' demands. The new strategy that the NWP&TB implemented is called the Business Road Map 2014 (BRM2014 strategy) as also documented in the NWP&TB Annual Report 2003/2004. This strategy amongst others included restructuring of the company, redeployment and revisiting the HR Policies and Procedures. During this transitional period, the main effects on labour relations practices are that, there has been a serious communication breakdown, growth opportunity presented by the BRM2014 Strategy has been unfairly distributed, and this has adversely affected level of cooperation and trust among managers and employees.

The other problem is that parties involved (Managers and Workers) seek to control the situation so as to ensure that they derive maximum benefit from it for themselves Freeman (2003). Managers seek to control the process with the aim of getting the work done in a way that will best serve the interest of the employer or the owners of the organisation. The cause of the problem revolves around control, where the parties involved are trying to control not only the way in which the work processes are to be performed in order to provide the necessary services and/ or products, but also especially the way in which the growth opportunities are created and distributed among the employees. Managers are also trying to control the behaviour and performance of workers in such a way that it adds maximum value to the products and/or services rendered by the organisation. Workers have traditionally been under control of management as representative of their managers and challenge this traditional management prerogative to control and to make decision (Swanepoel; 2003: 621).

The establishment of a sound or harmonious labour relations system is a central theme for government, employers, workers and their representatives, in their endeavours to achieve economic and social development. The primary purpose of the NWP&TB is: - to ensure the establishment, development and efficient management of a network of formally protected areas in order to conserve indigenous bio-diversity, representative samples of natural ecosystems and habitats of critically important or threatened species, and to facilitate the

development, co-ordination and promotion of tourism in the province. This purpose can only be achieved by developing strategies that will: - grow a market share within the domestic and international tourist market, attract more investment within the Parks, ensure the participation of communities within the tourism plant, broadens access by Small, Medium and Micro Enterprises (SMME's) to avail opportunities, encourages collaboration and partnerships between other stakeholders and the NWP&TB, ensure alignment of the operations and strategic dimensions of the organisation, and increase a humanised working environment (NWP&TB Annual Report 2003/2004). The above strategies clearly highlight the fact that NWP&TB is an organisation that provides services to its clients. With the up-sent of labour peace a humanised working environment within the organisation will not be effective. This will then affect stakeholders like SMMEs, communities, and investors will not be encouraged to visit, hence the economy will also be adversely affected. Having noted the above challenges and conflicts presented by the BRM 2014 Strategies, the following problems are occurring in the NW Parks & Tourism Board.

1.3 PROBLEM STATEMENT

- There is unfair distribution of personal growth opportunity in the NW Parks & Tourism Board.
- Policies and Procedures are not adhered to in relation to recruitment and this has affected trust between managers and employees.

- Parties involved are in fight to obtain control in which personal growth opportunities are created and distributed among employees.
- There is serious favouritism which has adversely affected level of trust and cooperation between managers and employees.

1.4 THE ROLE OF LABOUR RELATIONS

Labour Relations focus mainly on the fact that the existence of an organisation will bring wealth to the shareholders and to improve the economy of the country. As also stipulated above, it is clear that the existence of the NW&PTB is to improve the economy of the North West Province. Satisfied labour is the source of development and prosperity of people at large. In working environment, conflicting interests need to be resolved to improve harmonious Labour Relations which will enhance the morale and increase productivity, limit staff turnover, and help organisations increase performance and improve business results. Sound Labour Relations also help the organisation to effectively use employee skills, provide training and development opportunities to improve those skills, fair treatment and increase employees' satisfaction with their jobs and working conditions (Glisson, Charles: 1998). This will pay dividends in the form of enhanced high productivity which will contribute to the economic development activities.

The quality of relations between employers and employees in an organisation depends on the policies, practices and procedures which deal with both

individual and collective issues, and to promote cooperation. The elements of a human-oriented management system such as communication, consultation, participation and so on, are core options to be utilised to promote sound labour relations.

In an attempt to solve this problem in the NWP&TB the best approach is to look at labour relations management as a system and to propose appropriate remedial interventions which will at the end form a synergy to enhance quality of relationship between managers and employees.

1.5 OBJECTIVE OF THE STUDY

The aim of this study is to investigate the satisfaction level of employees in the NW Parks & Tourism Board with Labour Relations practices in the organisation. It is believed that a thorough analysis of these satisfaction levels will provide a better understanding of problem areas experienced in the field of labour relations within the organisation, and will provide clear direction for improvements in this area.

1.6 OVERVIEW

Chapter 1: Introduction. Chapter 2: Research Methodology Questionnaire will be developed. Chapter 3: Labour Relation Management Systems (Open System important for the functioning of Labour Relations and L. I. Ehlers – Systems model in Labour Relations). Chapter 4: Labour Relations systems in the NW Parks & Tourism Board. Chapter 5: Analysis and Interpretation of the Data. Chapter 6: Recommendations and Conclusion



CHAPTER 2: RESEARCH METHODOLOGY

2.1 DEFINITION OF THE PROBLEM AND LITERATURE REVIEW

The purpose of this study is to determine the levels of employee' satisfaction regarding relations to labour relations practices within the NWP&TB among managers, supervisors, and lower level employees, with a view to enabling the researcher to identify probable causes of such differences and to propose appropriate remedial interventions.

In the literature study the most important aspects of labour relations practices, definitions, nature and causes, and methods to improve it are discussed.

2.2 SELECTING THE RESEARCH METHOD

A quantitative approach to the research will be applied, as the research topic is to measure the levels of employee' satisfaction with labour relations practices.

In a discussion of nine research strategies, De la Rey (1978:14) proposes that the survey method can be used when a researcher wants to gather and process information about a specific phenomenon, e.g. behaviours. On the basis of the information the course of the phenomenon can be determined, and it can establish which factors

influenced it and comparisons can be made. Surveys could be done by the person and returned to the researcher later. The questionnaire contains complete instructions and understandable questions, which enables the respondent to conduct a type of self-administered interview.

The survey method was therefore used as the research strategy in this instance, since the object of the study is to obtain information in a structured. Information will be gathered through the use of the questionnaire. Information obtained from the questionnaire will be used to determine levels of job satisfaction. Chadwick, Bahr and Albrecht (1984:137) point out the following advantages and disadvantages of questionnaires.

Advantages:

- It is economical;
- The person completing the questionnaire uses his own time, and therefore a question can be well thought-through, which would make the answer more reliable;
- It is useful to obtain information with regard to sensitive subjects;
- Social unacceptable answers occur less than with interviews.

Disadvantages:

- Since questionnaires are to be kept short, it places a limit on the information that is obtained;
- No follow-up questions are possible;
- The risk exist that the person does not complete the questionnaire personally;
- Answers can be changed after a respondent had completed the whole questionnaire

2.3 DEVELOPING THE MEASURING INSTRUMENT

The formulation of a research questionnaire was in this case preceded by a comprehensive literature study. Since no appropriate questionnaire that would comply with the specific objective of the research could be found, it was decided that a questionnaire will be compiled. An existing questionnaire that has been successfully applied to measure levels of job satisfaction will be used as a foundation for developing a questionnaire that can be applied for the purposes of the present research.

Since this is a self-administered questionnaire, pre-testing of the questionnaire will be conducted with a group of respondents drawn from the target population. This will be done to reduce measurement

error and the potential for non-response error by providing a relatively pleasant task for the respondent, Judd et al (2000:243).

2.4 DEFINITION OF SAMPLE GROUP, APPLICATION OF MEASURING INSTRUMENTS

Questionnaires will be sent to 50 to 100 employees of the North West Parks & Tourism Board in the North West Province. Employees included in the sample are both permanent and non-permanent employees and also covering all the level of employment categories of the company. An internal memo to NWP&TB staff (Annexure A), together with a research questionnaire (Annexure B) will be sent to each of the qualifying employees for completion. The completion of the questionnaire will be done in conjunction with the Human Resources Department of the organisation.

Data will be captured on a Personal Computer after receiving the completed questionnaires back from the organisation.

2.5 CAPTURE RESPONSES AND STATISTICAL ANALYSIS

Descriptive quantitative research will be applied as it involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. The descriptive

research examines the situation as it is and it does not involve changing or modifying the situation under investigation, nor is it intended to detect cause-and-effect relationships, Leedy et al (2001:191)

Descriptive statistical methods will be applied to determine the mean, and standard deviation of responses.

An arithmetic mean is the central value of a group measure, and is calculated by adding together all the scores in a group and divides the sum that is obtained by the number of scores in the group, Struwig et al (2003:258).

2.6 DETAILED ANALYSIS OF FINDINGS

The differences in the levels of job satisfaction will be determined through application of statistical methods, after which it will be further analyzed by comparing the findings with available literature.

2.7 DISCUSSION OF FINDINGS AND CONCLUSIONS

Specific remedial interventions will be proposed following the analysis of available literature and research findings.

CHAPTER3: LABOUR RELATION MANAGEMENT SYSTEM IN GENERAL

3.1 INTRODUCTION

As mentioned in the first chapter, the purpose of Labour Relations is to maintain and balance various interests by regulating the level of cooperation and conflict between parties; to bring wealth to the shareholders; and improve economy of the country. In order for Labour Relations to be to achieve its desired purpose, it must be considered as a field of knowledge, where elements borrowed from many disciplines (i.e.: economics, sociology, law, psychology, political science and administration) are used to study a particular series of work-related problems. In this way we can conclude Labour Relations is a study encompassing many disciplines that form a synergy. This will ensure that Labour Relations function as a system which maintain and balance the coordination of activities and respond to its environmental factors. Let us now look at how a system operates in order to achieve the desired objectives by making sure that all its interrelated components are well coordinated.

3.2 SYSTEM IN GENERAL

In management, an open system is one that is capable of self-maintenance on the basis of throughput of resources from environment. It takes in (raw materials, capital, and skilled labour) and converts them into goods and services (via

machinery, human skills) that are sent back to that environment, where they are bought to customers. A system is regarded as a set of independent components that form a unit. It is regarded as an "open" if there is interaction between the system and its own environment and "closed" if there is no such interaction (Erasmus and van Dyk. 2003; 49). Therefore for Labour Relation to achieve its desired purpose it must be able to function as an open system.

B.J Erasmus et al, is also of the view that a system should therefore obtain inputs from the environment, process them and provide outputs to the environment in the form of products and services. According to Kroon, 1995; 41 a system consist of a number of interdependent parts, with certain mutual relationships, that function as a whole and are aimed at a certain purpose. Kroon 1995; 41 also emphasis the fact that a business is seen as united, purposeful system consisting of parts that are mutually related. Kroon also alluded that system comprises a number of subsystems, which means that all of the system influence each other mutually. With this in mind we can now deduce that an open system is a system or combination of sub-systems that are connected by some open standard that understand each other.

This does not to suggest that all members of an open system are the same. Instead, the point is to be able to run any disparate sub-systems that can inter-operate through some known set of protocols and act as one homogeneous system. The end goal of an open system is to remove all barriers in a

computational environment. By allowing any one piece of a larger system to act in exactly the same manner as any else and by giving that piece the ability to obtain data from, send data to or start actions on other pieces. It is imperative that we look at how an open system operates in order to achieve the desired outcomes of Labour Relations that will at the end ensure that it bring wealth to the shareholders and improve a humanised working environment. By so doing we will closely look at the characteristics of an open system by Ehlers.

3.3 CHARACTERISTICS OF AN OPEN SYSTEM

Ehlers is of the view that an open system is characterised by three processes which are Inputs; Transformation and Outputs Processes. We will now look at how these three processes work; interact and how they can improve a sound labour relation according to Ehlers.

3.3.1 Input Process:

Ehlers alluded that any open system depends on the intake of energy or input to activate the functioning process. Input in organisations may include labour, capital, resources and information.

Labour relations application: The primary inputs in the labour relations system are the employers and employees. They interact within a legal framework provided by the state and are influenced by historical events,

the international community, technology, nature, human nature, social, political and economic conditions in society. The aforementioned variables will influence the behaviour in, and the nature of the structures and procedures that are applied in the transformation process.

3.3.2 Transformation Process:

According to Ehlers all open systems transform inputs by means of a specifically ordered transformation process, in order to produce the desired outcome that the system aims to provide. Transformation processes will therefore differ between systems.



Labour relations application: Employers and employees interact in order to achieve their respective objectives. This interaction takes place within a legal framework, and is influenced by various environmental variables. The parties will structure their interaction by making use of various management and communication structures, representation structures, grievance resolution procedures, discipline and dismissal procedures and various other collective bargaining processes. These transformation activities are undertaken so that the labour force will be productive in the organisation. Productivity is required to achieve organisational outcomes.

3.3.3 Output Process:

Each open system has an output process that will be the result of the transformation of input in the transformation process. The way in which the specific transformation of inputs take place, will depend on the nature and specifications of the output. It is therefore important to know which output is desired from a system before deciding on the input and throughput processes. A system can evaluate its outcomes, and feeds back the evaluation information into the system components and processes. It will therefore be possible to modify a system as necessary, to correct or improve its performance, or to adapt the goals or targets. Goals and targets represent the required outcomes of the system.

Labour relations application: An organisation needs clear objectives to ensure that outputs can be delivered. A productive labour force is required to meet organisational objectives. The output of the labour relations system is to ensure a productive labour force that will be available, competent, motivated, healthy and harmonious to the extent that they contribute effectively to the delivery of organisational outputs. Organisational outputs will have an effect on conditions in society.

Environmental variables constantly influence labour relations, leading to varying outcomes. Some outcomes are undesirable, and therefore efforts should be made to adapt the transformation process in such a way that a desired outcome

of labour peace can be ensured. The establishment and maintenance of labour peace will contribute to the organisation reaching its objectives.

Figure1-1: illustrates how the goals of an organisation can be achieved using a sound labour relations system



FIGURE 1-1: THE LABOUR RELATIONS

3.4 LABOUR RELATIONS MANAGEMENT ROLES

Ehlers is also of the view that efficient management of labour relations is an important shared responsibility of all supervisors, managers and labour relations practitioners in an organisation. It can never be the sole responsibility of LR specialists. Managers are employed to manage people, and therefore the management of labour relations is an important management responsibility. Successful labour relations management requires efficient development and implementation of labour relations strategies and practices that are aligned with broader human resource management and organisational objectives and activities. These labour relations strategies and practices must support the organisations in the achievement of operational and strategic objectives. Labour relations specialists and line managers share responsibility for performing four important labour relations roles in an organisation.

The division of responsibilities will be unique to each organisation, and will depend on the specific nature of the organisational objectives, strategies, management environment and processes. These roles are fulfilled by performing specific labour relations activities that are related to each of the four focus labour relations areas. The focus areas in labour relations are:

- **Manage:** These activities are aimed at ensuring that individual employees are focused, capable and committed to perform at required levels. They include operational activities such as planning, organising, directing and control.

- **Support:** These activities revolve around the development, implementation and maintenance of sound LR management policies, systems, procedures and support systems that will contribute effectively to the achievement of LR objectives. They include activities such as adherence to employment contracts, grievance procedures, disciplinary procedures, communication structures, wellness programmes and resolving individual disputes.

- **Develop:** These activities are aimed at the development of employees in line with organisational objectives, strategies, policies and agreements. They include skills training, interpersonal and conflict resolution training, skills training and organisational development interventions.

- **Involve:** These activities are aimed at ensuring employee and union involvement, agreement and support for business objectives and strategies. They include consultation, participation structures, setting up bargaining structures, negotiation and resolving collective disputes.

There are two other important factors that can influence an organisations approach to labour relations management. They are:

- **People – Process focus:** Organisational leaders will seek a balance between the “people” and “process” factors in the organisation, in order to

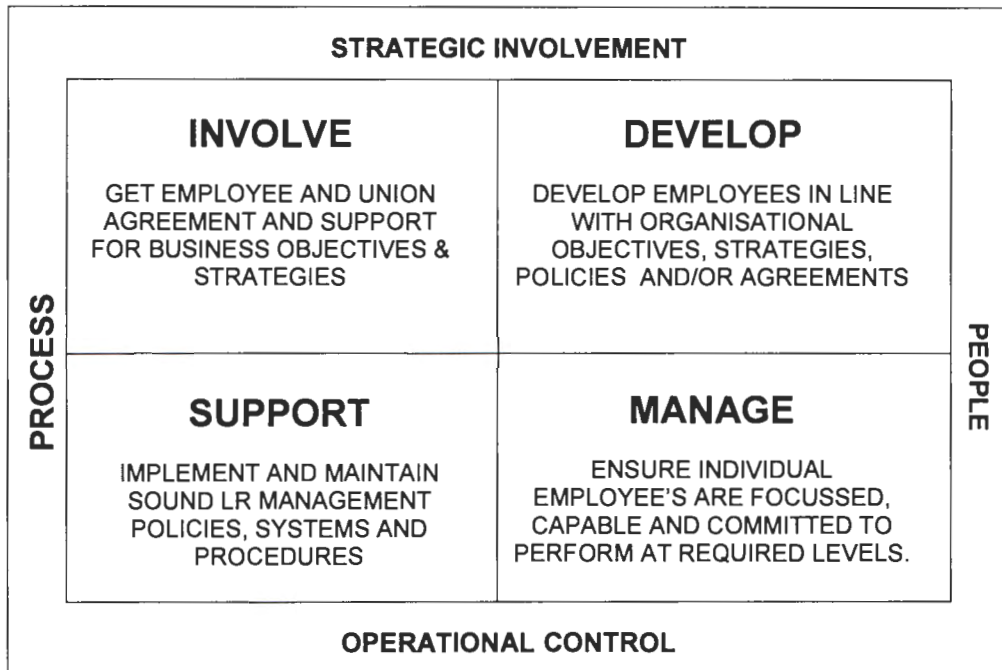
optimise organisational performance. Too much focus on either factor may impact negatively on organisational functioning. E.g.: If they invest too much time in developing processes, they may alienate the workforce, and if they focus too much on the needs of the workforce their systems and technology may become outdated. This means that they will develop and implement appropriate management systems and processes that will ensure the effective integration of resources and labour.



- **Strategic – Operational focus:** Organisations may adopt a long term strategic or short term operational approach. Most large organisations will generally pay more attention to strategic aspects of labour relations due to the major influence that their labour force can have on organisational functioning and goal achievement. They will tend to involve employees in the development of strategies and policies. While some smaller organisations are not sensitive to changes in their labour force, and will only need to ensure that labour relations does not hinder the day to day operational aspects of their organisational functioning. These organisations may choose to control the operational activities of employees and will often oppose employee involvement in management decisions.

Figure1-2: Illustrates the relationship between the focus areas and management considerations:

FIGURE 1-2: LABOUR RELATIONS FOCUS AREAS



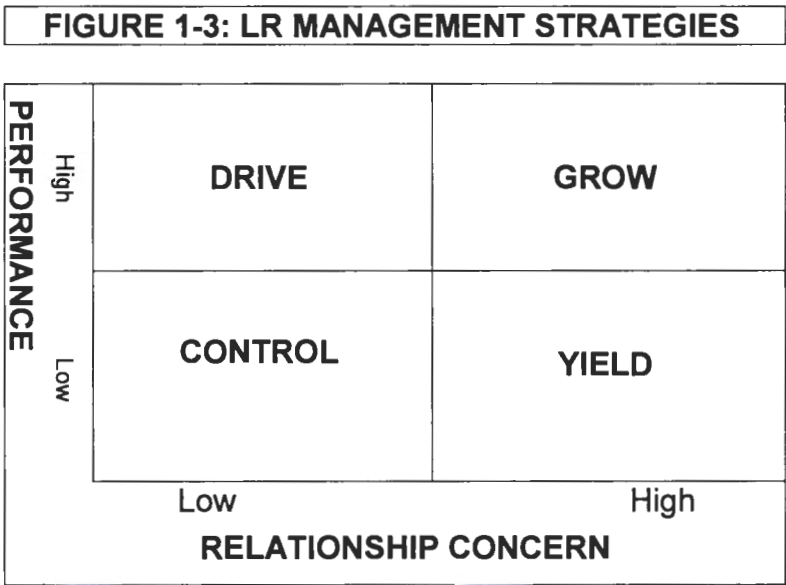
All four focus areas play an important role in effective labour relations management, although the emphasis on each focus area will differ from organisation to organisation. This is due to the differences in management philosophies, objectives, strategies culture and organisational structures of organisations. A smaller organisation may only need to focus on management and support, whereas larger organisations may have to focus intensively on all four areas.

3.5 LABOUR RELATIONS STRATEGIES

Strategic human resource management is concerned with defining desired human resource outcomes, diagnosing human resource capacity and designing

methods to achieve organisational objectives through human resources. There are numerous variables that should be analysed and considered before developing and implementing an integrated human resource management strategy. Some of these are: Organisational goals, vision, mission, culture, structure, environment, resources management philosophy, financial resources, skill levels, trade unions, etc.

Labour relations is an important integrated part of strategic human resource management, and must subsequently be analysed and considered to develop labour relations objectives and strategies that will be aligned with human resource management objectives and strategies.



There are four basic labour relations strategies. They are control, drive, and yield and grow. Each strategy has its own advantages and disadvantages. An

organisation's overall strategy, and it's aligned human resource management strategy will influence the selection or formulation of a suitable labour relations management strategy. Many organisations will implement more than one strategy in order to achieve different labour relations objectives in different sections of the organisation. The basic premises and positive and negative aspects of each of the four strategies are explained in the following table:-

TABLE 1-1: POSITIVE AND NEGATIVE ASPECTS OF LR STRATEGIES

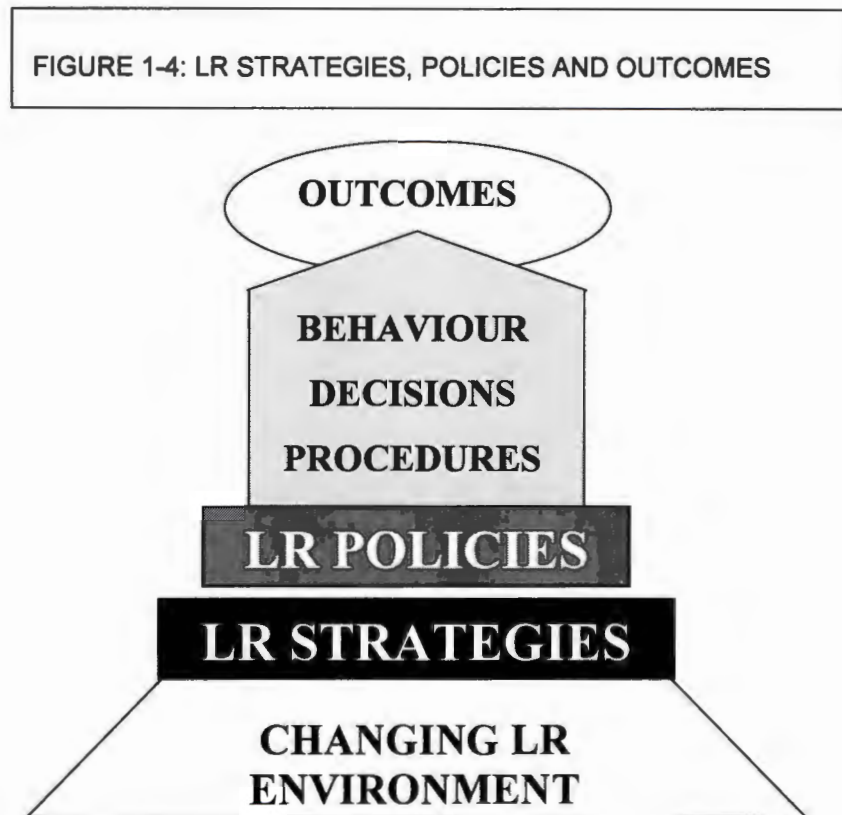
Labour Relations Strategy	Positive	Negative
Control Enforce compliance to rules by individual employees without involving them in labour decisions or matters. (E.g.: Small family business)	• Sole control • Direct communication • No additional support • Minimum compliance • Lower total labour cost • No trade unions	• Risk of exploitation • Employee alienation • Breach of labour laws • Union organisation • Employee disloyalty • Bad reputation
Drive Getting the most out of individual employees without involving them in labour decisions or matters. (E.g.: Small software development company)	• Sole control • Direct communication • Reward for performance • Optimise individual output • Tap employee creativity • Relatively low labour cost • No trade unions	• Risk of exploitation • Employee alienation • Bad reputation • Turnover or disputes • Breach of labour laws
Yield Involve employees and unions in all labour decisions and matters, and avoid conflict. (E.g.: Public Service)	• Joint governance • Respectful co-operation • Conflict potential limited • Fewer labour disputes	• Indirect communication • Stakeholder impatience • Organisational stagnation • Abdicate responsibility • Low output • Bad reputation
Grow Involve employees in all labour decisions and matters, grow and develop individuals while achieving organisational objectives. (E.g.: Large business corporations like Edcon)	• Joint governance • Energetic co-operation • Constructive conflict • High output & Satisfaction • Shared growth & rewards • Good reputation	• Investment of time • Duty to consult • Bound by agreements • Information disclosure • High labour investment

3.6 LABOUR RELATIONS MANAGEMENT POLICIES AND PROCEDURES

Regarding policies Ehlers is of the view that a policy can be compared to a torch providing a ray of light in the dark. It will shine its light on your destination but you must still make an effort to get to your destination. The rays of light from the torch will however light up your path, helping you to avoid pitfalls and to remain on course.

There is a link between labour relations strategy, policy, procedures and the achievement of outcomes. In order to focus the energy of an organisation within a changing environment, the organisation will define clear organisational objectives, and develop related strategies to achieve these objectives. These strategies must however be implemented, and subsequently the organisation will define specific policies, or policy statements, that will guide the implementation of their strategies. Procedures will then be developed to ensure that all decision-making and behaviour in the organisation is done in compliance with policies.

Figure 1-4: Illustrates this relationship:



A labour relations policy may be viewed as a clear and unambiguous management statement for the guidance of management and employees in their decisions and behaviour in labour relations. It leads to consistency in standards and ensured equitable conduct in labour relations matters. A labour relations policy should be described in a written document. Since labour relations objectives cannot be decided in a vacuum, the labour relations policy should:

- Ensure that labour relations are conducted within the applicable laws of a society.
- Ensure harmony with environmental influences.

- Clarify management's labour relations objectives.
- Confirm the relationship with and interest in the employees.
- Indicate the means and practices by which this relationship can be maintained.

It is important to include clear and unambiguous policy statements in a labour relations policy document, to ensure that organisational members who are responsible for the application of policy have a clear understanding of policy guidelines. The content of labour relations policies will differ from organisation to organisation and will largely depend on the nature of organisational goals, vision, mission, culture, structure, environment, resources, management philosophy, financial resources, skill levels, labour cost implications, trade union representatives and many other factors.

A labour relations policy should include clearly defined policy statements that will provide direction to decisions related to each aspect of labour relations in the organisation. The labour relations model that was discussed earlier in this chapter may be used as a framework to ensure that labour relations policies are developed in each of the important areas of labour relations management.

The following aspects should be addressed in a formal labour relations policy document:

TABLE 1-2: CONTENTS OF A LABOUR RELATIONS POLICY DOCUMENT

A. GENERAL LABOUR RELATIONS
• The important role of labour relations in achieving organisational objectives • Importance of productivity and quality. • The importance and role of organisational objectives, strategies and policies • Recognition of the rights and duties of management. • Recognition of the rights and duties of labour and their representatives. • Recognition of environmental and social responsibility. • Commitment to abide by labour laws and codes.
B. INDIVIDUAL LABOUR RELATIONS
• Importance of harmonious work behaviour in individual relationships. • Determination and implementation of wages and service conditions. • Commitment to health, safety and employee wellness • Approach to managing the impact of HIV/AIDS. • Approach to equity, discrimination and general HR management practices. • Affirmative action and management of diversity • Development and promotion of employees • Approach to communication and communication structures. • Conflict resolution procedures (grievances, discipline) • Job security, dismissal and retrenchment.
C. COLLECTIVE LABOUR RELATIONS
• Structures / procedures for collective bargaining. • Approach to employee representation and trade unions • Approach to participation and consultation • Approach to negotiation • Role of collective agreements
D. DISPUTES IN LABOUR RELATIONS
• Individual dispute resolution • Collective dispute resolution • Approach to industrial action

3.7 CONCLUSION

One of the most critical needs in the advancement of open systems is the accumulation of knowledge about how to implement an open system approach and what the real benefits and problems are in such approach. Open system encourage open door policy which encourage communication, feedback, and discussion about any matter of importance to an employee. Open door policy means that employees are free to talk with any manager at any time Vermaak (Sept 2004). Most problems can and should be resolved in discussion with immediate supervisor; this is encouraged by the employees' first effort to solve a problem. An open door policy also means that employees may also discuss their issues and concerns with the next level of management and/or Human Resources staff members.

This also take into consideration the fact that how employees' problems, complaints, or suggestions, find managers at all levels of the organisation willing to listen and to help bring about a solution or a clarification. Within the NWP&TB we will look at Labour Relations systems and how it impact on human resources, complying with the Labour Legislation, linking the employees with the BRM 2014, and enhancing employees to contribute in developing the economy of the North West Province. We will also look at how the Labour Relations system improves a humanised working environment. Next chapter is the continuation of literature review which takes a close look at mechanisms, practices and dynamics of Labour Relations Management at organisational level in which our specific reference is NW Parks & Tourism Board.

CHAPTER 4: LABOUR RELATIONS MANAGEMENT SYSTEM IN THE NWP&TB

4.1 INTRODUCTION

Satisfied labour is the source of development and prosperity of an organisation at large. In working environment, conflicting interests need to be resolved to improve harmonious Labour Relations which will enhance morale and increase productivity, limit staff turnover, and help organisations increase performance and improve business results. Sound Labour Relations also help the organisation to effectively use employee skills, provide training and development opportunities to improve those skills, and increase employees' satisfaction with their jobs and working conditions. This will pay dividends in the form of enhanced high productivity which will contribute to the economic development activities (Nikols 2006).

The quality of relations between employers and employees in an organisation depends on the policies, practices and procedures which deal with both individual and collective issues, and to promote cooperation. The elements of a human-oriented management system such as communication, consultation, participation and so on, are core options to be utilised to promote sound labour relations.

4.2 LABOUR RELATIONS STRATEGIES

NWP&TB at present does not have Labour Relations strategy. This does compromise the improvement of a sound Labour Relations within the organisation.

4.3 LABOUR RELATIONS POLICIES

Labour Relations policies in NW Parks & Tourism Board closely linked to a progressive human resource management policies translated into practices. Labour Relations policies and practices are geared to proper recruitment and training, motivational systems, communication, career development, people-oriented leadership and excellent management style and so on. The human resource management activities have an impact on the overall Labour Relations climate in an organisation.

4.4 INDIVIDUAL LABOUR RELATIONS



The NWP&TB HR Policies & Procedures under Introduction, it is stipulated that the policy is designed to be a simplified working guide in the day to day management of Human Resources in order to ensure uniformity and consistency. It further states that this is essential in minimizing personal interpretation of the Human Resources policies and procedures. With this we will be looking at how individual labour relations are managed within the NWP&TB.

4.4.1 Contracting

Section 199 (1) of Labour Relations Act (LRA) No 66 of 1995 explain individual contracting as a contract of employment, whether concluded before or after the coming into operation of any applicable collective agreement or arbitration award, may not- permit an employee to be paid remuneration that is less than that prescribed by that collective agreement or arbitration award; permit an employee to be treated in a manner, or to be granted any benefit, that is less favourable than that prescribed by that collective agreement or arbitration award; or waive the application of any provision of that collective agreement or arbitration award. Subsection 2 further states that a provision in any contract that purports to permit or grant any payment, treatment, benefit, waiver or exclusion prohibited by subsection (1) is invalid. Thus individual contracting in NWP&TB is performed by following Recruitment and Selection procedure as outlined in 4.4.3 in page below ensure that contracting adheres to LRA.

4.4.2 Health, Safety and Employee Wellness

HR policy Ref: O01 confirms the Board's obligation to the health and safety of an employee at his place of employment. Maintain a constant and continuing attention to all aspects of Occupational Health and Safety in particular by; - making regular safety inspections; seeking and

stimulating consultation and contributions from employees on safety matters; ensuring that each workplace is given adequate Occupational Health and Safety guidance by a person well versed in safety requirements relating to the Board's activities;

To sustain morale and productivity, and to retain the services of valued employees of the Board. To assist employees whose personal problems adversely affect their job performance through providing comprehensive counselling services (HR Policy Ref: E 06).

4.4.3 HRM Practices (Recruit, select, train, Performance management)

The main aim of these policies ensures that a fair and consistent application of recruitment and selection practices, which comply with existing labour legislation. HR Policy Ref: R04 for NWP&TB states that the appointment will be based on: - applicant's skills, experience and qualifications; the objectives of the NWP&TB's Employment Equity Plan and Workplace Skill Plan; and Succession Plan. HR Policy Ref: R05 states that a culture of continually developing staff shall be maintained with the Workplace Skills Plan, Employment Equity, and skills Development.

The most important fact about training is that increased return in investment is generated when employees have skills to exploit technology, interact with clients positively and to identify new better ways of doing things. Training also does not only help individuals adequately fill their positions, but also help the whole organisation to grow and develop.

4.4.4 Workplace Representation

According to the relationship agreement between the NW&P&TB and SACCAWU workplace representation refers to that the NWP&TB recognises the Union as the collective bargaining representative of its employees who falls within the bargaining unit, provided that the Union has maintained a minimum membership in excess of fifty percent (50%) within the bargaining unit.

4.4.5 Communication

To support effective problem solving and enabling the employee to do his job effectively and efficiently by actively promoting the unrestricted flow of appropriate information at all levels in the Board (HR Policy Ref: C01). The policy also states the main aims of effective communication which are:-

- i. Create an atmosphere of trust, which is important to promote increased productivity. If the environment generates mistrust, workers are likely to be suspicious as to whether they are receiving a fair share of the benefits of productivity gains.
- ii. Promote participation, which involves common goals, teamwork, discipline, commitment and cooperation.

4.4.6 Grievance

To create an upward communication channel for employees and to ensure that their grievances are made known to management without fear or victimisation. To provide a flexible, equitable, fair and just system to identify and solve genuine causes of dissatisfaction as speedily as possible and as close to the source of origin as possible (HR Policy Ref: G 01).

4.4.7 Discipline and dismissal

HR Policy Ref: D01 outline the primary objectives of disciplinary procedure as to ensure the just, fair and consistent treatment of all employees in disciplinary matters; and to ensure that the employee clearly understands the consequences of unacceptable work

performance and work behaviour. It further states that any disciplinary actions be in accordance with the relevant labour legislation of the country. HR Policy Ref: D01 also states that managers/ supervisors must ensure that subordinates are aware of levels of performance expected of them as well as standards of behaviour and the consequences of any infringements of such standards.

The primary function of disciplinary action is to correct (as opposed to punishment for unacceptable work performance or work behaviour). Remedial counselling efforts are fundamental to the procedure and efforts must be made to counsel an employee as a first step and as a continuing, integral part of the procedure. Discipline becomes an action of punishment only upon severe first offences, or repeated and wilful breaches of conduct, performance, rules and regulations.

4.5 COLLECTIVE LABOUR RELATIONS

NWP&TB has entered into a collective labour relation with South African Commercial & Allied Workers Union (SACCAWU) which among others preamble that the parties recognise and acknowledge that sound and equitable industrial relations policies and practices are essential for the promotion of goodwill and the economic and general well-being of both the NWP&TB and its employees.

4.5.1 Union Representation

According to the collective agreement union representatives are those permanent employees of the Union who has been designated and authorised by the Union in terms of its constitution to act for and on behalf of the Union. The agreement further states that the Union shall provide the NWP&TB with a list of Union Officials who are duly authorised by the Union to deal with the NWP&TB.

4.5.2 Participation & Joint Decision-Making

Participation is a great motivational tool because it gives people a degree of control, recognises personal worth, and provides scope for personal growth. These are in themselves intrinsic rewards which flow from the performance of a job within a participatory environment. When participation extends to setting goals and objectives, it enhances commitment to achieving them. Employees at all levels acquire higher educational qualifications and skills through participation. As such, they will be less amenable to management through control and commands, and will instead respond better to more participative forms of management. Quality and productivity tend to increase when employees are more involved in arriving at decisions at the point of production.

4.5.3 Negotiation

According to the collective agreement the parties undertake to negotiate annually the conditions of employment applicable to those employees who falls within the Bargaining unit. Negotiations on conditions of employment shall take place annually in September and the parties shall make every reasonable effort to conclude such negotiations before the end of September each year. The Shop Stewards and Union Officials shall be offered one day immediately preceding each scheduled negotiation in order to caucus and prepare for the negotiations.

The agreement further alluded that any agreement entered into between the parties shall be reduced in writing and signed by the duly appointed representatives of the parties and such agreement shall be legally binding.

4.5.4 Collective Agreements

According to Labour Relations Act No 66 of 1996 collective agreements means a written agreement concerning terms and conditions of employment or any other matter of mutual interest concluded by one or more registered trade unions on the one hand and, on the other hand- one or more employers; one or more registered employers'

organisations; or one or more employers and one or more registered employers' organizations. A duly signed collective agreement has been entered into by the NWP&TB and South African Commercial & Allied Workers Union (SACCAWU) and is being amended every second year.

4.6 DISPUTE RESOLUTION

According to the collective agreement of the dispute arises when parties involved failed to reach an agreement on any matter. Either party may declare a dispute which shall be submitted in writing to the other party or such declaration shall detail the issues giving rise to the dispute and the proposed terms of settlement thereof. The party to whom notice has been given shall within five days of receipt thereof, reply in writing to the dispute declaration and set out any proposed remedies, suggested alternatives and proposed terms of settlement. The agreement also alluded that the parties shall convene a dispute meeting within five days of receipt of the reply to attempt to resolve the dispute. It further states that the dispute meetings may be convened by mutual consent.



The collective agreement also states that despite anything contained to the contrary of the agreement, industrial action shall at all time be the option of the last resort in cases where disputes have not been resolved between the parties. Any such actions shall per se be unlawful unless the conciliatory steps provided herein have been complied with.

4.7 MANAGEMENT FUNCTION

To have a well structured employee relations in the NWP&TB management function focus in gaining employees' commitment to the achievement of the goals and objectives, as outlined. Employee commitment is achieved by ensuring that organisational change is accepted, focusing on broadening and deepening the general management skills of influencing and negotiating with: Individual employees, on grievances and discipline; and employees as a group, as well as their representatives.

4.7.1 Labour Relations Information and Administration Systems

For the purpose of labour relations information, the collective agreement explain that Union Officials on request be granted access to the NWP&TB premises with the purpose of conducting meetings with employees. That shop stewards and line managers will at all times endeavour to create and maintain harmonious labour relations and that all applicable rules and procedures of the NWP&TB are observed and properly communicated to the employees. The Line Managers' function in the NWP&TB is to enhance maximum performance (productivity), through sound and acceptable Human Resources policies and procedures, in order to attain the goals of the organisation. The Line Managers are also expected to conduct staff meetings to enhance communication.

In as far as administration system is concerned; the collective agreement stipulates that shop stewards shall be elected by secret ballot amongst union members in accordance with the Union's Constitution. Such elections will be held on the NWP&TB's premises during working hours at the agreed venue and both Union Officials and management presentation present. It further stipulates that the NWP&TB shall on monthly basis deduct an administration fee as agreed on monthly basis and pay such amount directly to the Union's banking account.

4.7.2 The Role of Employee Relations Managers

The job description document outlines the role of the Employee Relations Manager as to contribute in setting the strategic direction for an organisation's employee relations policy and practice. Monitor and evaluate the effectiveness of the organisation's strategies, policies, procedures and processes to develop and maintain employee commitment. To advise management about the implications of existing and impending legislation on resources and business objectives. The document further state that the manager will take employment law beyond mere compliance; ensure that the organisation retains its competitive advantage by not falling foul of the law; and to provide valuable resources which can take instructions quickly, analyse the situation effectively and represent the company at the CCMA.

4.7.3 The Role of the Employee Relations Specialists

Job Description document outline the role of the Employee Relations Specialists as to provide advice on the appropriateness of adopting different forms of employee involvement/participation and how to implement them. Participating as a key team member in the consultation and communication process. Supply appropriate advice on the basic rights and obligations of employers and employees arising from the contract of employment and associated legislation. Advise on contemporary developments in employee relations and their potential impact on the organisation's policies and practices.

4.7.4 The Role of Line Managers

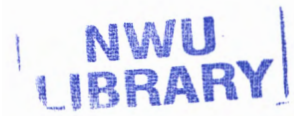
The Line Managers' function in the NWP&TB is to enhance maximum performance (productivity), through sound and acceptable Human Resources policies and procedures, in order to attain the goals of the NWP&TB. This is enhanced by empowering, assisting and supporting Line Managers to perform their Human Resources function and developing line managers so that they can develop their subordinates.

4.8 CONCLUSION

In this chapter we have seen policies and procedures being formulated with the purpose of clarifying the importance of communication in the labour relations. A policy is defined as a set or system of principles by appeal to which we can consider the question as to what should be done in a certain set of circumstances, Diamond, (2007). It reflect a system of principles which guides managerial interaction with employees and which communicates the organisations philosophy or core values about its employees. Diamond (2007) has stated that a clearly defined organisational labour relations policy is fundamental to the development and maintenance of an orderly employee relations system within the organisation. Its key purpose should be to provide management with clear statement of organisation's employee relations objectives.

This promotes consistency in management and also ensures that employees and their representatives know where they stand in relation to the organisation's intentions and objectives. Further more, it encourages an orderly and equitable conduct of employee relations by ensuring that management is able to plan ahead, anticipate events, and retain an initiative in changing situation. Therefore, policies also promote continuity of employee relations principles while it can serve as a standard of performance Malipayon (2007). The purposes of these policies, according to Malipayon (2007), are to establish the organisation's

approach towards; its employees, and external agencies that play part in labour relations, and define the cause of action management is likely to take place when dealing everyday employee relations issues. Lastly, the labour relations policies represent a first step in structuring the employee relations system, and also functioning factors that contributes to harmonious labour relations. Therefore, the importance of implementing and maintaining policies cannot be overemphasised.



CHAPTER 5: ANALYSIS AND INTERPRETATION OF THE DATA

5.1 INTRODUCTION

This chapter reports on the results of the empirical investigation to determine the adequacy of employee satisfaction with labour relations practices in the NWP&TB. The data collected is also summarised and discussed. The method used is quantitative research method, because of the in-depth nature of studies and the analysis of the data required usually relates to a small selective sample (Cormack, 2000:20). The sample of this study was sufficiently representative and was from all levels of the positions within the NWP&TB. A weakness of this can be the suspicion that the researcher could have been influenced by a particular predisposition affecting the small scale of the study (Bryman, 1984).

5.2 PURPOSE OF THE STUDY

As indicated in chapter one, the objective of this study is to investigate and compare the level of satisfaction with Labour Relations practices of employees of the NWP&TB. Hundred (100) questionnaires were sent to employees of the NWP&TB in which 60 respondents returned the questionnaires which could be used.

Below are analysed tables and with descriptions and some reason of the outcomes thereof.

TABLE 5-1: AGE DISTRIBUTION OF RESPONDENTS

AGE	FREQUENCY	PERCENTAGE
26	1	1.70
27	2	3.30
28	1	1.70
29	2	3.30
30	1	1.70
31	3	5.00
32	1	1.70
33	1	1.70
34	2	3.30
35	4	6.70
36	1	1.70
37	4	6.70
38	8	13.30
39	5	8.30
40	6	10.00
41	1	1.70
42	4	6.70
43	3	5.00
45	1	1.70
46	3	5.00
49	2	3.30
50	1	1.70
53	1	1.70
55	2	3.30
Total	60	100.00

Table 5-1 illustrates a summary on age distribution of respondents with their frequencies adding up to 60 representing total number of respondents

TABLE 5-2: GENDER DISTRIBUTION OF RESPONDENTS

GENDER	FREQUENCY	PERCENTAGE
1 – Male	31	51.70
2 - Female	29	48.30
Total	60	100.00

Table 5-2 illustrates a summary on gender distribution of respondents with their frequencies adding up to 60 representing total number of respondents

TABLE 5-3: RACE DISTRIBUTION OF RESPONDENTS

RACE	FREQUENCY	PERCENTAGE
1 -- Black	50	83.30
2 -- White	8	13.40
3 – Coloured	1	1.70
5 - Asian	1	1.70
Total	60	100.00

Table 5-3 illustrates a summary on race distribution of respondents with their frequencies adding up to 60 representing total number of respondents

5.3 DIFFERENCES IN LEVELS OF SATISFACTION

Data analysis is to some extent a creative effort, with something new in each set of data. Moreover, the particular, details of a set of data may dominate the entire analysis strategy (Fitz-Gibbon and Morris, 1987:118). Results from the respondents will be presented, analysed and interpreted on tables below. Table 5-13 on page 58 provide a summary of significant differences and low average levels of satisfaction. For purposes of this study an item needs to be further analysed if by focusing on the following criteria:-

- Criteria 1: The average score of any group is below 1.75, indicating that there is a serious dissatisfaction of employees of labour relations practices.
- Criteria2: There is a difference in either direction of more than 0.5 on a scale of 4. (Difference of 10%)

TABLE 5-4: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT AGE GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	UNDER 40 EMPLOYEES (36)	OVER 40 EMPLOYEES (24)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.06	2.38	0.32
Q2. Implementation of labour relations policies	2.32	2.31	2.33	0.01
Q3. Approach towards labour relations management	2.22	2.22	2.21	0.01
Q4. Implementation of basic conditions of employment	2.40	2.25	2.63	0.38
Q5. Management of health, safety and employee wellness	2.70	2.67	2.75	0.08
Q6. Management of HR practices	1.63	1.56	1.75	0.19
Q7. Management of labour relations related to communications	1.58	1.56	1.63	0.07
Q8. Management of labour relations related to communications	1.92	1.92	1.92	0.00
Q9. Approach to disciplinary matters	2.22	2.19	2.25	0.06
Q10. Approach to employee representation and participation	1.93	1.89	2.00	0.11
Q11. Approach to Trade Union representation	2.23	2.14	2.38	0.24
Q12. Approach to negotiations with employees	1.80	1.69	1.96	0.27
Q13. Implementation of collective agreement	2.17	2.08	2.29	0.21
Q14. Approach to individual employee disputes	1.90	1.78	2.08	0.30
Q15. Approach to collective dispute	1.95	1.86	2.08	0.22
Q16. Approach to industrial action of employees	2.02	2.08	1.92	0.16
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.03	2.04	0.01
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.92	1.96	0.04
Q19. Efforts of line managers in promoting good labour relations	1.77	1.67	1.92	0.25
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.42	1.96	0.54
AVERAGE FOR ALL 20 QUESTIONS	2.03	1.96	2.12	0.16

Table 5-4 is a summary on satisfaction levels with LR practices of different age groups where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-5: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT GENDER GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	MALE EMPLOYEES (31)	FEMALE EMPLOYEES (29)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.19	2.17	0.02
Q2. Implementation of labour relations policies	2.32	2.35	2.28	0.07
Q3. Approach towards labour relations management	2.22	2.16	2.28	0.12
Q4. Implementation of basic conditions of employment	2.40	2.38	2.41	0.03
Q5. Management of health, safety and employee wellness	2.70	2.77	2.62	0.15
Q6. Management of HR practices	1.63	1.48	1.79	0.31
Q7. Management of labour relations related to communications	1.58	1.55	1.62	0.07
Q8. Approach to employee complaints	1.92	1.68	2.17	0.49
Q9. Approach to disciplinary matters	2.22	2.19	2.24	0.05
Q10. Approach to employee representation and participation	1.93	2.07	1.79	0.28
Q11. Approach to Trade Union representation	2.23	2.45	2.00	0.45
Q12. Approach to negotiations with employees	1.80	2.00	1.59	0.41
Q13. Implementation of collective agreement	2.17	2.26	2.07	0.19
Q14. Approach to individual employee disputes	1.90	1.91	1.86	0.08
Q15. Approach to collective dispute	1.95	2.06	1.83	0.23
Q16. Approach to industrial action of employees	2.02	2.10	1.93	0.17
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.16	1.90	0.26
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.90	1.97	0.07
Q19. Efforts of line managers in promoting good labour relations	1.77	1.77	1.76	0.01
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.74	1.52	0.22
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.06	1.99	0.07

Table 5-5 is a summary on satisfaction levels with LR practices of different gender groups where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-6: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT RACE GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	AFRICAN EMPLOYEES (50)	REST EMPLOYEES (10)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.24	1.89	0.35
Q2. Implementation of labour relations policies	2.32	2.43	1.67	0.76
Q3. Approach towards labour relations management	2.22	2.27	1.89	0.38
Q4. Implementation of basic conditions of employment	2.40	2.35	2.67	0.32
Q5. Management of health, safety and employee wellness	2.70	2.69	2.78	0.09
Q6. Management of HR practices	1.63	1.69	1.33	0.36
Q7. Management of labour relations related to communications	1.58	1.53	1.89	0.36
Q8. Approach to employee complaints	1.92	1.90	2.00	0.10
Q9. Approach to disciplinary matters	2.22	2.25	2.00	0.25
Q10. Approach to employee representation and participation	1.93	1.86	2.33	0.47
Q11. Approach to Trade Union representation	2.23	2.12	2.89	0.77
Q12. Approach to negotiations with employees	1.80	1.71	2.33	0.62
Q13. Implementation of collective agreement	2.17	2.12	2.44	0.32
Q14. Approach to individual employee disputes	1.90	1.88	2.00	0.12
Q15. Approach to collective dispute	1.95	1.86	2.44	0.58
Q16. Approach to industrial action of employees	2.02	1.96	2.33	0.37
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.00	2.22	0.22
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.84	2.44	0.60
Q19. Efforts of line managers in promoting good labour relations	1.77	1.67	2.33	0.66
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.67	1.44	0.23
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.17	2.00	0.17

Table 5-6 is a summary on satisfaction levels with LR practices of different race groups where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-7: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT LANGUAGE GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	SETSWAN SPEAKING EMPLOYEES (40)	OTHERS EMPLOYEES (20)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.20	2.15	0.05
Q2. Implementation of labour relations policies	2.32	2.38	2.20	0.18
Q3. Approach towards labour relations management	2.22	2.30	2.05	0.25
Q4. Implementation of basic conditions of employment	2.40	2.43	2.35	0.08
Q5. Management of health, safety and employee wellness	2.70	2.63	2.85	0.22
Q6. Management of HR practices	1.63	1.65	1.60	0.05
Q7. Management of labour relations related to communications	1.58	1.63	1.50	0.13
Q8. Approach to employee complaints	1.92	1.88	2.00	0.12
Q9. Approach to disciplinary matters	2.22	2.40	1.85	0.55
Q10. Approach to employee representation and participation	1.93	1.90	2.00	0.10
Q11. Approach to Trade Union representation	2.23	2.18	2.35	0.18
Q12. Approach to negotiations with employees	1.80	1.88	1.65	0.29
Q13. Implementation of collective agreement	2.17	2.23	2.05	0.18
Q14. Approach to individual employee disputes	1.90	1.95	1.80	0.15
Q15. Approach to collective dispute	1.95	1.98	1.90	0.08
Q16. Approach to industrial action of employees	2.02	1.95	2.15	0.20
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.03	2.05	0.02
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.93	1.95	0.02
Q19. Efforts of line managers in promoting good labour relations	1.77	1.85	1.60	0.25
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.75	1.40	0.35
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.05	1.97	0.08

Table 5-7 is a summary on satisfaction levels with LR practices of different language groups where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-8: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT QUALIFICATION (UP TO STD10 AND DEG/DIP) GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	UP TO STD 10 EMPLOYEES (13)	DEG/DIP EMPLOYEES (31)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.69	2.03	0.66
Q2. Implementation of labour relations policies	2.32	2.62	2.16	0.46
Q3. Approach towards labour relations management	2.22	2.31	2.19	0.12
Q4. Implementation of basic conditions of employment	2.40	2.31	2.39	0.08
Q5. Management of health, safety and employee wellness	2.70	2.69	2.58	0.11
Q6. Management of HR practices	1.63	1.77	1.39	0.38
Q7. Management of labour relations related to communications	1.58	1.77	1.45	0.32
Q8. Approach to employee complaints	1.92	2.00	1.74	0.26
Q9. Approach to disciplinary matters	2.22	2.54	1.97	0.57
Q10. Approach to employee representation and participation	1.93	2.08	1.87	0.21
Q11. Approach to Trade Union representation	2.23	2.54	2.06	0.48
Q12. Approach to negotiations with employees	1.80	2.23	1.55	0.68
Q13. Implementation of collective agreement	2.17	2.38	1.97	0.41
Q14. Approach to individual employee disputes	1.90	1.92	1.71	0.21
Q15. Approach to collective dispute	1.95	2.00	1.71	0.29
Q16. Approach to industrial action of employees	2.02	2.15	1.68	0.47
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.08	1.87	0.21
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.92	1.90	0.02
Q19. Efforts of line managers in promoting good labour relations	1.77	2.00	1.61	0.39
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.15	1.26	0.11
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.21	1.85	0.36

Table 5-8 is a summary on satisfaction levels with LR practices of different qualification groups (Std 10 and Degree/Diploma) where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

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TABLE 5-9: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT QUALIFICATION (UP TO STD10 AND POSTGRADUATE) GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	UP TO STD 10 EMPLOYEES (13)	POSTGRAD EMPLOYEES (16)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.69	2.06	0.60
Q2. Implementation of labour relations policies	2.32	2.62	2.38	0.24
Q3. Approach towards labour relations management	2.22	2.31	2.19	0.12
Q4. Implementation of basic conditions of employment	2.40	2.31	2.50	0.19
Q5. Management of health, safety and employee wellness	2.70	2.69	2.94	0.25
Q6. Management of HR practices	1.63	1.77	2.00	0.23
Q7. Management of labour relations related to communications	1.58	1.77	1.69	0.08
Q8. Approach to employee complaints	1.92	2.00	2.19	0.19
Q9. Approach to disciplinary matters	2.22	2.54	2.44	0.10
Q10. Approach to employee representation and participation	1.93	2.08	1.94	0.14
Q11. Approach to Trade Union representation	2.23	2.54	2.31	0.23
Q12. Approach to negotiations with employees	1.80	2.23	1.94	0.29
Q13. Implementation of collective agreement	2.17	2.38	2.38	0.00
Q14. Approach to individual employee disputes	1.90	1.92	2.25	0.33
Q15. Approach to collective dispute	1.95	2.00	2.38	0.38
Q16. Approach to industrial action of employees	2.02	2.15	2.56	0.41
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.08	2.31	0.23
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.92	2.00	0.08
Q19. Efforts of line managers in promoting good labour relations	1.77	2.00	1.88	0.12
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.15	1.94	0.21
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.21	2.21	0.00

Table 5-9 is a summary on satisfaction levels with LR practices of different qualification groups (Std 10 and Post-graduate) where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-10: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT QUALIFICATION (DEGREE/DIPLOMA AND POSTGRADUATE) GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	DEG/DIP EMPLOYEES (31)	POSTGRAD EMPLOYEES (16)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.03	2.06	0.03
Q2. Implementation of labour relations policies	2.32	2.16	2.38	0.22
Q3. Approach towards labour relations management	2.22	2.13	2.19	0.00
Q4. Implementation of basic conditions of employment	2.40	2.39	2.50	0.11
Q5. Management of health, safety and employee wellness	2.70	2.58	2.94	0.36
Q6. Management of HR practices	1.63	1.39	2.00	0.61
Q7. Management of labour relations related to communications	1.58	1.45	1.69	0.24
Q8. Approach to employee complaints	1.92	1.74	2.19	0.45
Q9. Approach to disciplinary matters	2.22	1.97	2.44	0.47
Q10. Approach to employee representation and participation	1.93	1.87	1.94	0.07
Q11. Approach to Trade Union representation	2.23	2.06	2.31	0.25
Q12. Approach to negotiations with employees	1.80	1.55	1.94	0.39
Q13. Implementation of collective agreement	2.17	1.97	2.38	0.41
Q14. Approach to individual employee disputes	1.90	1.71	2.25	0.54
Q15. Approach to collective dispute	1.95	1.71	2.38	0.67
Q16. Approach to industrial action of employees	2.02	1.68	2.56	0.88
Q17. Efforts of labour relations officials promoting good labour relations	2.03	1.87	2.31	0.44
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.90	2.00	0.10
Q19. Efforts of line managers in promoting good labour relations	1.77	1.61	1.88	0.27
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.26	1.94	0.68
AVERAGE FOR ALL 20 QUESTIONS	2.03	1.85	2.21	0.36

Table 5-10 is a summary on satisfaction levels with LR practices of different qualification groups (Degree/Diploma and Post-graduate) where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-11: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT POSITION GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	LEVEL 1 TO 3 EMPLOYEES (37)	LEVEL 4 TO 6 EMPLOYEES (23)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.19	2.17	0.02
Q2. Implementation of labour relations policies	2.32	2.30	2.35	0.05
Q3 Approach towards labour relations management	2.22	2.24	2.17	0.07
Q4. Implementation of basic conditions of employment	2.40	2.38	2.43	0.05
Q5. Management of health, safety and employee wellness	2.70	2.76	2.61	0.15
Q6. Management of HR practices	1.63	1.70	1.52	0.18
Q7. Management of labour relations related to communications	1.58	1.59	1.57	0.02
Q8. Approach to employee complaints	1.92	1.84	2.04	0.20
Q9. Approach to disciplinary matters	2.22	2.24	2.17	0.07
Q10. Approach to employee representation and participation	1.93	1.97	1.87	0.10
Q11. Approach to Trade Union representation	2.23	2.32	2.09	0.23
Q12. Approach to negotiations with employees	1.80	1.89	1.65	0.24
Q13. Implementation of collective agreement	2.17	2.27	2.00	0.27
Q14. Approach to individual employee disputes	1.90	1.92	1.87	0.05
Q15. Approach to collective dispute	1.95	2.05	1.78	0.27
Q16. Approach to industrial action of employees	2.02	2.08	1.91	0.17
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.08	1.96	0.12
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.95	1.91	0.04
Q19. Efforts of line managers in promoting good labour relations	1.77	1.78	1.74	0.04
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.65	1.61	0.04
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.06	1.97	0.09

Table 5-10 is a summary on satisfaction levels with LR practices of different position groups where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

TABLE 5-12: SATISFACTION LEVELS WITH LR PRACTICES OF DIFFERENT YEARS OF SERVICE GROUPS

LABOUR RELATIONS FOCUS AREA IN QUESTIONNAIRE	AVERAGE ALL EMPLOYEES	UNDER 10 YRS EMPLOYEES (38)	10YRS AND MORE EMPLOYEES (22)	DIFFERENCE IN AVERAGES
Q1. Implementation of labour relations strategies	2.18	2.18	2.18	0.00
Q2. Implementation of labour relations policies	2.32	2.32	2.32	0.00
Q3. Approach towards labour relations management	2.22	2.21	2.23	0.02
Q4. Implementation of basic conditions of employment	2.40	2.50	2.23	0.27
Q5. Management of health, safety and employee wellness	2.70	2.71	2.68	0.03
Q6. Management of HR practices	1.63	1.82	1.32	0.50
Q7. Management of labour relations related to communications	1.58	1.63	1.50	0.13
Q8. Approach to employee complaints	1.92	1.92	1.91	0.01
Q9. Approach to disciplinary matters	2.22	2.11	2.41	0.30
Q10. Approach to employee representation and participation	1.93	2.00	1.81	0.19
Q11. Approach to Trade Union representation	2.23	2.13	2.41	0.28
Q12. Approach to negotiations with employees	1.80	1.84	1.73	0.11
Q13. Implementation of collective agreement	2.17	2.11	2.27	0.16
Q14. Approach to individual employee disputes	1.90	1.97	1.77	0.20
Q15. Approach to collective dispute	1.95	1.97	1.91	0.06
Q16. Approach to industrial action of employees	2.02	2.13	1.82	0.31
Q17. Efforts of labour relations officials promoting good labour relations	2.03	2.16	1.82	0.34
Q18. Efforts of supervisors in promoting good labour relations	1.93	1.97	1.86	0.11
Q19. Efforts of line managers in promoting good labour relations	1.77	1.76	1.77	0.01
Q20. Efforts of senior managers in promoting good labour relations	1.63	1.76	1.41	0.35
AVERAGE FOR ALL 20 QUESTIONS	2.03	2.06	1.97	0.09

Table 5-10 is a summary on satisfaction levels with LR practices of different years of service groups where the average score below 1.75 indicates that employees are seriously dissatisfied with the labour relations practices and areas of concerns are discussed below.

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5.4 IMPLICATIONS ON LEVEL OF SATISFACTION

As indicated above, Table 5-13 is a summary of significant differences in levels of satisfaction indicating only those areas with serious dissatisfaction of scores under 1.75. These are areas requiring management intervention to improve labour relations practices and are discussed as follows:-

5.4.1 Q2. Implementation of labour relations policies

There is a serious dissatisfaction on labour relations practices perceived under the race group. Non-African employees differ with African employees and are seriously dissatisfied on the implementation of labour relations policies. They feel that there is some biasness practiced to implement the labour relations policies.

5.4.2 Q6. Management of HR practices

There is a serious dissatisfaction on the management of human resources practices. Within all the different groups; age, gender, race, language, positions, years of service and education there is a serious dissatisfaction with management of HR practices.

5.4.3 Q7. Management of labour relations related to communications

There is a serious dissatisfaction on the management of labour relations related to communications. Within all the different groups; age, gender,



race, language, positions, years of service and education are seriously dissatisfied on management of labour relations related to communications.

5.4.4 Q8. Approach to employee complaints

There are significant differences in opinion with approach to employee complaints in education, in gender group and in education under Std 10 & Deg/Dip group which is summarised as follows:-

- Gender group, males respondent are totally dissatisfied with the management approach to employee complaints as compared to female respondents are satisfied.
- Education under Std 10 & Degree/Diploma group, Degree/Diploma employee respondents are totally dissatisfied with the management approach to employee complaints as compared to Std 10 employees.

5.4.5 Q12. Approach to negotiations with employees

There are significant differences in opinion with management approach to negotiations with employees and is reflected as follows:-

- Age group, respondent of employees under the age of 36 are totally dissatisfied with management approach to negotiations with employees.
- Gender group, respondent of female employees are totally dissatisfied with management approach to negotiations with employees.

- Race group, respondent of African employees are totally dissatisfied with management approach to negotiations with employees.
- Language group, respondent of non-African employees is totally dissatisfied with management approach to negotiations with employees.
- Qualification group, respondent of employees with Degree/Diploma are totally dissatisfied with management approach to negotiations with employees as apposed to employees with Std10 and Post-Graduate.
- Position group, respondent of employees within level 4 to 6 are totally dissatisfied with management approach to negotiations with employees.
- Years of service group, respondent of employees over 10years of service are totally dissatisfied with management approach to negotiations with employees.

5.4.6 Q14. Approach to individual employee disputes

There are significant differences in opinion with management approach to individual employee disputes and is reflected as follows:-

- Qualification group, respondent of employees with Degree/Diploma are totally dissatisfied with management approach to individual employee disputes as apposed to employees with Std10 and Post-Graduates.

5.4.7 Q15. Approach to collective dispute

There are significant differences in opinion with management approach to collective dispute and is reflected as follows:-

- Qualification group, respondent of employees with Degree/Diploma are totally dissatisfied with management approach to collective dispute as apposed to employees with Std10 and Post-Graduates.

5.4.8 Q16. Approach to industrial action of employees

There are significant differences in opinion with management approach to industrial action of employees and is reflected as follows:-

- Qualification group, respondent of employees with Degree/Diploma are totally dissatisfied with management approach to industrial action of employees as apposed to employees with Std10 and Post-Graduate.

5.4.9 Q19. Efforts of line managers in promoting good labour relations

There are significant differences in opinion with efforts of line managers in promoting well labour relations and is reflected as follows:-

- Age group, respondent of employees under the age of 36 are totally dissatisfied with efforts of line managers in promoting well labour relations.
- Race group, respondent of African employees are totally dissatisfied with efforts of line managers in promoting well labour relations.

- Language group, respondent of non-African employees is totally dissatisfied with efforts of line managers in promoting well labour relations.
- Qualification group, respondent of employees with Degree/Diploma are totally dissatisfied with efforts of line managers in promoting well labour relations as apposed to employees with Std10 and Post-Graduate.
- Position group, respondent of employees within level 4 to 6 are totally dissatisfied with efforts of line managers in promoting well labour relations.

5.4.10 Q20. Efforts of senior managers in promoting good labour relations

There is serious dissatisfaction on the efforts of senior managers in promoting good labour relations. Within all the different groups; age, gender, race, language, positions, years of service and education are seriously dissatisfied with efforts of senior managers in promoting good labour relations.

5.5 SIGNIFICANT DIFFERENCES IN AVERAGES

Table 5-14 below reflects on a summary of significant differences in averages over 0.5 where those areas are indicated by **x**.

TABLE 5-14: SUMMARY OF SIGNIFICANT DIFFERENCES IN AVERAGES OVER 0.5

LABOUR RELATIONS FOCUS AREAS IN QUESTIONNAIRE	GROUP								
	AGE	GENDER	RACE	LANGUAGE	POSITION	EDUCATION			YEARS SERVICE
						STD 10 & DEG/DIP	STD 10 & POSTGRAD	DEG/DIP & POSTGRAD	
Q1. Implementation of labour relations strategies						X	X		
Q2. Implementation of labour relations policies			X						
Q3. Approach towards labour relations management									
Q4. Implementation of basic conditions of employment									
Q5. Management of health, safety and employee wellness									
Q6. Management of HR practices								X	X
Q7. Management of labour relations related to communications									
Q8. Approach to employee complaints									
Q9. Approach to disciplinary matters				X		X			
Q10. Approach to employee representation and participation									
Q11. Approach to Trade Union representation			X						
Q12. Approach to negotiations with employees			X			X			
Q13. Implementation of collective agreement									
Q14. Approach to individual employee disputes								X	
Q15. Approach to collective dispute			X					X	
Q16. Approach to industrial action of employees								X	
Q17. Efforts of labour relations officials promoting good labour relations									
Q18. Efforts of supervisors in promoting good labour relations			X						
Q19. Efforts of line managers in promoting good labour relations			X						
Q20. Efforts of senior managers in promoting good labour relations	X							X	

Discussion on the significant differences in averages follows below:-

5.5.1 Age Group

There is a significant difference in average on Q20: Efforts of senior managers in promoting good labour relations with an average of 0.54. Employees under the age of 36 are totally dissatisfied with the efforts of senior managers in promoting good labour relations.

5.5.2 Race Group

There are significant differences in this group with the management of labour relations practices identified under the following questions:-

- Q2: Implementation of labour relations policies with an average of 0.76. Non-African employees are totally dissatisfied with the implementation of labour relations policies.
- Q11: Approach to Trade Union representation with an average of 0.77. Both African and Non-African are satisfied with the management approach to Trade Union representation; however non-Africans are more satisfied than African employees.
- Q12: Approach to negotiations with employees with an average of 0.62. African employees are totally dissatisfied with the approach to negotiations with employees.
- Q15: Approach to collective dispute with an average of 0.58. Both African and Non-African are satisfied with the management approach to collective dispute; however non-Africans are more satisfied than African employees.
- Q18: Efforts of supervisors in promoting good labour relations with an average of 0.60. Both African and Non-African are satisfied with the management efforts of supervisors in promoting good labour relations; however non-Africans are more satisfied than African employees.



- Q19: Efforts of line managers in promoting good labour relations with an average of 0.60. African employees are totally dissatisfied with the efforts of line managers in promoting good labour relations.

5.5.3 Language Group

There is a significant difference in average on Q9: Approach to disciplinary matters with an average of 0.55. Both Setswana and non-Setswana speaking employees are satisfied with the management approach to disciplinary matters; however Setswana speaking employees are more satisfied.

5.5.4 Qualification Group

There are significant differences in this group with the management of labour relations practices identified under the following questions:-

- Q1. Implementation of labour relations strategies with an average of 0.66 and 0.60. Both employees from all qualifications are satisfied with the Implementation of labour relations strategies; however, Std10 and Post-Grad employees are more satisfied than the Degree/Diploma employees.
- Q6: Management of HR practices with an average of 0.61. Degree/Diploma employees are totally dissatisfied with the management of HR practices.
- Q9: Approach to disciplinary matters with an average of 0.57. Both employees from all qualifications are satisfied with the Implementation

of labour relations strategies; however, Std10 and Post-Graduate employees are more satisfied than the Degree/Diploma employees.

- Q14. Approach to individual employee disputes with an average of 0.54. Degree/Diploma employees are totally dissatisfied with the approach to individual employee disputes.
- Q15. Approach to collective dispute with an average of 0.67. Degree/Diploma employees are totally dissatisfied with the approach to collective disputes.
- Q16. Approach to industrial action of employee with an average of 0.67. Degree/Diploma employees are totally dissatisfied with the approach to industrial action of employee.
- Q20. Efforts of senior managers in promoting good labour relations with an average of 0.68. Degree/Diploma employees are totally dissatisfied with the efforts of senior managers in promoting good labour relations.

5.5.5 Years of Service Group

Q6: Management of HR practices with an average of 0.50. Employees with the service of more than 10 years are totally dissatisfied with the management of HR practices

5.6 SIGNIFICANT OF THE STUDY

As indicated in chapter one the main objective of this study is to investigate the level of satisfaction of employees in the NWP&TB with labour relations practices. A questionnaire containing 20 questions was distributed where 50% of the questions requires immediate management intervention to improve labour relations practices in the NWP&TB. Hence we now conclude that this study is relevant and the recommendations will aim to provide remedial intervention to improve on those areas requiring urgent or serious management intervention.

5.7 CONCLUSION

In this chapter we have analysed the data and successfully identified areas that needs management intervention. The next chapter will then focus on providing recommendations to management on how to address employees' concerns in this study.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

The purpose of this study is to determine the levels of employee' satisfaction regarding relations to labour relations practices within the NWP&TB among managers, supervisors, and lower level employees, with a view to enabling the researcher to identify probable causes of such differences and to propose appropriate remedial interventions.

This chapter focuses on enlisting the findings of the investigation. It also informs on the research areas that have been revealed by this study. The recommendations will be made from the findings of this study and thereafter conclusion drawn to benefit any party which need to use these results.

6.2 LAYOUT OF THE STUDY

As indicated in Chapter 1 of this research, this study aims to investigate the satisfaction level of employees in the NW Parks & Tourism Board with Labour Relations practices in the organisation. It has also been outlined that a thorough analysis of these satisfaction levels will provide a better understanding of problem areas experienced in the field of labour relations within the organisation,

and will provide clear direction for improvements in those areas. Chapter 2 of this study is a research methodology in which a quantitative approach to the research was applied, since the research topic was to measure the levels of employee' satisfaction with labour relations practices.

Literature review was discussed in chapter 3 and 4 of this study which mainly focussed on the following:-

- Chapter 3 looked at labour relations management system in general. This chapter discussed management as an open system, capable of self-maintenance on the basis of throughput of resources from environment. An open system has been thoroughly discussed where it is characterised by three processes namely; Inputs; Transformation and Outputs Processes.
- Chapter 4 looked at Labour Relations Management System in the NWP&TB. Since quality of relations between employers and employees in an organisation depends on the policies, practices and procedures which deals with both individual and collective issues, and to promote cooperation, this chapter looked at in-depth, the Human Resources Policies and Procedures of the NWP&TB.

Chapter 5 of this study reported on the results of the empirical investigations that determined the adequacy of employee satisfaction with labour relations practices in the NWP&TB. The data collected in this study has been summarised and discussed in this chapter. This chapter also outlined and discussed major areas of concerns on Labour Relations practices in the organisation.

It is also mentioned that this chapter focused on providing recommendations to management on how to address employees' concerns. Major findings are presented below under sub-heading which reflects to be key issues addressed in this study.

6.3 RESEARCH FINDINGS

Table 5-13 in chapter 5 (page 58) provides summary of major findings on significant differences in level of satisfaction indicating only those areas with serious dissatisfaction of score under 1.75. These major findings are summarised in groups as follows:-

- **Age Group**

There are some serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

- **Gender Group**

There are some serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

- **Race Group**

There are some serious dissatisfaction on labour relations practices with regard to; implementation of labour relations policies, management of HR practices, and management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

- **Language Group**

There are some serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

- **Position Group**

There are some serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

- **Education Group**

There are some serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

- **Years of Service Group**

There are some serious dissatisfaction on labour relations practices with regard to; management of HR practices, management of labour relations related to communications, and efforts of senior managers in promoting good labour relations.

At present, these above major findings are not yet resolved and will impact negatively to the overall growth of an organisation if they are not attended to. Satisfied employees are the source of development and prosperity of an organisation at large. In working environment, management must resolve conflicts and improve harmonious Labour Relations which will improve morale and increase productivity, limit staff turnover, and help organisations increase performance and improve business results.

6.4 RECOMMENDATIONS

These recommendations addresses the findings of this study with the aim of finding solutions and to propose appropriate remedial interventions which will at the end form synergy to enhance quality of relationship between managers and employees. Maxwell (2007) is of the view that when a leader has done the work

to connect with people; you can see it in the way the organisation functions. Among employees there are incredible loyalty and a strong working ethics. The vision of the leader becomes the inspiration of the people.

- **Implementation of labour relations policies.**

Implementation of labour relations policies depends on the organisation's strategies which to a large extent are based on organisational structure. Implementation involves both organising and leadership, Strydom (2000:490). According to Strydom, organising involves the structuring of a company to coordinate resources and activities to achieve the organisational goals in an effective manner. Strydom also point out that organisational structure establishes the line of authority and responsibility of all personnel.



Strydom further stipulates that leadership is an integral part of the implementation of strategies. Leadership is the driving force within an organisation. It includes the delegation of authority to subordinates, coordinating tasks and activities, communication on all levels of the organisation, and the establishment of a corporate culture that is conducive to the attainment of the overall objectives of the organisation.

To implement labour relations policies, it is recommended that the NWP&TB must re-design a flexible organisational structure that is committed to quality and customer satisfaction and leadership. The other important factor to implement the labour relations policies is to introduce

participative management. Participative management is a management tool based on certain assumptions about the worker, including natural for man to work, that he will exercise self-discretion and self-control if he is committed to the goals of the organisation, that he want to accept responsibility, and that his creative and intellectual capacities are not fully utilised, Grant (1981:201). Grant further alluded that participative management requires managers to work with subordinates as a group, examining and solving problems together, and agreeing to the work goals of the group.

- **Management of HR practices.**

Good human resources management practices are based on human resources policies which maintain the parameters for fair and consistent decision-making on people issues and reflect good workplace practices. The development of policies should reflect the values and ethics of the organisation as well as its culture. At the same time, all managers must adopt a more open, flexible and caring style in managing their staff. Such an approach is reflected in a number of ways. The three most common practices are:- managing people effectively for performance through an open Performance Management System (PMS) that will call for individual objectives tied to departmental objectives, regular coaching, and developing staff on the job; enhancing staff's competencies to perform better through effectively training people to achieve departmental objectives and results; and delivering quality service through training and

engaging staff in developing a service culture in addition to business process re-engineering and work streamlining.

- **Management of labour relations related to communications.**

Good communication appears on every list and with good reason (Gray; 2006:332). Gray is also of the view that managers must have the ability to communicate with variety of individuals. He also point out that they should not be able to convey their ideas in an easily understandable manner, but they must be emphatic listeners, capable of drawing out the true meaning in what others are trying to say to them.

According to Jaiswal and Mital (2004:26), speed is also a crucial factor in communication. Jaiswal et al (2004) further alluded that there is a need for communication technology which can provide a flexible platform for arrange of data services, offer high speed, and be used efficiently with the existing networks.

In order to improve the management of labour relation, executive management must improve communication strategy within the NWP&TB. This strategy must focus on improving managers' skills, accommodate all levels of employment and also exploit the recent technology.

- **Efforts of senior managers in promoting good labour relations.**

This is an important factor that needs immediate intervention. In order to achieve this, senior managers must introduce workplace cooperation

system. Workplace cooperation refers to the arrangements for establishing and improving relations between management and workers, within an organisation. It involves both formal and informal interactions to enable workers and managers to meet, discuss their problems, and resolve them to the satisfaction of both parties. Workplace cooperation seeks to prevent disputes by workers and managers within organisations taking greater responsibility for their interactions, and to build sufficient trust and confidence to enable them to talk through their differences and resolve problems, without the intervention of government (Heron & van Noord; 2004:15).

Heron et al (2004) is also of the view that workplace cooperation prevent disputes, its initiatives can improve working conditions and the working environment, increase labour productivity and improve organisational competitiveness, build trust between workers and managers, help bridge the cultural divide between workers and managers, promote common interests, and increase worker motivation through participation and involvement. Workplace cooperation can take a variety of forms including information sharing, joint consultation committees, joint decision making committees, collective bargaining and a range of individual worker-manager interactions directly related to the immediate work processes.

6.5 CONCLUSION

Research has shown that the working environment can have considerable effect on the morale and performance of the worker, although good working conditions will not of themselves transform the attitude of workers in an organisation with a history of bad labour relations Grant (1981:277).

Cooperation tends to focus on the minimum required to meet legal requirements. Little attention has been given to using workplace cooperation as the means to step outside the legal framework, and start to make improvements for the benefit of both parties. In some cases, the lack of workplace cooperation initiatives is due to fear by management that any form of power sharing with workers will somehow diminish management's authority. In other cases, workplace cooperation has not developed, more because of limited motivation rather than fear. In other cases managers and workers may be willing to engage in workplace cooperation activities, but do not know how (Heron & van Noord; 2004:15).

Human Resource management consists of a framework of activities and practices that support and develop a motivated workforce while at the same time complying with legislation and regulations that govern the employer/employee relationship. The purpose of good human resources management practice is to: Create meaningful jobs that link to the organization's mission; Maintain the right mix of people with the knowledge, skills, and abilities to accomplish the work of

the organization; Provide a structure that helps employees be effective at their work; Provide fair and consistent treatment of employees; Provide staff with ongoing feedback about their performance; Nurture an organizational culture that supports and motivates staff; Create a positive work environment; Help retain effective staff members; Help staff and the organization manage change (January 2001).

Today HR professionals are adopting a one-on-one approach to the employee-employer relationship. They are looking at managing that relationship in nearly the same way that a marketing professional manages a relationship with an external customer Jaiswal and Mital (2004:218). This can only be achieved by introducing recent technologies like e-HR system. E-HR is a concept of getting non-strategic tasks done faster and cheaper with less reliance of HR staff by using website or intranet. Jaiswal concludes that e-HR initiatives can present a wealth of personal transaction capability, allowing employees a more hands-on role in the management of their employment relationship. They will also be able to handle change of addresses or phone numbers, and even participate in distance learning programmes from their desks through computers, and also access vital company information that would help healthy two way communication with the high management.

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