

**RATIONALE FOR THE PARTICIPATION OF LOW LEVEL EMPLOYEES IN
INDUSTRIAL ACTION IN A PUBLIC SECTOR PROVINCIAL DEPARTMENT**

BY

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10 November 2008

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Prof S. Brijball Parumasur

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This work has not been previously accepted for any other degree and is not being concurrently submitted in candidature for any degree.

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- The subjects in the study who took the time to complete and return the questionnaire.

DEDICATION

I dedicate this to my husband, Pravin;
daughters, Samista and Namrata
and Vishane:

Thank you for your assistance, support and encouragement.

To my late dad, Ranjit and my mum, Shalma;
Sisters, Nalina, Salitha and family, Ashira and family;
my uncles, Mohan and Sewlall;
my father-in-law, Jugwanth;
my mother-in-law, Sitha;
Ashwin and family;
Shoba and family:

Your interest and encouragement has been appreciated.

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Thank you.

ABSTRACT

RATIONALE FOR THE PARTICIPATION OF LOW LEVEL EMPLOYEES IN INDUSTRIAL ACTION IN A PUBLIC SECTOR PROVINCIAL DEPARTMENT

It has been observed within the provincial department under study, that officials occupying levels 1-4 constituted approximately 70% of the population that participated in the National Public Service Strike of 2007. Higher level employees piggy-back on the efforts of low level employees, since they do not participate in industrial action, do not have any deductions made from their salaries due to the implementation of the 'no work no pay' rule, but derive benefits from the collective efforts of industrial action. This study explored the rationale for the participation of low level employees in industrial action in a Public Sector Provincial Department. The objectives of the study was to establish the psychological motivation for low level employees engaging in collective action and the types of behaviour low level employees engage in when participating in industrial action. In this study, the population constituted all level 1-4 employees that participated in the Public Service Strike of 2007. The sample included 80 subjects that were selected, using the probability simple random sampling design, from the population. The questionnaire was used as a data collection tool. Frequency distributions, percentages, chi-square distributions and graphs were used to analyse the data. Very strong response rates were received for subjects indicating that they did not participate in strike/protest action because they thought that they can have a holiday or that the supervisor will not be at work. Very strong response rates were also recorded for subjects indicating that they did not force/influence other people to participate in strike/protest action when they themselves participated in strike/protest action. Strong response rates were received for subjects indicating that they did not participate in strike/protest action because other employees of similar level as them participated in strike/protest action, they were not absent on the day of a strike/protest action because of the pressure from union officials or that they were forced by union officials not to attend work, that when they participated in strike/protest action they were notified by the union about the strike, that when they participated in strike/protest action they participated in union marches/rallies, that they participated in strike/protest action because their grievances were not attended to and that they participated in strike/protest action because they believed that they could control events by their own behaviour. Moderate response rates were recorded for subjects indicating that they participated in strike/protest because they felt that they were worse off than other employees who earn more and have greater benefits than they have, that they participated in strike/protest because they were frustrated and dissatisfied in the work place and that they participated in strike/protest action because they believed that such behaviour could impact on political processes. This study has provided greater insight into the rationale for the participation of low level employees in industrial action despite the monetary losses they suffer due to the implementation of the 'no work no pay' rule.

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CHAPTER 1

INTRODUCTION AND OVERVIEW OF STUDY

1.1 INTRODUCTION

"Our militancy attracted in the past those wearing the smallest shoe, which is blue-collar workers. That is our base. But we must now ensure that we find ways to organise white collar and white workers into our ranks" (Madisha, 2003: 1).

"The historical lines between blue-collar and white-collar employees are creating tensions. The trend is that traditional blue-collar workers still operate on and expect the old loyalty employment contract, while super-talented white-collar employees are changing the way in which employment operates" (Choles, 2006: 1).

The question then "why cut your own nose off to spite your face when the blood loss from the bleeding will later kill you" (Wayne, 2005: 1)?

Some of the ideas encapsulated above have bearing on the following study to be undertaken:

Employees working in National and Provincial departments within the Public Sector occupy levels 1-15. Levels 1-12 are included in the bargaining unit whilst Levels 13-15 (Senior Management Service members) are excluded from the bargaining unit. The majority of employees falling within levels 1-12 are unionized. It has been observed within the provincial department under study, that officials occupying levels 1-4 constituted approximately 70% of the population that participated in the National Public Service Strike of 2007. This higher level of participation by levels 1-4's has also been observed within the said department in other forms of industrial action such as Protest Actions against the high cost of living.

The impact of the protracted National Public Service Strike of 2007 had a bearing on the bargaining processes of the wage negotiations. The Protest Action on the 9 July 2008 and the 6 August 2008 brought businesses to a halt, dented the economy and also brought to light the plight suffered by South Africans in contending with the high cost of living. All officials within levels 1-12 of the department under study would have benefited directly or indirectly from the outcomes of the aforementioned forms of industrial action, by either obtaining enhanced increases in salaries (than that which was initially offered by the government) or having the government and relevant institutions pay active heed to the high cost of living.

In terms of Section 67(3) of the Labour Relations Act 66 of 1995 and 6.8 of the Labour Relations Policy Framework for the Public Service, 'the principle of "no work no pay" must be applied in all instances where an employee participates in protest action be it for a full day or part of a day. This implies that the principle of "no work no pay" has to be implemented and deductions have to be effected from all employees' salaries that participate in industrial action and do not attend work.

Such deductions are effected from the 70% Levels 1-4's who participate in the industrial action; deductions that they can ill afford.

Higher level employees piggy-back on the efforts of low level employees, since they do not participate in industrial action and do not have any deductions made from their salaries but derive benefits from the collective efforts of industrial action. Despite this, trends indicate that the same low level employees participate in the industrial action over and over again, irrespective of the losses that they suffer in terms of the deductions made regarding the "no work no pay" principle.

1.2 FOCUS OF THE STUDY

This study explores the rationale for the participation of low level employees in industrial action in a Public Sector Provincial Department.

This is a critical ethnographic study. Critical ethnography is where the researcher "chooses between conceptual alternatives and value-laden judgements to challenge research, policy, and other forms of human activity (Thomas, 1993 as cited in Creswell, 1994: 12). Critical ethnographers attempt to aid emancipatory goals, negate repressive influences, raise consciousness, and invoke a call to action that potentially will lead to social change" (Creswell, 1994: 12).

The unit of analysis is the group. The research site is the organisation. The organisation is one of nine other provincial departments in KwaZulu-Natal. The study is context bound.

1.3 PROBLEM STATEMENT

What is the rationale for the participation of low level employees in industrial action in a Public Sector Provincial Department?

1.4 OBJECTIVES

1.4.1 The objectives of the study are to establish:

- 1.4.1.1 the psychological motivation for engaging in collective action amongst low level employees.
- 1.4.1.2 the types of behaviour low level employees engage in when participating in industrial action.
- 1.4.1.3 whether low level employees who do not attend work on the day of a strike/protest action, are in fact participating in industrial action or are merely absent because there was no public transport available to get to work, were intimidated by fellow colleagues/the community where he/she resides or were

pressurized by union officials and 'participated in the industrial action' under duress.

- 1.4.1.4 whether low level employees, who do not attend work on the day of a strike/protest action, merely stay away to have a 'holiday' and capitalize on the destabilized work situation.
- 1.4.1.5 whether the length of service of an employee has a bearing on the participation/non-participation of low level employees in industrial action.
- 1.4.1.6 the impact that strike/protest action has on the low level employee's family.
- 1.4.1.7 the impact that strike/protest action has on the low level employee's life.
- 1.4.1.8 to analyse the literature and data obtained and draw conclusions regarding the participation of low level employees in industrial action in a Public Sector Provincial Department.

1.5 LIMITATIONS

The generalisability of the conclusions of the study are limited since the provincial department in which the study was undertaken, is one of nine other provincial departments in KwaZulu-Natal.

1.6 SUMMARY PER CHAPTER

1.6.1 Chapter one

Chapter one provides an overview of the study by drawing attention to the introduction, focus of the study, problem statement, objectives, limitations and a summary of each chapter.

1.6.2 Chapter two

Chapter two will deal with the employee and the organisation by looking at the success of the organisation, the employee as a subsystem within the organisation, the non-tangible issues that affect employees such as self-esteem, morale, job satisfaction and motivation. This chapter will also draw attention to the three environments that impact on the employee: job content environment, job context environment and the external environment. The chapter will highlight the relevant legislation, in terms of this study, that impact on the employment relationship. The term 'low level' employee will then be defined. This chapter will then conclude by looking at relevant research studies pertaining to this chapter.

1.6.3 Chapter three

Chapter three deals with the psychological approaches to understanding collective action by firstly analysing the term collective action. Theories from the Individual Difference Approach, the Cognitive Approach and the Shared Identity approach are explored in order to understand collective action. The chapter then looks at the employee and the union relationship. This chapter will then conclude by looking at relevant research studies pertaining to this chapter.

1.6.4 Chapter four

Chapter four deals with the research methodology used and covers the objectives of the study, the sample, the simple random sampling technique that was used, the questionnaire as the data collection method and the descriptive statistical analysis engaged in. The advantages, disadvantages and the limitations of the methods utilised to collect the data have also been highlighted. The data obtained and the descriptive statistical analysis utilised assisted in drawing conclusions regarding the rationale for the participation of low level employees in industrial action in a Public Sector Provincial Department.

1.6.5 Chapter five

In chapter five the responses from the questionnaires that were distributed are the source of the data for this study. The results from the data collected were collated, summarized and are presented in this chapter. The results are presented in Chapter five.

1.6.6 Chapter six

In Chapter six the data that has been analysed was grouped into issues which have been derived from the objectives of the study. Responses to the questions have been grouped under specific issues. The data as presented in the frequency and chi-square distributions and the graphs for each issue has been discussed in terms of the theoretical perspectives presented in Chapter two and Chapter three. The length of service and the responses for each region is also analysed in terms of each issue. Chapter six entails the discussion and interpretation of results.

1.6.7 Chapter seven

Chapter seven deals with the recommendations and the conclusion. Interventions are suggested in the recommendations in attempt to resolve the problems and gaps that have been ascertained and confirmed before and during the course of the study. Further areas of research have also been recommended. The conclusion summarizes the findings of the study.

1.7 CONCLUSION

This study will confirm if low level employees are absent from work during industrial action because they want to engage in collective action.

Using various theoretical approaches, an attempt will be made to look at the psychological motivation underlying the reasons officials choose to participate

and continue to participate in industrial action despite the losses they suffer and the fact that other levels piggy-back on their collective efforts and sacrifices.

There are sometimes genuine issues that really prevent an employee from reporting for duty on the day of the industrial action, for example, the lack of public transport, threats of violence and intimidation and/or fear of being attacked / threatened. This study will confirm to what extent this is the case.

This study will gain consensus as to the types of behaviour low level employees engage in when participating in industrial action.

The study will also be able to establish what impact the participation in strike/protest action has on the level 1-4's employees' family and on their life.

This study will also confirm the extent to which length of service and the regional base of subjects has a bearing on the decisions made by employees and the striking behaviour of employees.

CHAPTER 2

THE EMPLOYEE AND THE ORGANISATION

2.1 INTRODUCTION

An organisation's capabilities are dependent on its internal and external resources.

Set against the backdrop of the external resources of the environment, the survival of an organisation depends on the relationship, maintenance, growth and balance of its internal resources which includes its financial resources, physical resources and human resources. All the resources: machines, materials, markets and money derive their dynamic character from man (human resources). This chapter will deal with the employee and the organisation by looking at the success of the organisation, the employee as a subsystem within the organisation and the non-tangible issues that affect employees such as self-esteem, morale, job satisfaction and motivation. This chapter will also draw attention to the three environments that impact on the employee: job context environment, job content environment and the external environment. The chapter will highlight the relevant legislation, in terms of this study, that impact on the employment relationship. The term 'low level' employee will then be defined. This chapter will then conclude by looking at relevant research studies pertaining to this chapter.

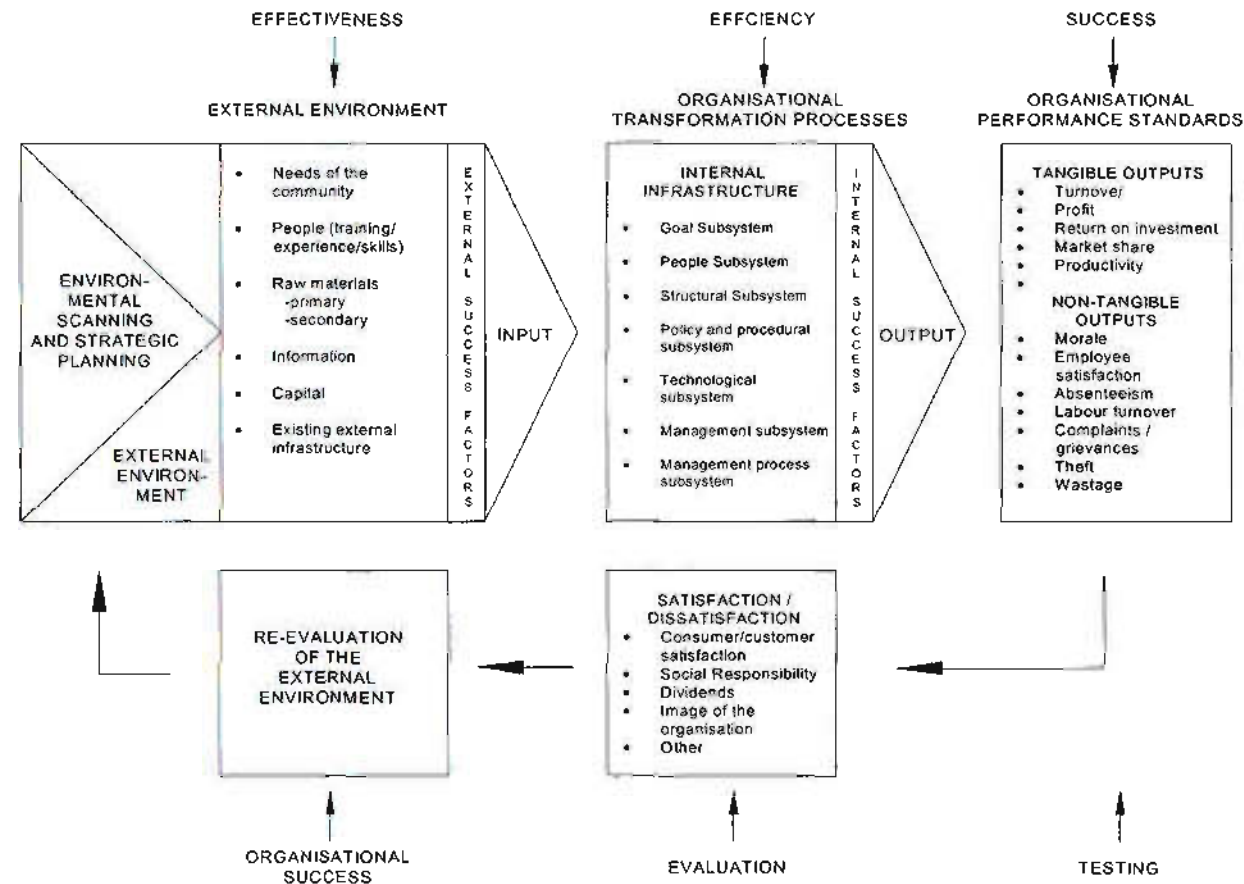
2.2 THE EMPLOYEE AND THE ORGANISATION

2.2.1 Success of the organisation

The survival and success of an organisation depends on its effectiveness and its efficiency. Organisational effectiveness may be defined as the extent of fit

between the organisation's environment and all the internal components of the organisation's social system. Organisational efficiency may be defined as the extent of fit between the internal components of the organisation's social system (Beer in Gerber, Nel & Van Dyk, 1996: 23). Figure 2.1 shows the organisation from a systems perspective which is based on the principles of organisational success.

FIGURE 2.1 Systems perspective of the organisation and organisational success



Gerber PD, Nel PS & Van Dyk PS 1996, *Human Resources Management*, International Thomson Publishing, South Africa, 3RD Ed, p 44.

According to Gerber, Nel & Van Dyk (1996: 43), the external infrastructure must favour the satisfaction of the needs of the organisation for goal achievement. The external success factors are the inputs that activate the functioning of the organisation.

In the organisational transformation or throughput process there must be an optimal fit between the external environment and the internal success factors in order for the desired outputs to be achieved.

According to this perspective, the organisational outputs or objectives can be divided into two categories, that is, tangible outputs and non-tangible outputs. The tangible outputs refer to profits, return on investment and increased market share whilst non-tangible outputs refer to the quality of work life of the organisation's workforce and include aspects such as employee morale, grievances and job satisfaction.

An organisation will be successful if there is focus on the attainment of both tangible and non-tangible outputs.

Argyris & Schon (1996: 3) suggests that organisational behaviour is shaped by four forces: the organisation's environment and the choice its leaders make about strategy, the organisation's design, the people selected and promoted, and the behaviour of leaders and their top team. Organisations naturally evolve toward alignment of these elements.

2.2.2 The employee as a subsystem within the organisation

Gerber et al. (1996: 46) state that each individuals' personality and needs constitute the basis of their expectations of their job and their life in general. To satisfy these needs and expectations and to achieve these goals, individuals have to work and earn money. Individuals therefore, join organisations with the sole purpose of achieving their personal goals, as these result in need satisfaction.

Upon employment with the organisation, a legal contract binds the employee and the employer. Beyond this however, a psychological contract is also

formed between the individual and the organisation. The psychological contract is a "set of unwritten reciprocal obligations that exist between worker and employer that determine how they will behave towards each other" (Winfield, Bishop & Porter, 2004: 36). These obligations or expectations, on the part of the employee, include hard work, trustworthiness and loyalty whilst the employer is expected to provide fair terms and conditions of employment, job security and fair treatment including prospects of financial and career development (Winfield et al., 2004: 36).

However, in the past decade there has been a rupture in the traditional psychological contract which has been caused by changes in the orientations to work due to changes in the nature of the current economic society and the clamour for cost-cutting, down-sizing, right-sizing, flatter structures and the usage of technologies to aid more efficient and effective ways to produce the outputs.

2.2.3 The non-tangible issues that affect the employee

2.2.3.1 Self-esteem and employee morale

Self-esteem reflects a person's overall evaluation or appraisal of his or her own worth.

Maslow, as cited in Buchanan & Huczynski (2004: 244), included self-esteem in his hierarchy of needs. He described two different forms of esteem: the need for respect from others and the need for self-respect, or inner self-esteem. Respect from others entails recognition, acceptance, status, and appreciation, and is more fragile and easily lost than inner self-esteem. According to Maslow, as cited in Buchanan & Huczynski (2004: 244), without the fulfillment of the self-esteem need, individuals will be driven to seek it and be unable to grow and obtain self-actualization.

Argyris & Schon (1996: 1) stated that people are multifaceted and complex. They have needs to acquire, but they also have needs to bond with others, to

learn and grow, and to defend their self esteem (Lawrence, 1998), as cited in Argyris & Schon (1996: 1). While people join organisations with a mix of these needs, organisations are capable of reshaping their relative salience and strengths through selection and socialisation.

Morale directly affects the motivation of employees and can greatly influence their ability to perform. Key characteristics and behaviours necessary to build morale:

- Managers should reward employees for exceeding expectations in their jobs.
- Empowering employees and giving them greater responsibility.
- Building an atmosphere where employees feel safe about expressing their differences without fear of management reprisal, grievances are reviewed and considered on a timely basis. The faster grievances are settled, the lower the levels of disruption and the higher the levels of morale and employee satisfaction (Bruce, 2002: 5).

2.2.3.2 Job satisfaction

Keith Davis, as cited in Agarwal, 1983: 303, states that the surest sign of deteriorating conditions in an organisation is low job satisfaction. In its more sinister forms it lurks behind wildcat strikes, slowdowns, absenteeism and employee turnover. It may also be a part of grievances, low productivity, disciplinary problems and other organisation difficulties.

Job satisfaction can be defined as a positive attitude employees have about their jobs, as a result of their needs being satisfied within their jobs or workplaces.

According to Greenberg and Baron (cited in Appel, 2006: 26), all employees are not equally satisfied and there exist groups for whom specific patterns of satisfaction or dissatisfaction are clearly established, namely:

- White-collar employees (for example, managerial and professional people) tend to be more satisfied than blue-collar employees (for example, labourers and factory employees);
- Older people are generally more satisfied than younger people;
- People with more experience in their jobs are generally more highly satisfied than those who are less experienced; and
- Men and members of majority groups tend to be more satisfied than women and minority groups due to discriminatory practices.

2.2.3.3 Motivation

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration (Pinder, 1998: 11).

Herzberg's theory of motivation included Hygiene factors and Satisfiers. The Hygiene factors include company policy and administration, supervision, working conditions, salary, relationships with peers, personal life, relationships with subordinates, status and security. Satisfiers include achievement, recognition, work itself, responsibility, advancement and growth (Weightman, 2003:175). Herzberg stated that factors relating to the job itself can have a positive effect on job satisfaction and result in increased output.

Maslow's Hierarchy of needs consists of an ascending order of needs from basic biological needs to more complex psychological motives (Atkinson et al, 1983). This model of motivation is based on the premise that there is an innate motive to satisfy lower order needs first than higher order needs (Buchanan & Huczynski, 2004: 244). Thus when a person experiences difficulty in obtaining food and safety, satisfaction of those needs will dominate a person's actions and higher motives are of a little significance. It is only when the basic needs can be satisfied easily will the individual have the time and energy to devote to aesthetic and intellectual interests (Atkinson et al., 1983).

2.2.4 The environments that impact on the employee

Gerber et al. (1996: 47) indicate that there are three environments that exert an influence on employees functioning within the organisation. These environments are the job content environment, the job context environment and the external environment

2.2.4.1 Job content environment

Job content environment is related to the psychological satisfaction experienced by the employee while doing the job for which he/she applied and was appointed. This is related to cognitive, affective and conative functions. The cognitive function refers to the stimulus value of the job, that is, the extent to which it creates interest. The affective function refers to the emotional aspect, the employee's feeling/attitude/inclination towards the job. The conative function refers to the volition aspect of man (Gerber et al., 1996: 47).

An employee's job content environment consists of five important elements (Gerber et al., 1996: 48).

- Nature of the job
- Job guidelines and goals
- Utilisation
- Status and recognition
- Development

The extent to which employees experience psychological or interpersonal job satisfaction within the job content environment determines to a large extent the quality and quantity of the employees' outputs.

2.2.4.2 The job context environment

Important elements in the job context environment include the following:

- Organisational culture
- Organisational climate

- Management philosophy
- Leadership style
- Structures and personnel policy
- Interpersonal and group relations

2.2.4.3 The external environment

The external environment refers to areas outside the organisation that affect employees via the organisation as well as areas within the organisation that affect individual employees (Gerber et al., 1996: 54).

An example of an area that affects an employee outside the organisation is labour market conditions. An employee for example may be unhappy with his or her job content and job context environments in an organization but is forced to stay with the organisation because of the lack of vacancies in other organizations or the greater competition for the filling of vacant positions.

An example of an area that affects an employee within the organisation is the mechanisation of certain work processes which require employees to relearn how to utilise the new technologies or it can lead to the employee becoming redundant.

2.3 LEGISLATIVE FRAMEWORK

2.3.1 Industrial action

Industrial action is defined as the concerted action taken by employees to pressure an employer to accede to a demand, usually work-related but sometimes of a political or social nature (Definition of industrial action, BNET). Forms of industrial action include strikes, protest action, go-slows, tools-down, work-to-rule, overtime ban, stayaways and picketing. For the purposes of this study Strikes and Protest action will be defined in terms of the Constitution of

South Africa Act 108 of 1996 and Labour Relations Act 66 of 1995, as is relevant.

2.3.2 Strikes

Whilst under common law, a strike is a fundamental breach of contract, section 23 (2)(c) of the Constitution of South Africa Act 108 of 1996 entrenches the right that "every worker has the right to strike".

Section 213 of the Labour Relations Act 66 of 1995 defines a strike as: "the partial or complete concerted refusal to work, or the retardation or obstruction of work, by persons who are or have been employed by the same employer or by different employers, for the purpose of remedying a grievance or resolving a dispute of any matter of mutual interest between employer and employee, and every reference to "work" in this definition includes overtime work, whether it is voluntary or compulsory".

The Labour Relations Act 66 of 1995 distinguishes between protected and unprotected strikes. A strike is protected in terms of section 67(1) of the Labour Relations Act 66 of 1995 if the action is permitted and the procedural requirements as per section 64(1)(a)(i) and (ii) of the Labour Relations Act 66 of 1995 are met. Participation in an unprotected strike may constitute a fair reason for dismissal.

2.3.3 Protest action to promote or defend socio-economic interests of workers

Section 213 of the Labour Relations Act 66 of 1995 defines protest action as: "the partial or complete concerted refusal to work, or the retardation or obstruction of work, for the purpose of promoting or defending the socio-

economic interests of workers, but not for a purpose referred to in the definition of strike."

2.3.4 Principle of 'no work no pay' rule

In terms of Section 67(3) of the Labour Relations Act 66 of 1995 and Section 6.8 of the Labour Relations Policy Framework for the Public Service, 'the principle of "no work no pay", must be applied in all instances where an employee participates in protest action be it for a full day or part of a day'. This implies that the principle of "no work no pay" has to be implemented and deductions have to be effected from all employees' salaries that participate in industrial action and do not attend work.

2.3.5 Resolution 14 of 2002

Resolution 14 of 2002 spells out the Grievance Rules and Procedures for all Provincial and National departments.

2.3.6 The Public Service Commission

In terms of section 196(4) of the Constitution of South Africa Act 108 of 1996 the Public Service Commission is allocated the powers to investigate, monitor and evaluate Public Service Administrative practices. The Public Service Commission monitors the resolution of grievances in the Public Service as per section 196(4)(f)(ii) of the Constitution of South Africa Act 108 of 1996. In the State of the Public Service Report (2008: 83) it was reported that trends suggested that there were high levels of dissatisfaction among Public Service employees. Departments were urged to closely monitor the reasons behind the grievances.

2.4 DEFINITION OF LOW LEVEL EMPLOYEES

Employees working in National and Provincial departments within the Public Sector occupy levels 1-15. For the purposes of this study, low level employees refer to employees that occupy levels 1-4. The term 'low level employees' is synonymous with the term 'blue collar workers'.

2.5 RESEARCH STUDIES

2.5.1 Tyilana (2005): The impact of motivation on job satisfaction amongst employees of a National Broadcaster

The major findings of this investigation was that three motivational factors, namely, achievement, recognition and work itself result in 88% job satisfaction; while hygiene factors conclude in 12% of job satisfaction. At the same time the research also found that three hygiene factors, namely, supervision, company policy and administration and interpersonal relations with supervisors cause 60% of job dissatisfaction; while motivational factors, namely, achievement and recognition cause 40% of job dissatisfaction.

2.5.2 Kayalvizhi (2008): Job Satisfaction of Government Employees (a Case Study on Highways Department, Salem Division)

150 officials of the Highways Department Salem division were selected using the convenience sampling method. The respondents were personally interviewed and the objectives of the study were to identify the satisfaction level of the employees in their job, measure the employees level of satisfaction with their pay and to measure the level of satisfaction of relationships that existed between co-workers.

Seventy four percent (74.0%) of the respondents were satisfied with their jobs. The employees' level of satisfaction with their pay was moderate. There was a moderate level of satisfaction in the relationship that existed between co-workers.

2.5.3 Appel (2006): Assessment of job satisfaction of Environmental Officers within a Gauteng government department

The purpose of this study was to determine the level of job satisfaction of Environmental Officers within a Gauteng government department. The results of the study indicated that the employees were generally satisfied with their jobs. Employees were mostly satisfied that their jobs kept them busy, that they could work independently, their relationships with management and co-workers were good and that they felt secure with their jobs. They were however, less satisfied with opportunities for advancement in their jobs, opportunities to be creative, compensation, organisational policies and procedures, and the recognition they received from management for their efforts. The results of the study also confirmed that the level of job satisfaction varies according to job position level, years of service, age and academic qualification.

2.6 CONCLUSION

This theoretical framework formed part of the basis for the formulation of the questions and the analysis of the responses and the conclusion of this study. Whilst this chapter focused on the employee in the organisation, chapter three will deal with employee participation in collective action.

CHAPTER 3

THE EMPLOYEE, COLLECTIVE ACTION AND THE UNION

3.1 INTRODUCTION

This chapter deals with the psychological approaches to understanding collective action. The term collective action is analysed from different perspectives. In the Individual Difference Approach to understanding collective action the following theories are discussed: locus of control, political efficacy and frustration aggression theory. In the Cognitive Approach to understanding collective action the following theories are discussed: expectancy value theory, rational action theory and relative deprivation theory. In the shared identity approach to understanding collective action the following theories are discussed: the synthesized model and sharedness of belief theory. The chapter then looks at the employee and the union relationship by looking at formal and informal union activities, behavioural and psychological involvement in union activities, union participation, strike participation and job dissatisfaction, alienation as a factor of union participation, job involvement and union-related attitudes and characteristics. This chapter will then conclude by looking at relevant research studies pertaining to this chapter.

3.2 PSYCHOLOGICAL APPROACHES TO UNDERSTANDING COLLECTIVE ACTION

3.2.1 Collective action

Some early researchers forwarded that the collective action of workers was best understood as a form of "collective pathology reflecting a shared regression to pre-intellectual instincts of aggression and anarchy. Such arguments were central to LeBon's (1895/1947) analysis of crowd behaviour

in which individuals were seen to lose a sense of personal accountability and submit to the forces of a collective unconscious" (Haslam, 2004: 208).

The studies of crowd behaviour by Reicher (1982, 1987), as cited in Haslam (2004: 213) however, found that the behaviour of protesters was far from indiscriminate. The studies indicated that protesters have clear targets and boundaries with both being defined by a specific meaning of the conflict for the participants (Haslam, 2004: 213).

Industrial protest action reflects, and is made possible by, a redefinition of self (not a loss of self as originally argued by LeBon (1895, 1947), cited in Haslam (2004: 213).

There is also the view that the extent of a person's "collectivist orientation may predict their involvement in collective action" (Triandis, Bontempo, Villareal, Asai and Lucca, 1988 as cited in Haslam, 2004: 209).

Whilst analysis of collective action attempts to explain and understand the actions of workers in terms of the social realities that they themselves confront, the rabble hypothesis reflects the view of outsiders, who are opposed to the actions of strikers with no sensitivity to their social or psychological predicament. Tannenbaum (1965, cited in Haslam, 2004: 213) stated that whether protests are good or bad is another question, however, psychologically it makes little sense to attempt to explain the activities of protesters with reference to a set of group-based norms, values and goals that is not informing their own actions. Protester behaviour is best understood in terms of a group of members engaged in a struggle with an employer perceived to be uncaring, callous and indifferent. Thus, for example, a protesting/striking nurse's behaviour is best seen in the context of the nurse-employer relationship rather than in the context of a nurse-patient relationship.

Nel (2002: 140) in discussing labour relations in general, states that it can be disorderly and destructive in that "conflict can and will be a frequent part of the process. This is because the parties concerned, namely, employers and

employees, inevitably have divergent interests and objectives. Yet, they also have a strong interdependence. It is this interplay between co-operation and conflict, between the need to work together and the drive to limit each other's power, that creates a dynamic process" (Nel, 2002: 140).

3.2.2 Individual difference approach

"Individual difference approaches to collective action have generally attempted to identify the personality profile of individuals who are likely to participate in collective action or to isolate factors that contribute to particular people making decisions of this form" (Haslam, 2004: 208). Some evidence supports the view that this individual difference variable may partly predict collective action (Parry, Moyser & Day, 1992 in Haslam, 2004: 208).

- Locus of control

Rotter, Seeman and Liverant, as cited in Haslam (2004: 208), suggested that internal locus of control, that is, a person's belief that they can control events by their own behaviour, is a key determinant of collective action. Individuals who believe in their own self-efficacy are considered to be more likely to take part in collective action than those with an external locus of control, who perceive themselves as having little capacity to change the course of events in the world.

- Political efficacy

Somewhat akin to locus of control is political efficacy, that is, a person's belief that he or she can have an impact on the political process" (Fiske, 1987 as cited in Haslam, 2004: 208).

- However, Andrew (1991, as cited in Haslam, 2004: 208) argues that political efficacy cannot be viewed solely as an example of individual characteristic. She notes, for example, that if a socialist has a strong belief in the power of collective action, he or she may experience high levels of perceived political efficacy, not because this perception is

unique to the self, but because it is shared with other people as a result of membership in specific organisations. Here, then, political efficacy appears to be more a matter of group-based ideology than personality. Accordingly, political efficacy and a willingness to participate in collective action might be better understood as an aspect of association and identification with particular groups rather than simply as a personality characteristic (Kelly & Breinlinger, 1996 as cited in Haslam, 2004: 209). A powerpoint presentation of the University of Witwatersrand (2005) emphasized that workers join unions to put pressure on repressive governments, influence labour legislation and influence government policy on wealth distribution and poverty alleviation.

- Frustration-aggression

Another individual difference approach identifies frustration-aggression as the primary cause of participation in collective action (particularly by trade unions). Advocates of this view propose that individuals strive to achieve their personal goals and that, if these are thwarted, their psychological 'equilibrium' is disturbed by the experience of frustration, dissatisfaction or alienation. Participation in trade union activities is then seen as a vehicle for restoring equilibrium. As outlined by Krech and Crutchfield (1948, as cited in Haslam, 2004: 209), this chain of events is as follows: It is safe to hazard a guess that most instances of industrial conflict can be characterized as constructive and healthy frustration reactions, that is, specific, consciously identified needs are frustrated. The worker, thus frustrated, recognizes management policies as the barriers intervening between him and his goals and he reacts by direct action against those barriers through striking or other forms of industrial conflict" (Haslam, 2004: 209).

3.2.3 Cognitive approach

- Expectancy Value theory

Klanderman's Expectancy Value Model is an individual decision-making approach that distinguishes between two phases of mobilization underlying participation in union-based collective action: **consensus mobilization**, in which the prospective action is brought to the attention of members and the union tries to elicit support from them; and **action mobilization**, in which the union marshals members into activities so as to achieve its goals. The model claims that in the second phase individuals analyse perceived costs and benefits relating to their goals, social outcomes and rewards. Their willingness to participate is then the weighed sum of these calculations (Klanderman's, 1984 as cited in Haslam, 2004: 209).

- Rational Action theory

Foddy et al (1999) and Messick (1973, as cited in Haslam, 2004: 209) state that in terms of individualistic behaviour, the rational action would be for individuals "to leave the union, let others do the protesting and then reap the benefits of any success they achieve". Klanderman (1986, 1997 as cited in Haslam, 2004: 209) subsequently conceded that the assumption of individual rationality on which his model, the Expectancy Value Model was based, is questionable.

- Relative deprivation approach

A group-based theory that has been at the forefront of collective action research is the Relative Deprivation theory (Gurr, 1970 as cited in Haslam 2004: 210). This theory focuses on "individuals' perceptions of inequality between groups and its impact on cognition and behaviour. In so doing, it unpacks some of the relatively underdeveloped ideas put forward by frustration-aggression theorists by attempting to specify the origins of frustration more fully. The theory suggests that people only feel frustrated and only vent that frustration when they perceive themselves to be worse off than others with whom they compare themselves. Significantly, too, in order for

such frustration to be felt, these others must be in some sense comparable with, or equivalent to, the perceiver" (Thaibut & Walker, 1975 as cited in Haslam, 2004: 210). This argument proposes that "people are sensitive not to injustice in the abstract but to relative injustice, that is, How happy employees feel about their salary and their judgements of whether it is higher or lower than that of the other people with whom they compare themselves" (Brown, 1978 as cited in Haslam, 2004: 210). Within this theory, an important distinction has been made between personal and collective relative deprivation (after Runciman's, 1966 distinction between egoistic and fraternal relative deprivation). The latter refers to the feeling of deprivation experienced by individuals as members of a group and evidence suggests that only this form of deprivation leads to collective responses (Walker & Mann, 1987; Walker and Pettigrew, 1984 in Haslam, 2004: 210). Under this analysis, a sense of identification with a group should motivate people into action because they experience discontent when they find that their group is disadvantaged relative to another (Hogg & Abrams, 1988; Kelly and Breinlinger, 1996 as cited in Haslam, 2004: 210).

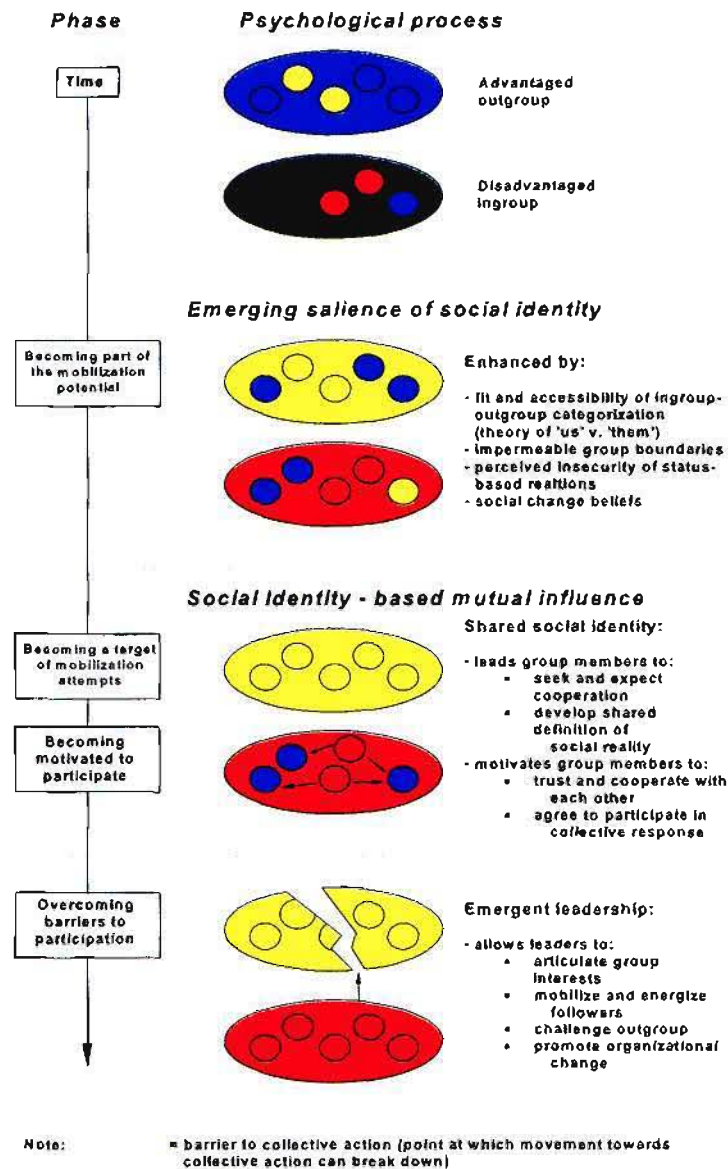
3.2.4 Shared identity approach

- **Synthesized model**

In studying the social psychology of protest, Klanderman & Oegema (1992 as cited in Haslam, 2004: 210), synthesizes a number of approaches that accounts for different phases of protest at different levels of analysis. "Individual cognitive principles are invoked to account for peoples initial perception of grievance and their identification (Haslam, 2004:210) with the group such that 'injustice and agency are beliefs shared by people who have the same social identity and a common enemy (Klandermans, 1997 in Haslam, 2004: 211). Group level principles of socialization are then utilized to account for the processes by which these perceptions are given common meaning and individuals become motivated. Organisational and structural principles are used to explain how people and resources (time, money, energy and so on) are actually mobilized and barriers to action are overcome"

(Haslam, 2004: 211). In the aforementioned model, components of protest are understood in terms of discreet processes operating at different levels.

Figure 3.1: Synthesized Model



Haslam, A.S. (2004). *Psychology in organisations: The Social Identity Approach*. 2nd ed. University of Exeter, United Kingdom : Sage Publications Limited. p 212.

- Sharedness of belief

Klandermans (1997; de Weerd & Klandermans, 1999 as cited in Haslam, 2004: 211) also identifies the potential for unitary analysis of the social psychology of protest. This argument is based on the observation of the "sharedness of belief": Protest is staged by people who come to share a continuous identity, who share anger about injustice done to them, and who share the conviction that collectively they can act and exact changes from those whom they hold responsible. The social psychology of protest, is about how people develop such common social identities. The reality of conflict, awareness of a common fate and a common enemy increases the comparative fit of a shared social self-categorization (Haslam & Turner, 1992; Simon et al. as cited in Haslam, 2004). This is reiterated in a powerpoint presentation of the University of Witwatersrand (2005), which stated that workers join unions to strengthen comradeship and a sense of community.

This shared identity also acts as a "basis and motivation for mutual influence, so that social interaction serves to galvanize and consensualise individuals' perceptions and goals" (Bagozzi & Dholakia, 2002; Haslam, Turner, Oakes, Mc Garty & Reynolds, 1998; Turner, 1978, Wright, 1997 as cited in Haslam, 2004: 211).

Employees have a powerful collective voice, through unionization, to communicate their dissatisfactions and frustrations to management. The collective bargaining and grievance procedures ensure that union employees will have their wants, needs and concerns brought before management without retaliation. This has been further enhanced with the institution of workplace forums (Grobler et al., 2002: 488).

The union provides a mechanism for bringing people together, not only to promote common job-related interests but also to provide programmes, activities and social events which creates a strong bond among union members (Grobler et al., 2002: 488).

“The role and judgement of leaders who represent and are empowered by the group is likely to be critical as they will often have responsibility for decisions of strategy and resource mobilization. Other group members will also play a distributed leadership role in solving the strategic problems of others around them and in persuading waverers of the worth of the cause and surmountability of obstacles to participation” (Haslam, 2004: 211). “In this way, both intellectual and material resources will be mobilized to remove potential barriers to action. Consistent with this idea, Tannenbaum and Khan (1957) found that union action was highest where both leaders and rank-and-file members felt that they had control of, and input into, union activities” (Haslam, 2004: 211).

Union leaders will only be in a position to mobilize resources and to motivate and act on behalf of followers to the extent that they have a vision that is perceived to be grounded in what the group is and what needs to be done to promote its collective interests. Leaders who are not perceived by followers to reflect the group’s interest will be ineffectual, and the same will be true of followers led by unrepresentative leaders” (Haslam & Patow, 2001a, 2001b; Hollander, 1985 as cited in Haslam, 2004: 211).

When social and structural barriers to collective action are perceived and prove to be insurmountable, for example, when a common identity is not accessible or meaningful or when formal leaders and representatives are not perceived to represent group interests (Simon & Klandermans, 2001 as cited in Haslam, 2004: 212), individuals choose to pursue a strategy of individual mobility.

The fact of social injustice alone is not enough to motivate members of disadvantaged groups to act collectively to improve their lot. At least two conditions have to be satisfied before the potential for such action exists: Firstly, any injustice has to be internalised and subjectively experienced by those who are victims of it and secondly, this experience has to be perceived as something the individual shares with other members of a relevant ingroup (Haslam, 2004: 213).

Table 3.1 Predictors of union-based collective action (regression coefficients)

Predictor	Forms of participation		
	All	Easy	Hard
Identification with union	0.63*	0.54*	0.62*
Stereotypical views of management	0.16*	0.19*	0.07
Collectivist orientation	0.07	0.15*	0.07
Collective relative deprivation	0.07	0.06	0.07
Egoistical relative deprivation	-0.02	-0.02	-0.02
Political efficacy	-0.02	-0.01	-0.05
Perceived intergroup conflict	-0.05	-0.06	-0.02
Note. * = significant correlation($p < 0.05$)			

Haslam, A.S. (2004). *Psychology in organisations: The Social Identity Approach*. 2nd ed. University of Exeter, United Kingdom : Sage Publications Limited. p. 215.

It can be ascertained from Table 3.1 above, that identification with the union was the best predictor of both easy and difficult forms of action. It was the only predictor of the harder forms. The only other general predictor was negative stereotyping of the management outgroup: a measure of the difference between participants' responses to a number of questions, for example, trade unions have too great a say in the running of the country and those they expected 'a typical manager to make'. Union members were more willing to participate in union activities to the extent that they differentiated between their own responses and those they considered likely to be produced by a manager. In contrast, none of the variables associated with the other theoretical approaches reviewed above emerged as significant predictors. The perception of conflict did not predict willingness to participate. Thus, conflict was only related to industrial action where it was an aspect of a theory

of conflictual intergroup relations, associated with a belief that 'those managers' see the world differently to 'us workers'.

The potential group activist is a person who is firmly committed to a 'them and us' representation of intergroup relations, having a strong sense of identification with the ingroup and a clear perception of difference between ingroup and outgroup members, grounded in general collectivist orientation, (Kelly & Kelly, 1994 as cited in Haslam, 2004 : 215).

People who identify highly with a group (for whom there is greater potential for threat-induced negative self-esteem in intergroup contexts) should be more inclined to protect their social identity by dealing with any threats collectively. One way in which they may do this is by accentuating intragroup homogeneity, thereby emphasizing group solidarity.

Low identifiers, on the other hand, may cope with threats to identity by opting for individualistic strategies. Doosje et al. (1995, as cited in Haslam, 2004: 215) argued that low identifiers may represent their ingroup as being relatively heterogeneous so that they can differentiate themselves as individuals from other ingroup members and, thus, disassociate themselves from the group. Where high identifiers die hard, low identifiers may quietly withdraw.

3.3 EMPLOYEE AND UNION RELATIONSHIP

3.3.1 Formal and informal union activities

There are ways of conceptualizing union participation other than whether it is unidimensional or multidimensional. One distinction is between participation in "formal" and "informal" union activities (Fullagar & Barling, 1989 as cited in Barlinger, Fullager & Kelloway, 1992: 97). Formal participation consists of those behaviors that are necessary for the union to operate effectively and democratically. This includes participation in such traditional union activities as involvement in elections, meeting attendance, familiarity with the terms of contract, filing a grievance, and serving as an officer or on a committee.

Informal participation denotes having those activities that reflect support for the union but are not necessary for its survival. Informal participation consists of such behaviors as helping other members filing a grievance, talking about the union with friends, and reading the union's literature and newsletters. Although informal participation does not imply the same intensity of involvement as formal activities, it is probably more characteristic of a larger proportion of the union membership who are highly supportive of the formal function of the union (Barlinger, Fullager & Kelloway, 1992: 97).

3.3.2 Behavioral and psychological involvement in union activities

Another distinction made is between behavioral and psychological involvement in union activities (Nicholson et al., 1981a as cited in Barlinger, Fullager & Kelloway, 1992: 97). The behavioral dimension consists of the degree of active involvement in union affairs, and the psychological dimension is defined as the congruence between union policies and member expectations. Union members were categorised into one of four types: the "Stalwart," the "Card-holder," the "Trouble maker," and the "Alienated" member. These four types could be distinguished in terms of the extent of their active and subjective involvement in the union. Behavioral involvement can be defined as the individual's active participation in union activities, and psychological involvement as the member's belief in unionism and attitudinal attachment to his or her local union.

3.3.3 Union participation

One of the issues with conceptualization of union participation is that it emphasizes behaviors such as attendance of meetings, voting in elections, holding union office and serving on committees. It ignores the degree of involvement in such activities, and the extent of influence on union decision making. Participation in union activities does not imply influence.

A study by Anderson (1979), as cited in (Barlinger, Fullager & Kelloway, 1992: 99), defined union participation more broadly by assessing both member's

involvement in, and influence over, union decision making, Anderson (1979) investigated three areas of participation: (1) active participation in several union activities over a twelve-month period (for example, meeting attendance, involvement in union committees, voting in the last election, filing a grievance, and reading the union newsletter); (2) participation in union decision making (for example, developing contract proposals, accepting contracts, electing local and provincial union leadership, proposing constitutional changes, filing and proposing grievances, formulating union policy, managing union fund, hiring union staff, and disciplining members); and (3) the individual's desire for participation in the above areas.

The extent of union participation is also variable, ranging between minimal to full participation. Consultative participation exists when members are consulted and are capable of making suggestions and offering opinions that affect decision making. Veto participation is when members can affect union activities due to a system whereby decisions by union officers have to be ratified or approved by members before taking effect. Finally, full participation is where members fully participate in suggesting, developing, approving, and implementing policy. Full participation in all areas of union activity would obviously be neither practical nor desirable as it would detract from the union's functional efficiency. Perhaps most important from the perspective of union democracy is that members have veto power and the opportunity to express views (Barlinger, Fullager & Kelloway, 1992: 100).

3.3.4 Strike participation and job dissatisfaction

Both propensity to strike and actual strike participation have been related to job dissatisfaction (Klandermans, 1986). Dubey et al. (1983), Dubey, Chawla, and Verma (1984), as cited in Barlinger et al. (1992: 105), compared job dissatisfaction scores of striking and non-striking administrative employees of two Indian universities. In both studies, strikers reported significantly higher levels of job dissatisfaction than non-strikers.

Striking and non-striking employees were assessed on a seven dimension job satisfaction study. The dimensions included attitudes towards organisational policy, supervision, job pressure, peer relations, compensation, identification with the company, and equipment. The non-striking group recorded significantly more favourable responses on all dimensions. Thompson and Borhglum's study, as cited in Barlinger, Fullager & Kelloway (1992: 105), also highlighted the importance of considering a variety of facets of job dissatisfaction when attempting to understand strike causation. Borhglum concluded that dissatisfaction with job-related factors (for example, organisational pay policy) contributed to the decision to strike (Barlinger et al., 1992: 105). Kelly & Nicholson, 1980b (as cited in Barlinger et al., 1992: 105), stated that the causation of strikes is not only based on job factors but also organisational climate and perceived union instrumentality.

Strike propensities refer to the extent to which union members are willing to engage in strikes. Martin and Sinclair (2001) identified four motivational explanations for individual propensity to strike: social exchange relationships between member and union, and member and company, economic circumstances and social status.

3.3.5 Alienation as a predictor of union participation

Alienation is another work experience that has been considered as a predictor of union participation. The major determinants of alienation are the inability of the employing organisation or the specific job task to satisfy the salient needs of the individual, together with inadequacies in the organisational structure (Seeman, 1959 as cited in Barlinger et al., 1992: 106).

Kanungo (1979), as cited in Barlinger et al. (1992: 106), believes that alienation and its resultant cognitive states of powerlessness, meaninglessness, normlessness, isolation, and self-estrangement arise from the inability of the organisation or work to satisfy the salient needs of the individual. Workers might be more predisposed to participate in union activities if they are in work situations that (1) do not have the potential to

satisfy their social needs, (2) do not provide sufficient information for the worker to plan and predict his or her work environment, (3) break down and simplify the work process so that it becomes meaningless, (4) provide the worker with no power or control because the pace of work is controlled and mechanized, (5) do not offer the worker the opportunity to self-actualize (Barlinger et al., 1992: 106).

The union therefore, is not merely an economic organisation but also a social and ethical system that attempts to re-establish the values in which the individual finds dignity. Blauner (1964), as cited in Barlinger et al. (1992: 107), also sees the union as a reform movement that could counteract powerlessness.

3.3.6 Job involvement

Job involvement is distinct from job satisfaction (Brooke, Russell, & Price, 1988). Whereas job satisfaction reflects the extent to which job-related expectations are fulfilled (Locke, 1983), job involvement is associated with the process of work itself (Barlinger et al., 1992: 107).

In a study of white-collar workers in Britain, Nicholson et al. (1981a) showed that union members, who were less involved in their jobs, were more involved in the union. Corroborating this finding, McShane (1986b, as cited in Barlinger et al., 1992: 107) showed that individuals less involved in their work were more willing to participate in union activities than their more job-involved counterparts. More recently, Fullagar and Barling (1989) found that alienation among a sample of blue-collar workers in South Africa was significantly and negatively correlated with participation in essential union activities (Barlinger et al., 1992: 107).

3.3.7 Union-related attitudes and characteristics

Research in organisational literature indicates that perceptions of the organisation's role, together with the behavior and attitudes toward the

organisation, predict active participation in the organisation (Mowday et al., 1982 as cited in Barlinger et al., 1992: 107).

Individuals' participation in union activities is more strongly associated with his or her perceptions of the union's instrumentality in achieving valued outcomes, and attitudes toward the local union and unions in general, than it is to either demographic characteristics or job-related attitudes (Barlinger et al., 1992: 108)

Chacko (1985), as cited in Barlinger et al. (1992: 108), for example, provides evidence to indicate that perceptions of (1) the union's ability to ensure that intrinsic (participation in, and control over, work) and extrinsic benefits (for example, pay, fringe benefits) are provided, and (2) the unions responsiveness to it's membership are important predictors of participation.

Union commitment in terms of union loyalty, responsibility to the union, willingness to work for the union and belief in unionism has been associated with both participation in formal activities (such as, serving in an elected office, voting in elections, attending union meetings, willingness to file a grievance) and informal participation (for example, helping a new member learn about the union, encouraging other members to support the union on an issue, and reading the union newsletter). However, in contrast, union participation did not predict union commitment (Barlinger et al., 1992: 109).

Other empirical evidence also shows that union attitudes correlate with strike-related aspects of militancy (Beutell & Biggs, 1984; Black, 1983as cited in Barlinger, Fullager & Kelloway, 1992: 108). Black (1983) found a significant association between commitment of union membership and strike militancy as reflected in attitudes toward (1) going on strike, (2) the unions being more militant in wage negotiations, (3) the radical nature of the union, and (4) the unions establishing a strike fund.

The importance of beliefs in the functionality of union activities (Spinrad, 1960) and the perceived influence of unions (Glick et al., 1977 as cited in Barlinger

et al., 1992: 109) have been emphasized as important determinants of union participation. Barlinger et al. (1992: 109) stated that for members to participate they must feel that such action will result in some sort of payoff. In other words, individuals will participate in union activities if they believe that such behaviors will lead to valued outcomes (for example, greater pay, more job security, more social esteem).

This is also reiterated in a powerpoint presentation of the University of Witwatersrand (2005), which stated that workers join unions to strengthen bargaining power over wages, to improve working conditions, protect employees from dismissal/retrenchments, protection from unilateral action by management (change in terms and conditions of employment).

Bread-and-butter economic issues are of a key concern for employees. Employees want to be paid fairly and receive wages on par with those of other workers in the community. Benefits such as medical aid, pensions and leave are significant issues in employees' decision to join unions. They may think that the union with its collective power will be able to achieve a higher level of wages and benefits than employees acting individually (Grobler et al., 2002: 486).

Perceived union instrumentality represents a relatively recent attempt to understand union behavior and involvement, and assumes that union involvement depends on the member's beliefs that their union is instrumental in achieving important work-related outcomes (Anderson, 1979; Strauss, 1977a) as cited in Barlinger et al. (1992: 109).

The powerpoint presentation of the University of Witwatersrand (2005), stated that workers join unions to be trained, developed and to be provided with literacy skills. Workers also expect to have access to social welfare regarding accident, death and pension benefits, unions represented on pension funds and the promotion of the development of communities.

3.4 RESEARCH STUDIES

Research relevant to the focus of study was limited. Aspects of the following research studies, however, have a bearing on the study undertaken:

3.4.1 Motlaung (1999): 'A sociological analysis of industrial action among blue-collar workers at South African universities with reference to two campuses in the Free State'

Motlaung in his study regarding '*A sociological analysis of industrial action among blue-collar workers at South African universities with reference to two campuses in the Free State*' had interviewed blue collar employees, shop stewards and management to ascertain the social, economic, political, organisational and institutional factors that cause labour disputes and participation in industrial action. These studies were conducted at the University of Orange Free State (UOFS) and Vista University. Areas of the research conducted by Motlaung that have a bearing on the study include pay and conditions of work, strike behaviour and job satisfaction.

- Pay and conditions of work

The researcher found that workers joined the trade unions as interest groups mainly with a reasonable expectation that the union would bargain with the employer over pay and conditions of work on behalf of them (Motlaung, 1999: 211).

- Strike behaviour

At University of the Orange Free State, 50% of the employees agreed with the statement that when workers embark on industrial action it is justifiable to barricade the streets whilst at Vista University only 30% of the employees agreed with the statement (Motlaung, 1999: 185).

- Job satisfaction

Blue collar workers at the University of Orange Free State experienced greater job satisfaction than blue collar workers at the Vista University. This was in contradiction to 87% of responses received from the University of Orange Free State indicating that the employees were not happy in the department they were working in (Motlaung, 1999: 162).

3.4.2 Wickens (2007): Employee stress reactions to a municipal government strike

Wickens (2007), in her study on 'Employee stress reactions to a municipal government strike', determined the psychological impact of the strike on employees. Questionnaires were distributed to a sample of employees before, immediately following, and four months after the sixteen day strike in Southern Ontario (Canada) in 2002.

When the means of the various emotional and attitudinal measures were examined, it was ascertained that on an average employees were not reacting extremely negatively towards the labour dispute. The sample did not express extreme anger, unusually negative mood, or intense cynicism towards the city or the union, but expressed milder reactions. This may be due to the fact that these reactions were not measured during the job action, or the fact that the strike lasted only sixteen days, a briefer period compared to previous strikes in this municipal government and other institutions.

Results identified financial concern and cynicism towards the city and the union as predictors of employee anger immediately following the strike. Financial concern, city cynicism, and adaptiveness were identified as predictors of employee mood. Only financial concern and to a lesser extent, anger and cynicism towards the union declined following the conclusion of the strike.

3.4.3 Bolton & Bagraim (2007): Explaining union participation: The effects of union commitment and demographic factors

In their study, Bolton and Bagraim (2007) concluded that union commitment is an antecedent and primary predictor of union participation.

The high average levels of trade union commitment and participation found in this study was indicative of the amicable industrial relations context in which participants worked. There were no signs of hostility between the union and management. There was a negative relationship between organisational tenure and both participation and trade union commitment. This finding implied that the longer participants remained in the company, the less likely they are to participate in the union. The high level of trade union commitment expressed by participants in this study may have also been influenced by the nation-wide strikes. There was no significant relationship between union participation and demographic factors (Bolton & Bagraim, 2007).

3.4.4 Kgosiore (2007): Workplace violence: A criminological analysis of a violence labour strike in South Africa

Kgosiore (2007) pointed out that work-related violence against employees is a common occurrence in South Africa. However, the phenomenon of workplace violence remains largely under-researched. Without proper scientific knowledge of workplace violence, therefore, violence against employees cannot be properly controlled. An analysis of newspaper articles on violence that accompany labour strikes reveals that the 2006 labour strike by security guard members of the South Africa Transport and Allied Workers Union (SATAWU), replicated the form and nature of three previous strikes - also by members of SATAWU. Physical and non-physical violence against non-striking workers were perpetrated with impunity. Employers and employees in other workplaces became victims of striking workers when the violence spilled over into their workplaces. Whereas the existing research on workplace violence indicates that non-physical or verbal violence is the most common type of workplace violence, the finding of the current research

indicates more incidents of physical violence than non-physical ones. Again, whereas existing research results are based on work-related violence that is perpetrated on the grounds of the workplace, this research shows that issues that emanate from the workplace are also related to violence that is perpetrated against employees away from the workplace. As such, violence of this nature cannot be excluded from the broad spectrum of workplace violence (Kgosimore, 2007).

3.4.5 Luthuli (1999): Attitudes of professional nurses towards strikes

The main aim of this study was to ascertain the attitudes of professional nurses towards strike action and its implication on nursing education. The study was done in two hospitals in the KwaZulu-Natal province. A descriptive survey was undertaken. The total sample consisted of two hundred professional nurses. The study revealed that the majority of professional nurses were against strikes, but the feeling that they are exploited by the employing body and management policies appears to make nurses want to strike. The strong influence of Trade Unions in nurses' strikes was also confirmed. Many factors were identified as causing strikes, but poor salaries and working conditions were the main causes of these strikes. The study also revealed that patients suffer a lot during strikes and student nurses also suffer because they do not receive clinical teaching and learning during the strike. Recommendations made highlighted the urgent need for active participation of the employing body, management, professional nurses, and the public in preventing nurses' strike.

3.4.6 Fowler (2008): Psychological downside to strike action

Fowler (2008) examined the psychological impact on members of the United Steelworks of America while on strike from 2004-2006. While industrial action is largely perceived as a legitimate means of encouraging organisation change in Australia, research has shown industrial action can adversely affect those involved.

Fowler (2008) found that strikers reported higher levels of depression, anxiety and irritation and lower levels of general mental health than non-strikers. She indicated that this was not surprising when the financial concerns, changing relationships and roles, and uncertainty about outcomes that occur during a strike.

The study also found that strikers who were more involved with the Union by being on picket line duty, raising public awareness, or doing administrative work at the Union hall, were not as negatively affected as those who were less involved: the more a member was involved in the Union's activities, the lower was their level of depression and anxiety and the higher was their level of general mental health.

She concluded that the benefits of employment, beyond remuneration, came into play for union members on strike, that is, members who were active in union strikes benefited from a combination of regular activity, daily structure, social contact with other members, and a sense of being part of a collective.

Fowler (2008) indicated that unions can be proactive in minimizing the negative affects on their members. She suggested unions advise their members on how to prepare financially and psychologically for a possible strike and provide practical support in terms of financial assistance and access to professional counselling.

3.4.7 Barling & Milligan (1987): Some psychological consequences of striking: A six month, longitudinal study

Barling and Milligan (1987) researched the psychological effects of strikes on the individual. Data was collected from 117 full-time, white collar union members immediately following a 22 day strike, and again two and six months later. Negatively perceived industrial relations events (for example, "strike or lockout", being involved in negotiations) were associated with marital adjustment, psychosomatic symptoms and a lack of psychological well-being

on completion of the strike, and predicted unfavourable changes in the psychological well-being over the next two and six months.

3.5 CONCLUSION

This theoretical framework formed part of the basis for the formulation of the questions and the analysis of the responses and the conclusion of this study. Whilst Chapter 2 and Chapter 3 provided the theoretical framework upon which the objectives of the study are based, Chapter 4 provides a documentation of the methodology that was adopted to test these objectives.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

Chapter four deals with the research methodology used and covers the objectives of the study, the sample, the simple random sampling technique that was used, the questionnaire as the data collection method and the descriptive statistical analysis engaged in. The advantages, disadvantages and the limitations of the methods utilised to collect the data have also been highlighted.

4.2 OBJECTIVES OF THE STUDY

The objective of the study is to gather representative, accurate and reliable data to draw conclusions regarding the rationale for the participation of low level employees in industrial action in a Public Sector Provincial Department.

4.3 RESEARCH DESIGN

The term research design refers to the plan for collecting and utilizing data so that the desired information can be obtained with sufficient precision from the research participants (Welman & Kruger, 2001: 46).

In this study, the simple random sampling technique and the survey method using a questionnaire will be utilised to collect the data.

4.4 SAMPLING TECHNIQUES AND DESCRIPTION OF THE SAMPLE

4.4.1. Population and sample

“A population consists of all members of some defined group” (Hinkle, Wiersma & Jurs, 1982: 16). “A sample is defined as a subset of a population. A sample is drawn from the population when it is impossible to include all members of the defined population in a particular research study” (Hinkle et al., 1982: 16).

In this study, the population constituted all level 1-4 employees that participated in the Public Service Strike of 2007. The sample included 80 subjects that were selected, using the probability simple random sampling design, from the population.

4.4.2. Sampling technique

4.4.2.1 A probability simple random sampling design was utilized. In this technique every element in the population had an equal chance of being selected.

4.4.2.2 The advantages of this method are that:

- there is greater generalisability of the findings to the whole population.
- it is unbiased.
- there is a general acceptance by the layman that the method is fair. (NetTOM, n.d.)

4.4.2.3 The disadvantages are that:

- there is a need for a population listing.
- each chosen subject needs to be located and questioned.
- certain significant attributes may be under or over represented (NetTOM, n.d.).
- a sample bias may ensue due to a skew in demographic representation.

4.4.2.4 Sampling Process

Each element of the population in each region was allocated a number. 80 numbers were then randomly 'drawn out of the hat'. The names of officials against whom the numbers were drawn, formed part of the sample. Some officials who were drawn to be part of the sample, rejected the invitation to be part of the sample. Hence, further numbers were drawn to meet the sample requirement of 80.

4.4.3. Sample size and composition

The provincial department under study is in the Province of KwaZulu-Natal. Eighty Level 1 to level 4 (level 1-4) employees who participated in the National Public Service Strike of 2007 were selected from a list, which contained all the names of Level 1 to level 4 employees who participated in the National Public Service Strike of 2007, in order to obtain a sample size of 80 subjects.

4.5 DATA COLLECTION

4.5.1 Questionnaire method

The questionnaire consisted of 3 sections.

4.5.1.1 Section A of the questionnaire

Section A consisted of two questions relating to region and length of service.

A nominal scale was used to obtain these data. Nominal measurement is the process by which subjects are assigned to certain categories or groups. In this study, in terms of the regions, North Coast was allocated a 1, Midlands a 2, Southern a 3 and Ethekewini a 4. In terms of the length of service, '0-5 years length of service' was allocated a 1, '6-10 years length of service' was allocated a 2, '11-15 years length of service' was allocated a 3, '16-20 years length of service' was allocated a 4 and '21 years and over of service' was

allocated a 5. The numerical designation has no quantitative meaning and there is no logical ordering of the categories (Hinkle et al., 1982: 13).

4.5.1.2 Section B of the questionnaire.

Section B of the questionnaire consisted of 20 close-ended, dichotomous questions which had the options of: 'yes', 'no' and 'not applicable (N/A)'. These statements were designed to elicit information required for the study. The questions dealing with different issues were mixed throughout the questionnaire to avoid clustering. This also served as a cross-check to certain sets of questions.

4.5.1.3 Section C of the questionnaire

Since closed-ended questions can be confining, 4 open-ended questions were added in Section C to allow subjects to respond as they would like to.

4.5.2 Advantages of the Questionnaire method

- Questionnaires are objective and unbiased unlike other forms of research methodology, for example, interviews (Creswell, 1994).
- Aids the quick collection of responses.
- Allows for the use of a large sample.
- Questionnaires are effective instruments to collect data regarding an issue that is of a sensitive nature (Creswell, 1994).
- Questionnaires allow participants time to carefully consider their response which they may not have in an interview situation (Creswell, 1994).

- Questionnaires allows for uniformity in response format (Schwab, 2005: 42).
- Questionnaires favours coding of responses (Schwab, 2005: 42).

4.5.3 Disadvantages of the Questionnaire method

- The filling out of questionnaires occurs after a particular event and thus, members of the sample may forget issues pertinent to the study.
- Due to its written nature, questions within the questionnaire are open to misinterpretation or not being understood by participants which may result in questionnaires being incorrectly completed.
- Questionnaires generate a voluminous amount of data which is labour intensive and time consuming to process, analyse and compile. This is encountered more frequently with the use of open ended questions.
- Lengthy questionnaires may result in participants answering questions superficially.
- Members of chosen sample may refuse to fill out questionnaires for fear of the repercussions or consequences of stating their true opinions in writing.
- Questionnaires may appear impersonal.
- Questionnaires are unsuitable for visually impaired individuals to complete autonomously.
- Difficult to obtain clarity on responses or conduct follow up research on responses if questionnaires are anonymous.

4.5.4 Process that was to be followed in the Questionnaire method

- The questionnaire was distributed to Supervisors.
- In cases where subjects experienced difficulties in understanding English, a translator translated the questions as it appeared on the questionnaire into Zulu.
- The subjects completed the questionnaires.
- The questionnaires were then collected by the Supervisors and faxed to the researcher.

4.5.5 Ensuring validity and reliability

"Validity is the ability of an instrument to measure what it is designed to measure" (Kumar 2005: 153). Babbie, as cited in Kumar (2005: 153), states that validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

Kumar (2005: 153) states that there are 5 different types of validity: face and content validity, predictive and concurrent validity and construct validity. The validity for this study will be discussed in terms of face, content and predictive validity.

The study did have face validity in that the statements in the questionnaire were derived and linked to the objectives of the study.

The study did have content validity in that the full range of the issues were measured.

The study did have predictive validity in that the statements in the questionnaire could forecast an outcome.

Reliability addresses whether the results of a study can be replicated and is consistent with previous studies (Atkinson, Atkinson & Hilgard, 1984: 354).

This study can be replicated however, some of the factors such as organisational culture, work systems, job satisfaction and individual differences that will vary from sample to sample, will have an impact on the results.

4.6 DATA ANALYSIS

4.6.1 Descriptive statistics

Descriptive research includes surveys and fact finding enquiries. The major purpose of descriptive research is a description of the state of affairs as it exists in the present (Kothari, 2005:2).

4.6.1.1 Frequency distribution and percentages

A frequency distribution is a tabulation of data that indicates the number of times given scores or groups of scores occur (Hinkle et al., 1982: 25).

4.6.1.2 Chi-Square Distribution

Is a statistical calculation used to test how well the distribution of a set of observed data matches a theoretical probability distribution. The calculated value is equal to the sum of the squares of the differences divided by the expected values. (Hinkle et al., 1982: 13).

4.7 CONCLUSION

The simple random sampling technique and the questionnaire as the data collection method have been utilised to collect the data. Cognisance has been taken of the limitations of the research methods and wherever possible caution had been taken to eliminate and limit any bias into the data.

CHAPTER 5

PRESENTATION OF RESULTS

5.1 INTRODUCTION

The responses from the questionnaires that were distributed are the source of the data for this study. The results from the data collected were collated, summarized and are presented in this chapter.

5.2 DATA FROM SECTION A OF THE QUESTIONNAIRE

TABLE 5.1: FREQUENCY DISTRIBUTION OF SAMPLE REFLECTING LEVELS

LEVEL	FREQUENCY	PERCENTAGE
LEVEL 1	1	1.25%
LEVEL 2	45	56.25%
LEVEL 3	20	25%
LEVEL 4	14	17.50%
TOTAL	80	100%

Table 5.1 indicates the frequency distribution and percentage of the sample in terms of the levels of the subjects. There was 1 level one subject which constituted 1.25% of the sample. There were 45 level two subjects which constituted 56.25% of the sample. There were 20 level three subjects who constituted 25% of the sample and 14 level four subjects constituted 15.50% of the sample.

FIGURE 5.1: PIE GRAPH: FREQUENCY DISTRIBUTION OF SAMPLE REFLECTING LEVELS

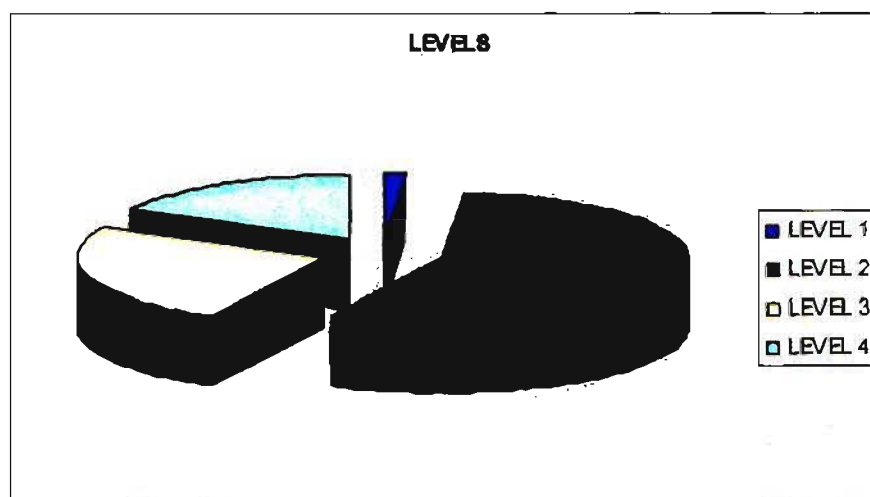


Figure 5.1 represents the distribution of the sample as per levels 1, 2, 3 or 4 using a pie chart. Figure 5.1 indicates that level 2 employees constitute the largest segment of the pie.

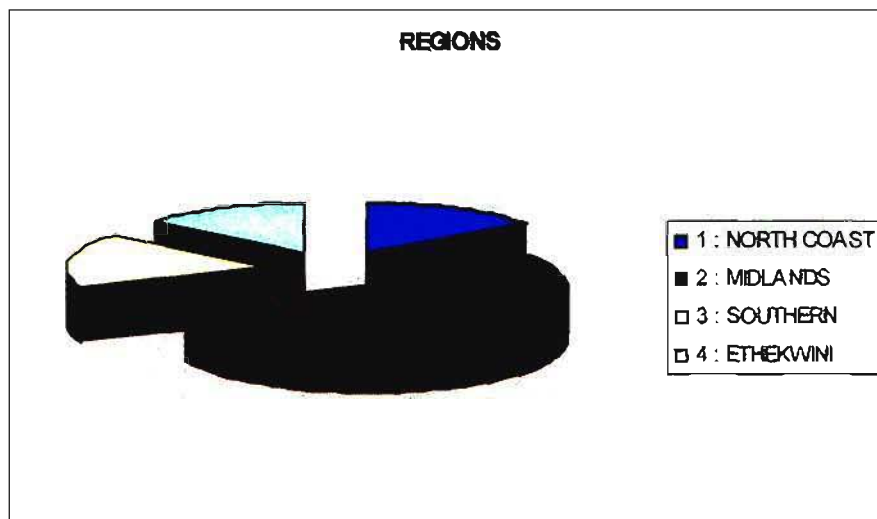
TABLE 5.2: FREQUENCY DISTRIBUTION OF THE SAMPLE REFLECTING REGIONS

LEVEL	FREQUENCY	PERCENTAGE
1: NORTH COAST	12	15.00%
2: MIDLANDS	43	53.75%
3: SOUTHERN	14	17.50%
4: ETHEKWINI	11	13.75%
TOTAL	80	100%

Table 5.2 indicates the frequency distribution and percentage of the sample in terms of the regions where the subjects are based. 12 subjects were selected from the North Coast Region which constituted 15% of the sample. 43 subjects were selected from the Midlands Region which constituted 53.75% of the sample. 14 subjects were selected from the Southern Region which

constituted 17.50% of the sample and 11 subjects were selected from the Ethekwini Region which constituted 13.75% of the sample.

FIGURE 5.2: PIE GRAPH: FREQUENCY DISTRIBUTION OF SAMPLE REFLECTING REGIONS



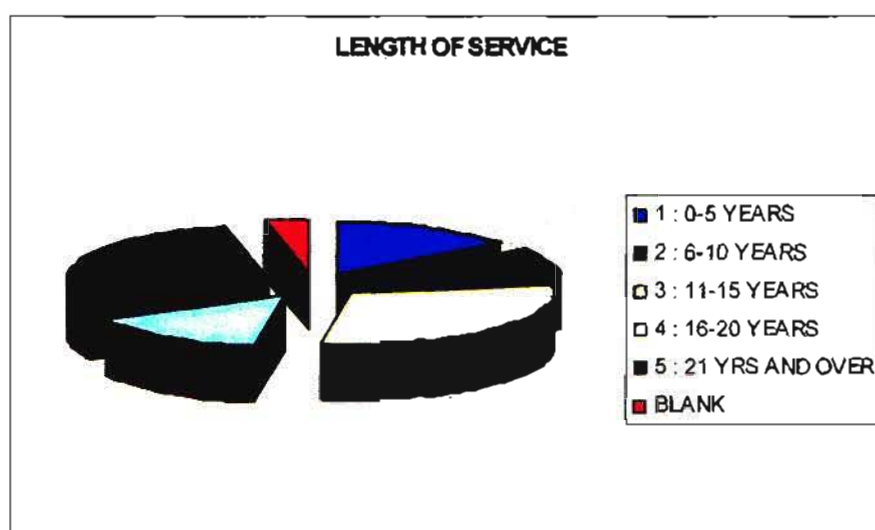
The distribution of the sample as per the office base of the subject is represented on the pie chart in Figure 5.2, which displays that the Midlands Region has the highest segment of subjects.

TABLE 5.3: FREQUENCY DISTRIBUTION OF SAMPLE REFLECTING LENGTH OF SERVICE

LENGTH OF SERVICE	FREQUENCY	PERCENTAGE
1: 0-5 YEARS	12	15%
2: 6-10 YEARS	6	7.50%
3: 11-15 YEARS	24	30%
4: 16-20 YEARS	12	15%
5: 21 YEARS AND OVER	23	28.75%
BLANK	3	3.75%
TOTAL	80	100%

Table 5.3 indicates the frequency distribution and percentage of the sample in terms of the length of service of the subjects. 12 subjects fell within the category of '0-5 years of service' and constituted 15% of the sample. 6 subjects fell within the category of '6-10 years of service' and constituted 7.5% of the sample. 24 subjects fell within the category of '11-15 years of service' and constituted 30% of the sample. 12 subjects fell within the category of '16-20 years of service' and constituted 15% of the sample and 23 subjects fell within the category of '21 years and over of service' and constituted 28.75% of the sample. 3 subjects did not fill in a response and constituted 3.75% of the sample.

FIGURE 5.3: PIE GRAPH: FREQUENCY DISTRIBUTION OF SAMPLE REFLECTING LENGTH OF SERVICE



The distribution of the sample as per the length of service of the subject is represented on the pie chart in Figure 5.3 and depicts that a large segment of the subjects have 11-15 years of service closely followed by those with 21 years of service and over. This indicates that the majority of the subjects have a long tenure.

5.3 DATA FROM SECTION B OF THE QUESTIONNAIRE

TABLE 5.4: RESPONSES TO STATEMENTS 1-20 OF SECTION B OF THE QUESTIONNAIRE

STATEMENT	YES	%	NO	%	N/A	%	BLANK	%
1. When I am absent from work on the days of the strike/protest action, I am absent because I am participating in strike/protest action.	38	48%	35	44%	7	9%	0	0%
2. I participate in strike/protest action because I believe that I can control events by my own behaviour.	48	60%	27	34%	5	6%	0	0%
3. When I am absent from work on the days of the strike/protest action I am absent because I have no public transport.	37	46%	33	41%	10	13%	0	0%
4. If I do participate in strike/protest action, I participate in union marches/rallies.	56	70%	20	25%	4	5%	0	0%
5. When I am absent from work on the days of the strike/protest action I am absent because my Supervisor will not be at work.	2	3%	73	91%	5	6%	0	0%
6. I participate in strike/protest action because my grievances are not attended to.	53	66%	22	28%	3	4%	2	3%
7. When I am absent from work on the days of the strike/protest action I am absent because of threats of violence from members of my community where I live.	35	44%	37	46%	8	10%	0	0%
8. I participate in strike/protest action because I am forced by the union to participate in the strike/protest action.	18	23%	57	71%	5	6%	0	0%
9. When I am absent from work on the days of the strike/protest action I am absent because I am intimidated by fellow colleagues.	28	35%	47	59%	5	6%	0	0%
10. When I participate in strike/protest action I force/influence other people to participate in the strike/protest action.	9	11%	67	84%	4	5%	0	0%

STATEMENT	YES	%	NO	%	N/A	%	BLANK	%
11. I participate in strike/protest action because other level 2's participate in strike/protest action.	14	18%	61	76%	5	6%	0	0%
12. When I am absent from work on the days of the strike/protest action I am absent because I think that I can have a holiday.	4	5%	72	90%	4	5%	0	0%
13. I participate in strike/protest action because other employees from the same union that I belong to participate in the strike/protest action.	25	31%	51	64%	4	5%	0	0%
14. When I am absent from work on the days of the strike/protest action I am absent because of the pressure from union officials not to attend work.	16	20%	60	75%	4	5%	0	0%
15. I stay away on the day of a strike/protest action and I support the strike. I however do not participate in the strike/protest activities because I believe that I cannot control events by my own behaviour.	22	28%	44	55%	14	18%	0	0%
16. I participate in strike/protest action because I believe that I can have an impact on political processes.	42	53%	34	43%	4	5%	0	0%
17. When I participate in strike/protest action I stay at home in support of the strike/protest action.	19	24%	47	59%	14	18%	0	0%
18. I participate in strike/protest action because I have been notified by the union that there is going to be a strike.	53	66%	21	26%	6	8%	0	0%
19. I participate in strike/protest action because I feel that I am worse off than other employees who earn more and have greater benefits than I have.	44	55%	31	39%	5	6%	0	0%
20. I participate in strike/protest action because I am frustrated and dissatisfied in the work place.	43	54%	27	34%	10	13%	0	0%

Table 5.4 above, reflects the frequency distribution and percentages of the responses received from the subjects in the study. The total responses in terms of 'YES', 'NO', NOT APPLICABLE ('N/A') and 'BLANK' are reflected on the table with reference to each of the 20 statements. Prominent responses have been highlighted in yellow and include the following:

- 60% of the subjects indicated that they participated in strike/protest action because they believed that they could control events by their own behaviour.
- 70% of the subjects indicated that when they participated in strike/protest action they participated in union marches/rallies.
- 91% of the subjects indicated that when they are absent from work on the days of the strike/protest action they are not absent because their Supervisor will not be at work.
- 66% of the subjects indicated that they participated in strike/protest action because their grievances were not attended to.
- 71% of the subjects indicated that they were not forced by the union when they participated in strike/protest action.
- 84% of the subjects indicated that they did not force/influence other people to participate in strike/protest action when they themselves participated in strike/protest action.
- 76% of the subjects indicated that they did not participate in strike/protest action because other employees of similar level as them participated in strike/protest action.
- 90% of the subjects indicated that they did not participate in strike/protest action because they thought that they can have a holiday.
- 64% of the subjects indicated that they did not participate in strike/protest action because other employees from the same union that they belonged to participated in strike/protest.
- 75% of the subjects indicated that when they are absent on the days of a strike, they are not absent because of the pressure from union officials not to attend work.

- 53% of the subjects indicated that they participated in strike/protest action because they believed that such behaviour could impact on political processes.
- 66% of the subjects indicated that they participated in strike/protest action because they were notified by the union about the strike.
- 55% of the subjects indicated that they participated in strike/protest because they felt that they were worse off than other employees who earn more and have greater benefits than they have.
- 54% of the subjects indicated that they participated in strike/protest because they were frustrated and dissatisfied in the work place.

**TABLE 5.5: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 1 BASED ON LENGTH OF SERVICE**

1. When I am absent from work on the days of the strike/protest action, I am absent because I am participating in strike/protest action.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	48	44	9	0
0-5 YEARS OF SERVICE	17	67	17	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	54	42	4	0
16-20 YEARS OF SERVICE	54	42	4	0
20 YEARS AND OVER	70	26	4	0

FIGURE 5.4: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 1 BASED ON LENGTH OF SERVICE

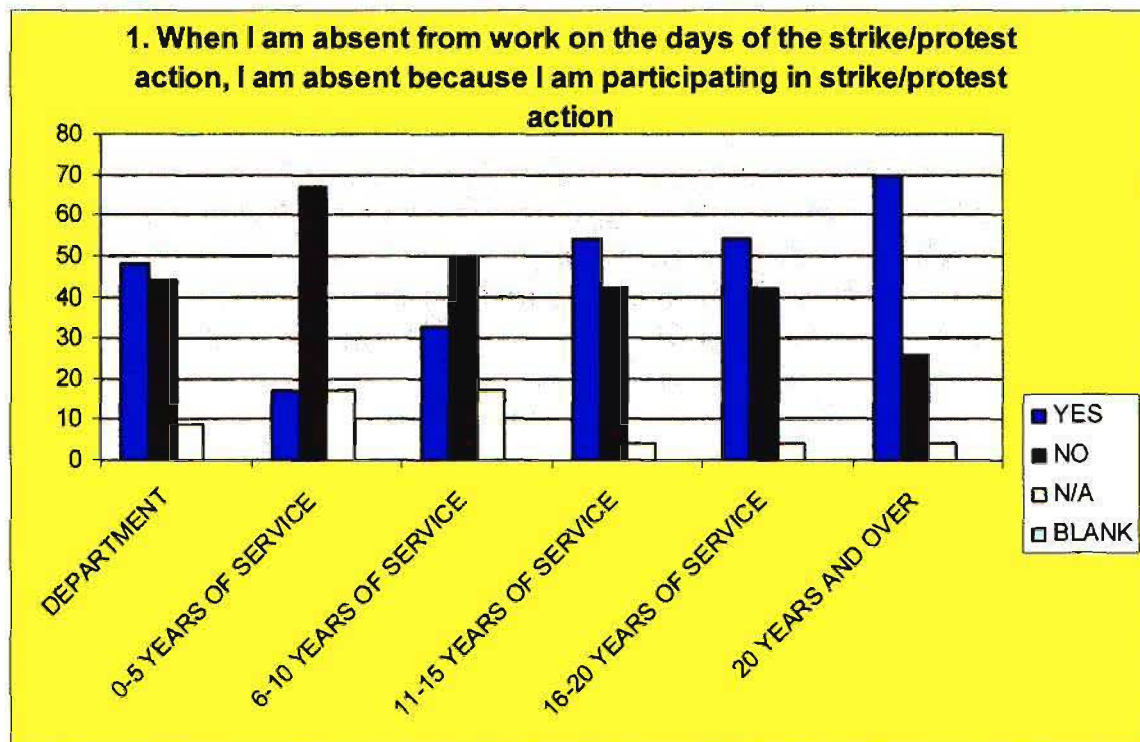


Table 5.5 and Figure 5.4 reflect the comparative responses to statement 1 for the sample (department) as a whole and the five different categories of length of service. Table 5.5 and Figure 5.4 indicate that as the tenure of employees increase, the rate of absenteeism due to strike/protest action increases.

TABLE 5.6: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 2 BASED ON LENGTH OF SERVICE

2. I participate in strike/protest action because I believe that I can control events by my own behaviour.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	60	34	6	0
0-5 YEARS OF SERVICE	25	58	17	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	63	29	8	0
16-20 YEARS OF SERVICE	83	17	0	0
20 YEARS AND OVER	70	30	0	0

FIGURE 5.5: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 2 BASED ON LENGTH OF SERVICE

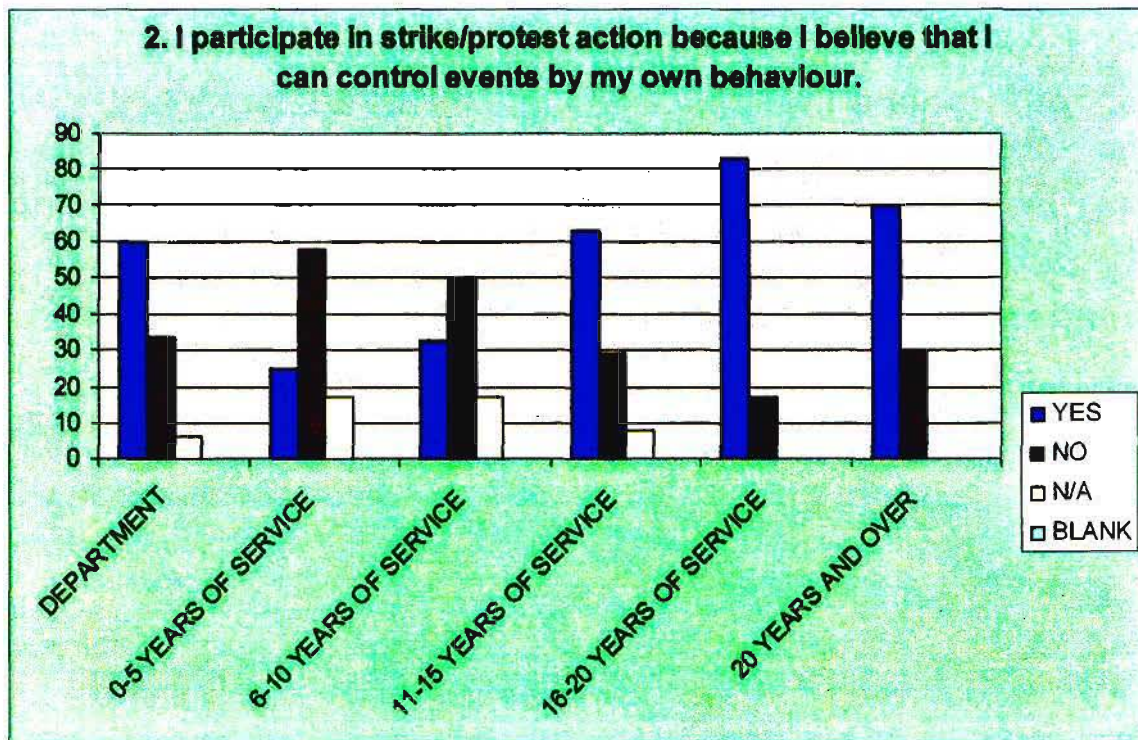


Table 5.6 and Figure 5.5 reflect the comparative responses to statement 2 for the sample (department) as a whole and the five different categories of length of service. Table 5.6 and Figure 5.5 indicate that as the tenure of employees increase, the rate of participation in strike/protest action increases due to subjects' belief that they can control events by their own behaviour. There was however, a slight decrease in the 20 years and over category.

**TABLE 5.7: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 3 BASED ON LENGTH OF SERVICE**

3. When I am absent from work on the days of the strike/protest action I am absent because I have no public transport.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	46	41	13	0
0-5 YEARS OF SERVICE	50	25	25	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	54	38	8	0
16-20 YEARS OF SERVICE	42	50	8	0
20 YEARS AND OVER	43	43	13	0

**FIGURE 5.6: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT
3 BASED ON LENGTH OF SERVICE**

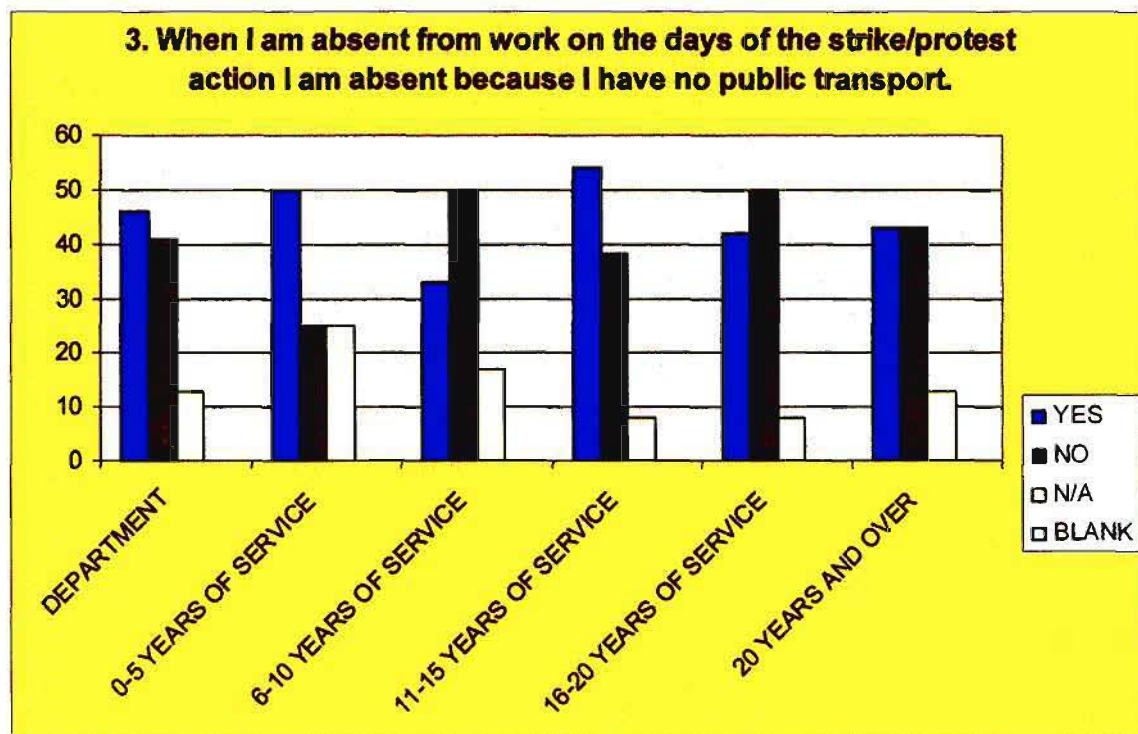


Table 5.7 and Figure 5.6 reflect the comparative responses to statement 3 for the sample (department) as a whole and the five different categories of length of service. Table 5.7 and Figure 5.6 indicate that subjects with 11-15 years of service experienced the most difficulty in obtaining public transport on the day of a strike.

**TABLE 5.8: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 4 BASED ON LENGTH OF SERVICE**

4. If I do participate in strike/protest action, I participate in union marches/rallies.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	70	25	5	0
0-5 YEARS OF SERVICE	67	25	8	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	67	29	4	0
16-20 YEARS OF SERVICE	83	17	0	0
20 YEARS AND OVER	83	13	4	0

**FIGURE 5.7: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT
4 BASED ON LENGTH OF SERVICE**

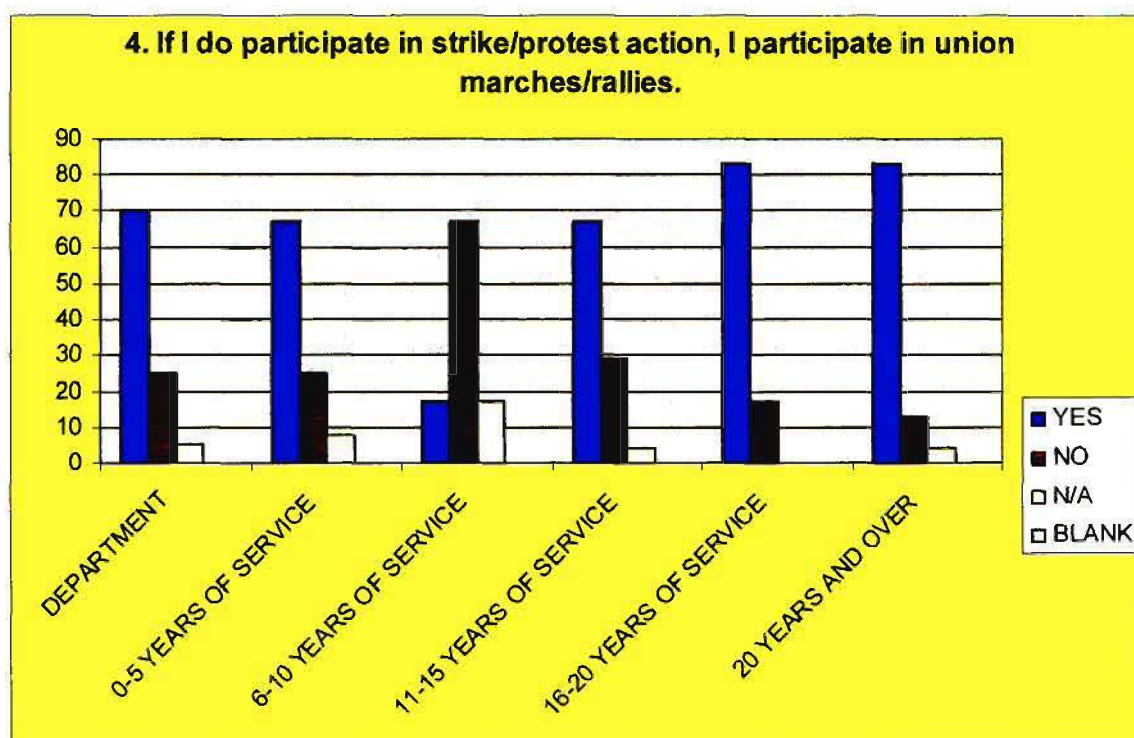


Table 5.8 and Figure 5.7 reflect the comparative responses to statement 4 for the sample (department) as a whole and the five different categories of length of service. All the categories for length of service reported consistently high

response rates indicating that they participated in marches/rallies on the day of the strike except for the 6-10 years of service category.

TABLE 5.9: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 5 BASED ON LENGTH OF SERVICE

5. When I am absent from work on the days of the strike/protest action I am absent because my Supervisor will not be at work.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	3	91	6	0
0-5 YEARS OF SERVICE	0	75	25	0
6-10 YEARS OF SERVICE	0	83	17	0
11-15 YEARS OF SERVICE	0	100	0	0
16-20 YEARS OF SERVICE	8	92	0	0
20 YEARS AND OVER	0	96	4	0

FIGURE 5.8: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 5 BASED ON LENGTH OF SERVICE

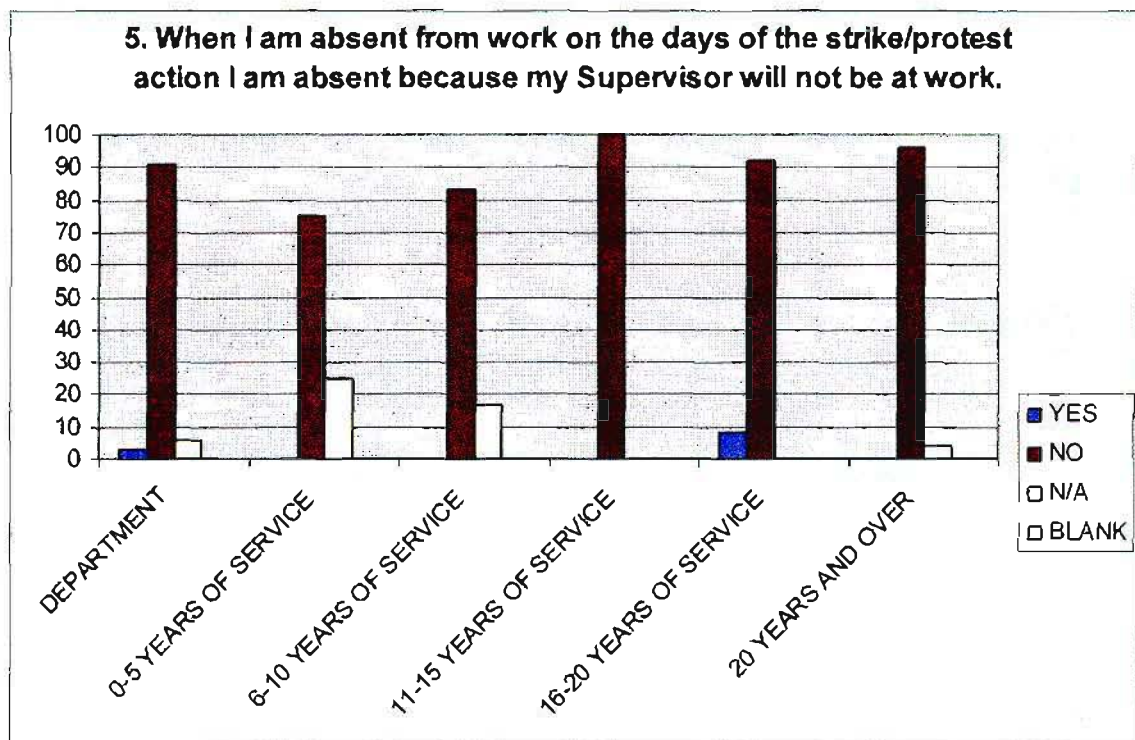


Table 5.9 and Figure 5.8 reflect the comparative responses to statement 5 for the sample (department) as a whole and the five different categories of length

Table 5.10 and Figure 5.9 reflect the comparative responses to statement 6 for the sample (department) as a whole and the five different categories of length of service. Table 5.10 and Figure 5.9 indicate that as the tenure of employees increase, the response rate regarding participation in strike/protest action due to the fact that grievances were not addressed, increased.

**TABLE 5.11: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 7 BASED ON LENGTH OF SERVICE**

7. When I am absent from work on the days of the strike/protest action I am absent because of threats of violence from members of my community where I live.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	44	46	10	0
0-5 YEARS OF SERVICE	58	8	33	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	38	58	4	0
16-20 YEARS OF SERVICE	67	33	0	0
20 YEARS AND OVER	39	52	9	0

FIGURE 5.10: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 7 BASED ON LENGTH OF SERVICE

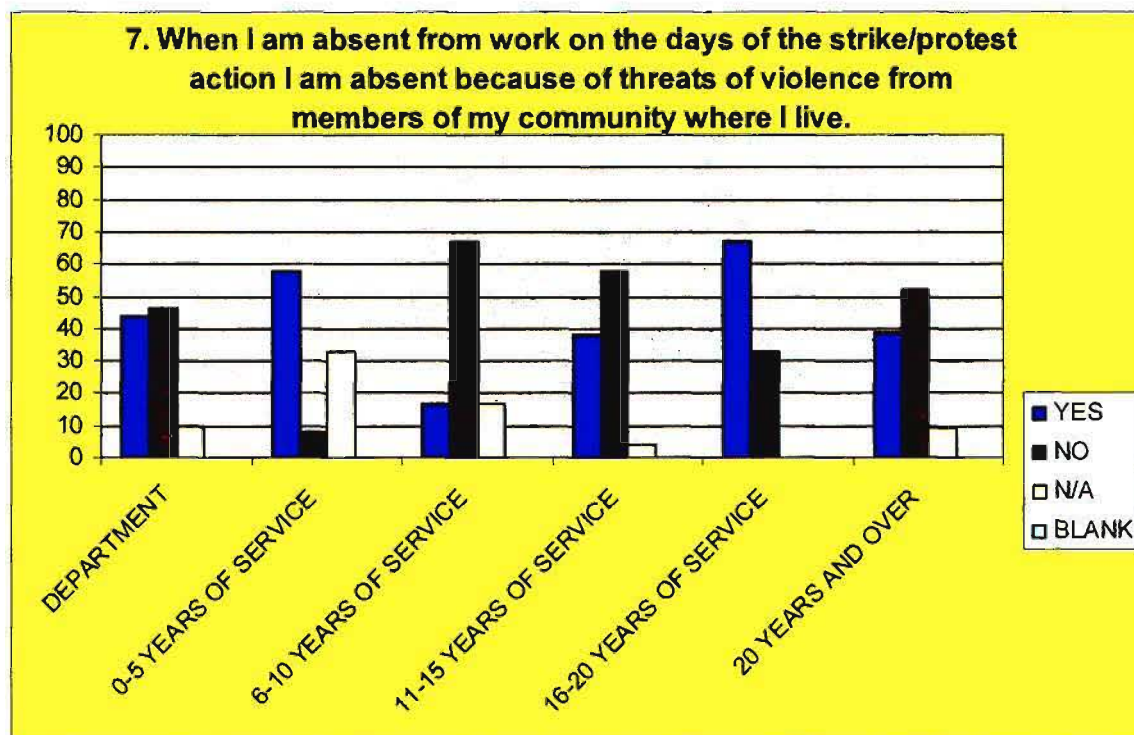


Table 5.11 and Figure 5.10 reflect the comparative responses to statement 7 for the sample (department) as a whole and the five different categories of length of service. Table 5.11 and Figure 5.10 indicate that no significant patterns have been noted except for the 6-10 years of service category who seemed to be least affected by threats of violence from members of the community where they live.

TABLE 5.12: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 8 BASED ON LENGTH OF SERVICE

8. I participate in strike/protest action because I am forced by the union to participate in the strike/protest action.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	23	71	6	0
0-5 YEARS OF SERVICE	8	67	25	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	13	83	4	0
16-20 YEARS OF SERVICE	33	67	0	0
20 YEARS AND OVER	35	65	0	0

FIGURE 5.11: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 8 BASED ON LENGTH OF SERVICE

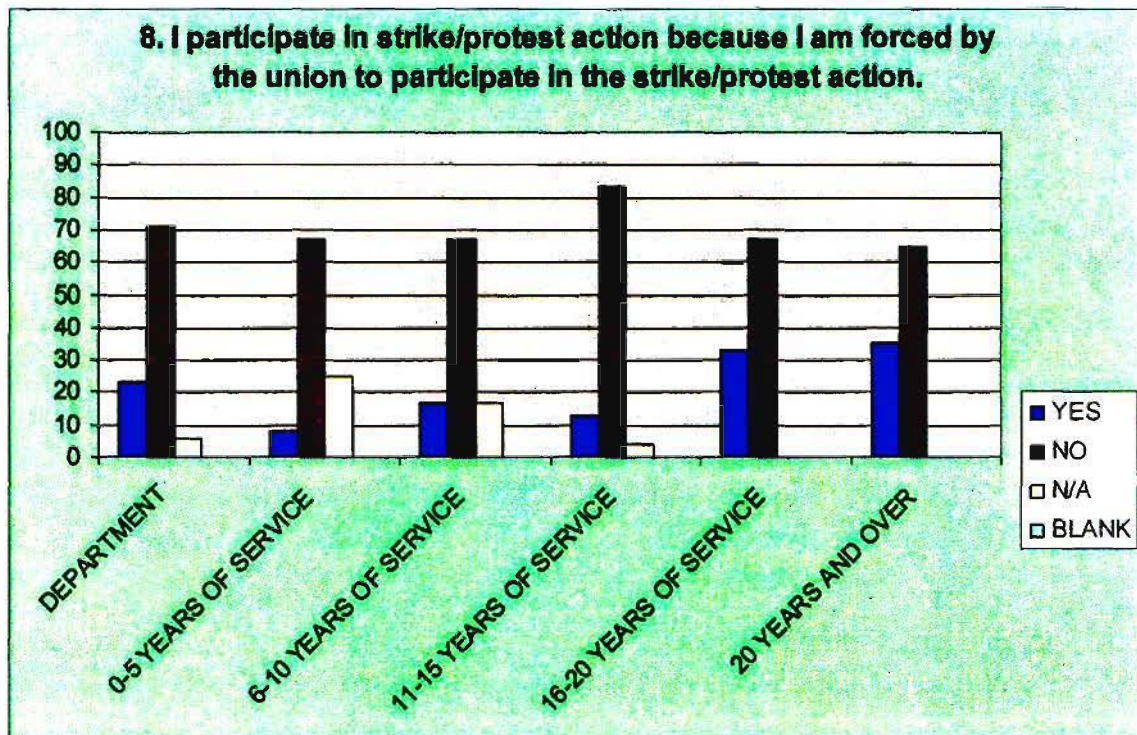


Table 5.12 and Figure 5.11 reflect the comparative responses to statement 8 for the sample (department) as a whole and the five different categories of length of service. Table 5.12 and Figure 5.11 indicate that all length of service categories reported consistently that they were not forced by the union to participate in strike/protest action.

**TABLE 5.13: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 9 BASED ON LENGTH OF SERVICE**

9. When I am absent from work on the days of the strike/protest action I am absent because I am intimidated by fellow colleagues.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	35	59	6	0
0-5 YEARS OF SERVICE	42	33	25	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	33	67	0	0
16-20 YEARS OF SERVICE	33	67	0	0
20 YEARS AND OVER	22	74	4	0

**FIGURE 5.12: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT
9 BASED ON LENGTH OF SERVICE**

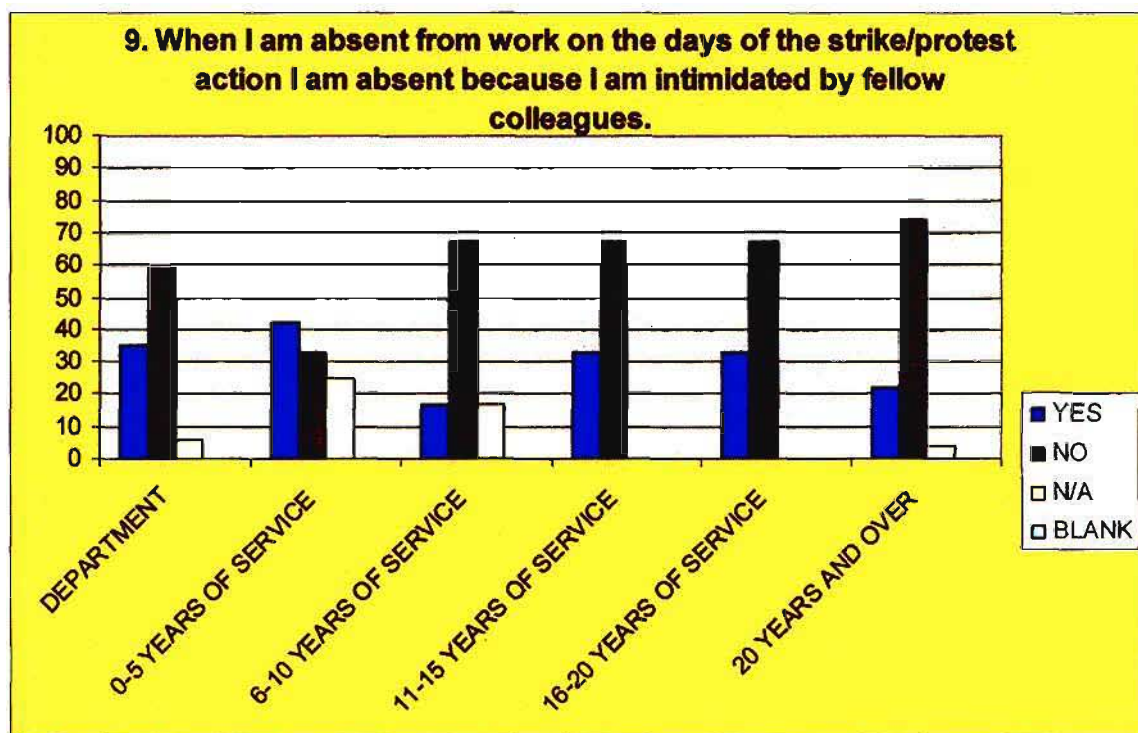


Table 5.13 and Figure 5.12 reflect the comparative responses to statement 9 for the sample (department) as a whole and the five different categories of length of service. Table 5.13 and Figure 5.12 indicate that as the tenure of

employees increased, the higher the response rate indicating that they were not absent because they were intimidated by fellow colleagues.

TABLE 5.14: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 10 BASED ON LENGTH OF SERVICE

10. When I participate in strike/protest action I force/influence other people to participate in the strike/protest action.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	11	84	5	0
0-5 YEARS OF SERVICE	8	75	17	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	8	92	0	0
16-20 YEARS OF SERVICE	8	92	0	0
20 YEARS AND OVER	9	87	4	0

FIGURE 5.13: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 10 BASED ON LENGTH OF SERVICE

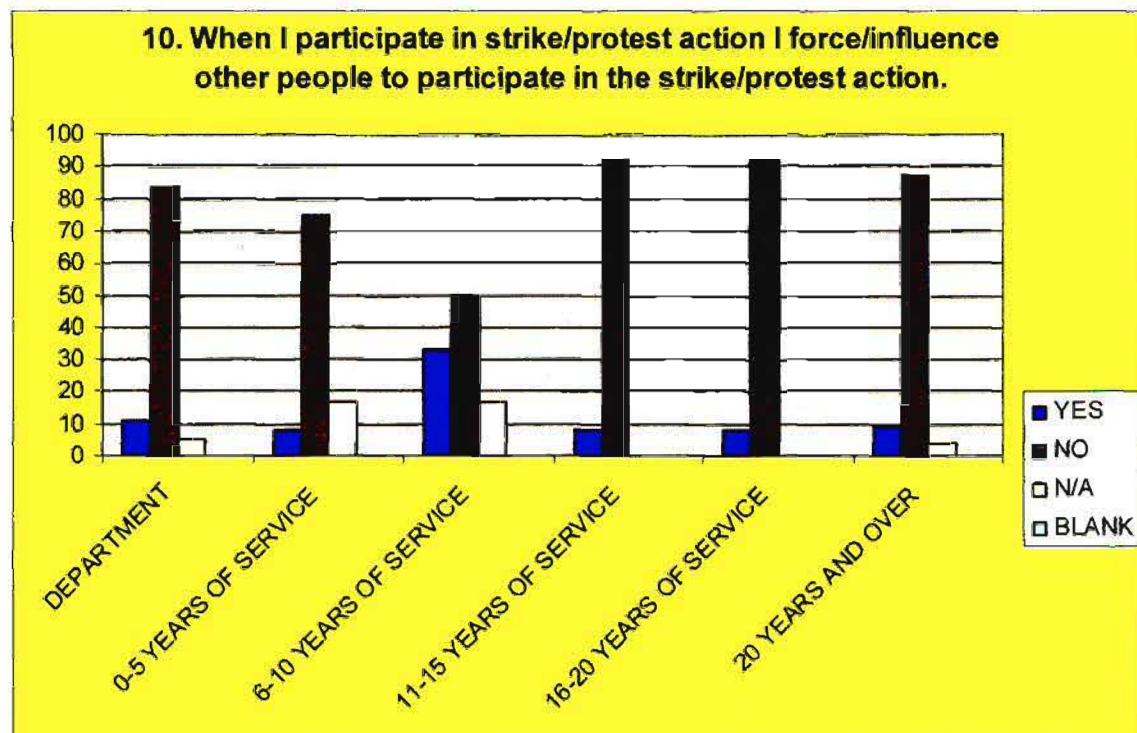


Table 5.14 and Figure 5.13 reflect the comparative responses to statement 10 for the sample (department) as a whole and the five different categories of length of service. Table 5.14 and Figure 5.13 indicate that all categories of

length of service reported strongly that they did not force/influence other people to participate in the strike/protest action.

TABLE 5.15: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 11 BASED ON LENGTH OF SERVICE

11. I participate in strike/protest action because other level 2's participate in strike/protest action.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	18	76	6	0
0-5 YEARS OF SERVICE	17	67	17	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	8	92	0	0
16-20 YEARS OF SERVICE	42	58	0	0
20 YEARS AND OVER	13	78	9	0

FIGURE 5.14: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 11 BASED ON LENGTH OF SERVICE

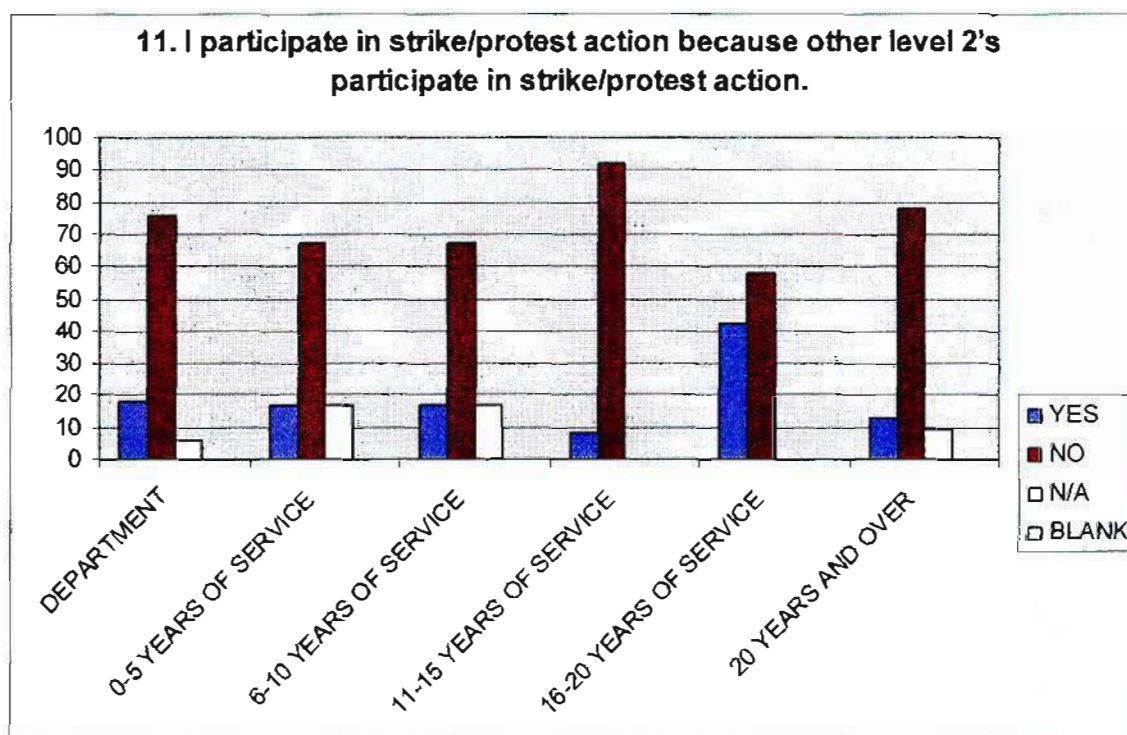


Table 5.15 and Figure 5.14 reflect the comparative responses to statement 11 for the sample (department) as a whole and the five different categories of length of service. The 11-15 years of service category had the highest

response rate indicating that they did not participate in strike/protest action because other employees belonging to the same level participated in strike/protest action.

TABLE 5.16: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 12 BASED ON LENGTH OF SERVICE

12. When I am absent from work on the days of the strike/protest action I am absent because I think that I can have a holiday.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	5	90	5	0
0-5 YEARS OF SERVICE	0	83	17	0
6-10 YEARS OF SERVICE	0	83	17	0
11-15 YEARS OF SERVICE	4	96	0	0
16-20 YEARS OF SERVICE	17	83	0	0
20 YEARS AND OVER	4	91	4	0

FIGURE 5.15: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 12 BASED ON LENGTH OF SERVICE

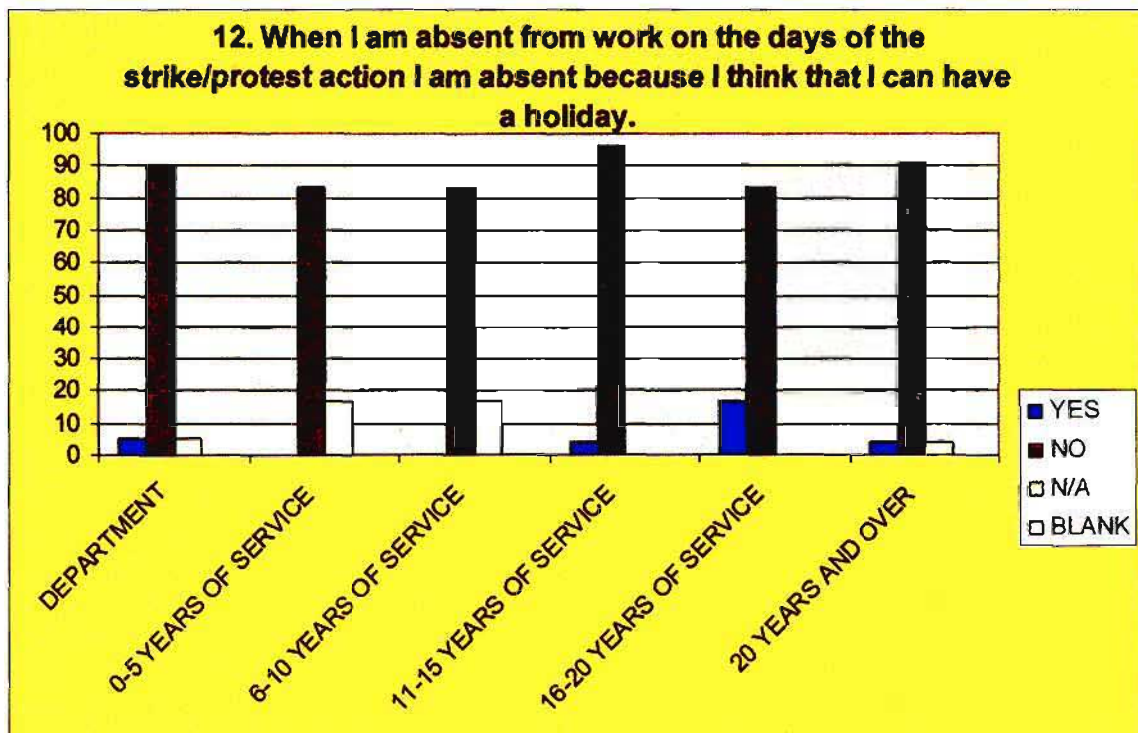


Table 5.16 and Figure 5.15 reflect the comparative responses to statement 12 for the sample (department) as a whole and the five different categories of length of service. All categories of length of service indicated strongly that when they are absent from work on the days of the strike/protest action they are not absent because they think that they can have a holiday.

TABLE 5.17: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 13 BASED ON LENGTH OF SERVICE

13. I participate in strike/protest action because other employees from the same union that I belong to participate in the strike/protest action.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	31	64	5	0
0-5 YEARS OF SERVICE	25	58	17	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	17	83	0	0
16-20 YEARS OF SERVICE	33	67	0	0
20 YEARS AND OVER	43	52	4	0

FIGURE 5.16: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 13 BASED ON LENGTH OF SERVICE

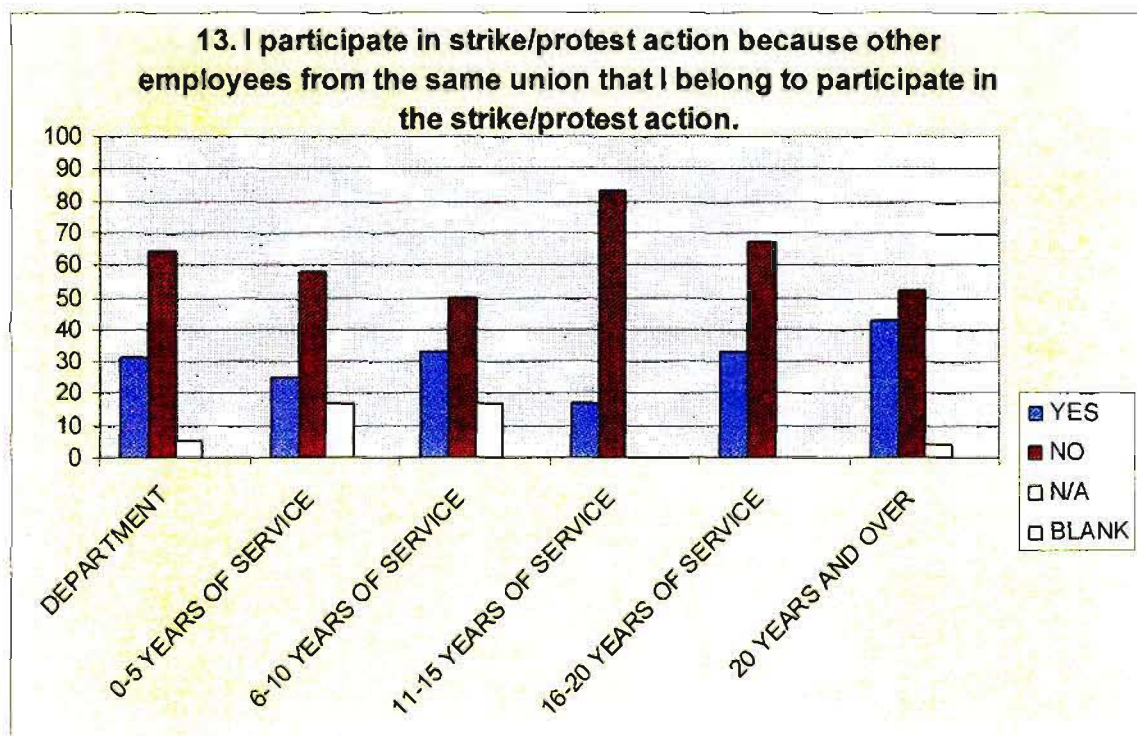


Table 5.17 and Figure 5.16 reflect the comparative responses to statement 13 for the sample (department) as a whole and the five different categories of length of service. The 11-15 years category of service indicated most strongly that when they participate in strike/protest action they do not do so because other employees from the same union that they belong to participate in strike/protest.

TABLE 5.18: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 14 BASED ON LENGTH OF SERVICE

14. When I am absent from work on the days of the strike/protest action I am absent because of the pressure from union officials not to attend work.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	20	75	5	0
0-5 YEARS OF SERVICE	33	50	17	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	25	71	4	0
16-20 YEARS OF SERVICE	8	92	0	0
20 YEARS AND OVER	13	87	0	0

FIGURE 5.17: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 14 BASED ON LENGTH OF SERVICE

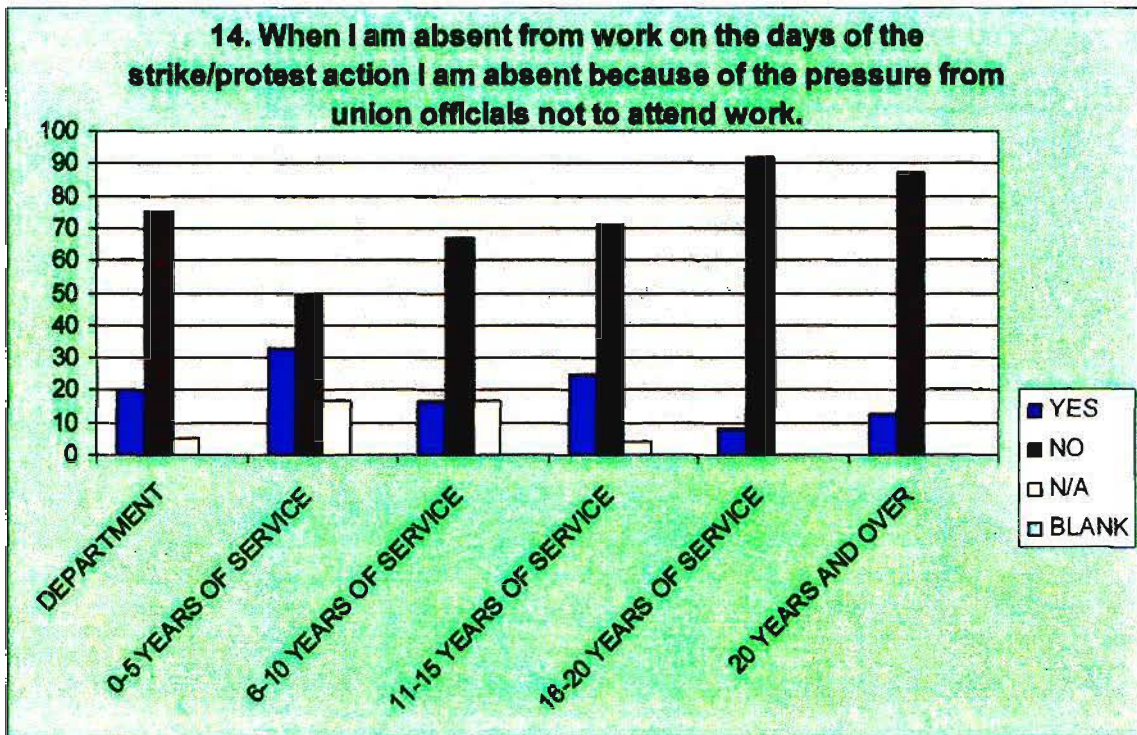


Table 5.18 and Figure 5.17 reflect the comparative responses to statement 14 for the sample (department) as a whole and the five different categories of length of service. Table 5.18 and Figure 5.17 indicate that as the tenure of employees increases, subjects were more inclined to indicate that when they participate in strike/protest action they do not participate because of the pressure from union officials not to attend work.

**TABLE 5.19: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 15 BASED ON LENGTH OF SERVICE**

15. I stay away on the day of a strike/protest action and I support the strike. I however do not participate in the strike/protest activities because I believe that I cannot control events by my own behaviour.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	28	55	18	0
0-5 YEARS OF SERVICE	42	42	17	0
6-10 YEARS OF SERVICE	0	83	17	0
11-15 YEARS OF SERVICE	17	63	21	0
16-20 YEARS OF SERVICE	25	58	17	0
20 YEARS AND OVER	35	48	17	0

**FIGURE 5.18: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT
15 BASED ON LENGTH OF SERVICE**

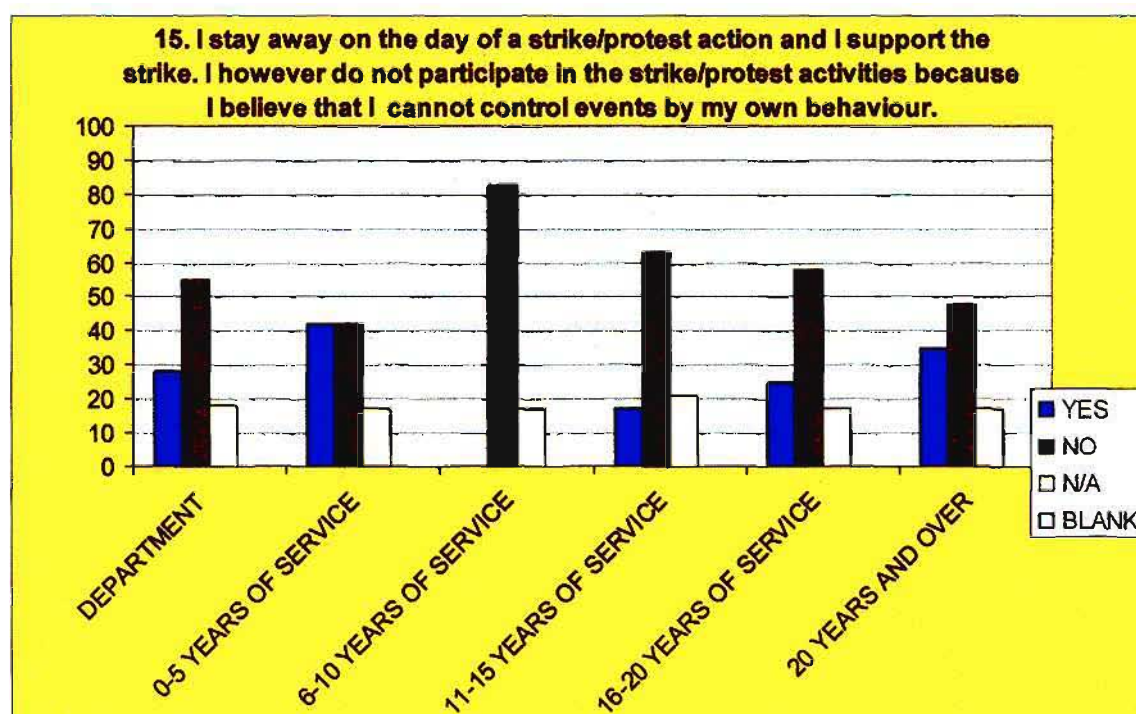


Table 5.19 and Figure 5.18 reflect the comparative responses to statement 15 for the sample (department) as a whole and the five different categories of length of service. Table 5.19 and Figure 5.18 indicate that as the tenure of

employees increased, except for the 0-5 years of service category, the support for an external locus of control, decreased.

TABLE 5.20: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 16 BASED ON LENGTH OF SERVICE

16. I participate in strike/protest action because I believe that I can have an impact on political processes.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	53	43	5	0
0-5 YEARS OF SERVICE	50	33	17	0
6-10 YEARS OF SERVICE	17	67	17	0
11-15 YEARS OF SERVICE	50	50	0	0
16-20 YEARS OF SERVICE	67	25	8	0
20 YEARS AND OVER	57	43	0	0

FIGURE 5.19: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 16 BASED ON LENGTH OF SERVICE

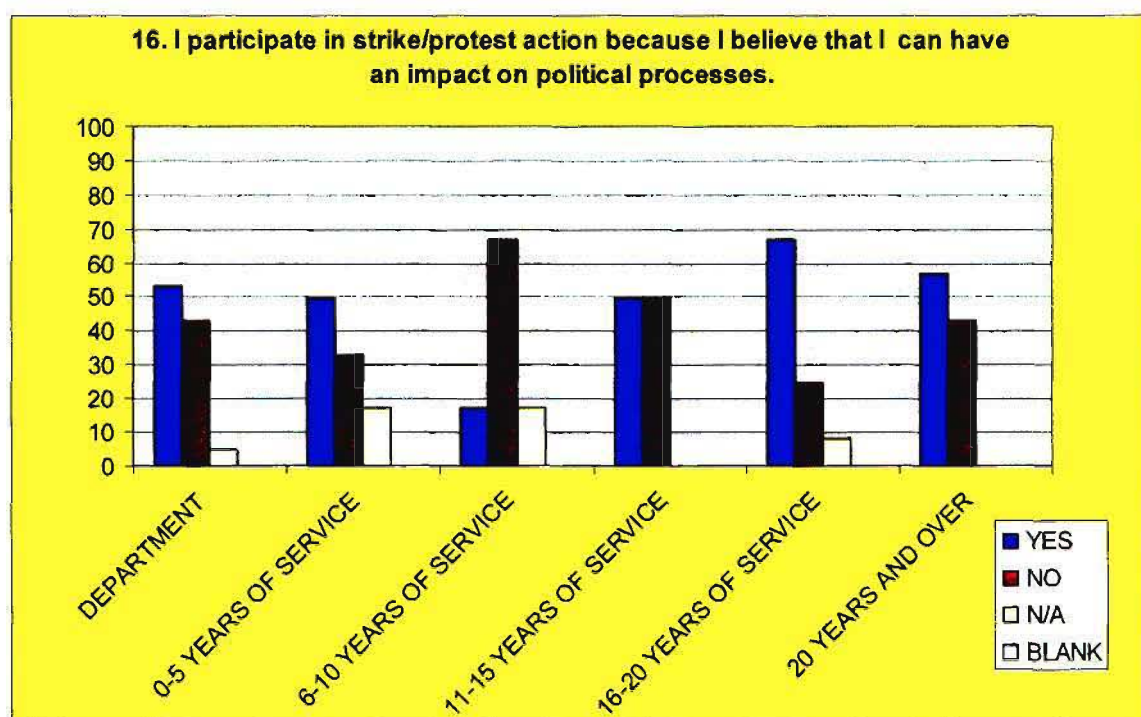


Table 5.20 and Figure 5.19 reflect the comparative responses to statement 16 for the sample (department) as a whole and the five different categories of length of service. No notable patterns were noted for this factor.

**TABLE 5.21: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 17 BASED ON LENGTH OF SERVICE**

17. When I participate in strike/protest action I stay at home in support of the strike/protest action.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	24	59	18	0
0-5 YEARS OF SERVICE	17	42	42	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	17	71	13	0
16-20 YEARS OF SERVICE	25	58	17	0
20 YEARS AND OVER	30	57	13	0

**FIGURE 5.20: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT
17 BASED ON LENGTH OF SERVICE**

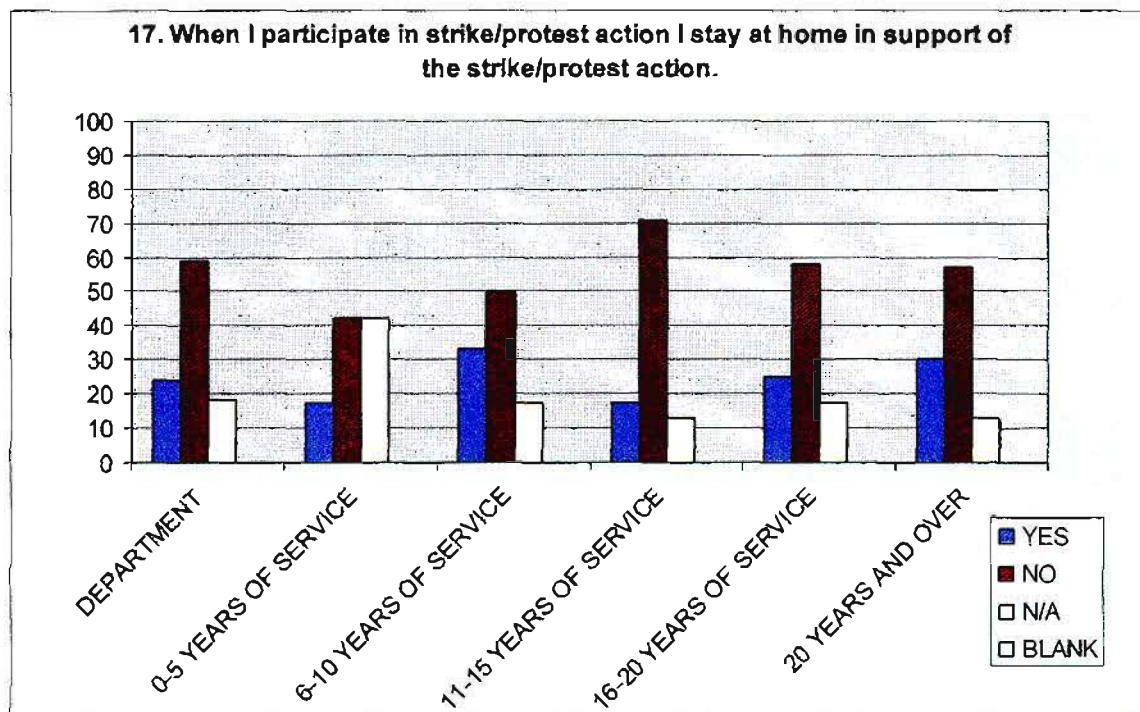


Table 5.21 and Figure 5.20 reflect the comparative responses to statement 17 for the sample (department) as a whole and the five different categories of length of service. The 11-15 years of service indicated most strongly that when they participated in strike/protest action they did not stay at home in support of the strike/protest action.

**TABLE 5.22: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES
TO STATEMENT 18 BASED ON LENGTH OF SERVICE**

18. I participate in strike/protest action because I have been notified by the union that there is going to be a strike.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	66	26	8	0
0-5 YEARS OF SERVICE	33	42	25	0
6-10 YEARS OF SERVICE	50	33	17	0
11-15 YEARS OF SERVICE	71	29	0	0
16-20 YEARS OF SERVICE	83	17	0	0
20 YEARS AND OVER	78	13	9	0

**FIGURE 5.21: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT
18 BASED ON LENGTH OF SERVICE**

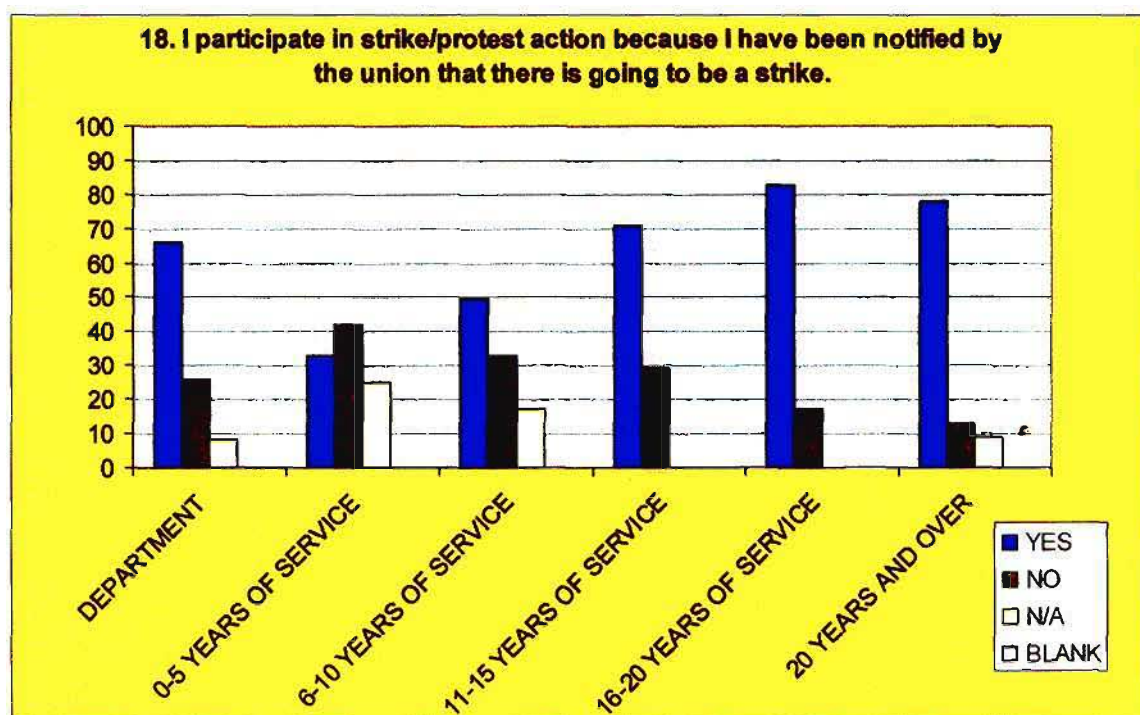


Table 5.22 and Figure 5.21 reflect the comparative responses to statement 18 for the sample (department) as a whole and the five different categories of length of service. Table 5.22 and Figure 5.21 indicate that as the tenure of employees increase, tendency for subjects to participate in strike/protest

action because they have been notified by the union that there is going to be a strike, increases.

TABLE 5.23: FREQUENCY DISTRIBUTION: COMPARATIVE RESPONSES TO STATEMENT 19 BASED ON LENGTH OF SERVICE

19. I participate in strike/protest action because I feel that I am worse off than other employees who earn more and have greater benefits than I have.	% YES	% NO	% N/A	% BLANK
DEPARTMENT AS A WHOLE	55	39	6	0
0-5 YEARS OF SERVICE	33	50	17	0
6-10 YEARS OF SERVICE	33	50	17	0
11-15 YEARS OF SERVICE	71	29	0	0
16-20 YEARS OF SERVICE	58	42	0	0
20 YEARS AND OVER	52	39	9	0

FIGURE 5.22: BAR GRAPH: COMPARATIVE RESPONSES TO STATEMENT 19 BASED ON LENGTH OF SERVICE

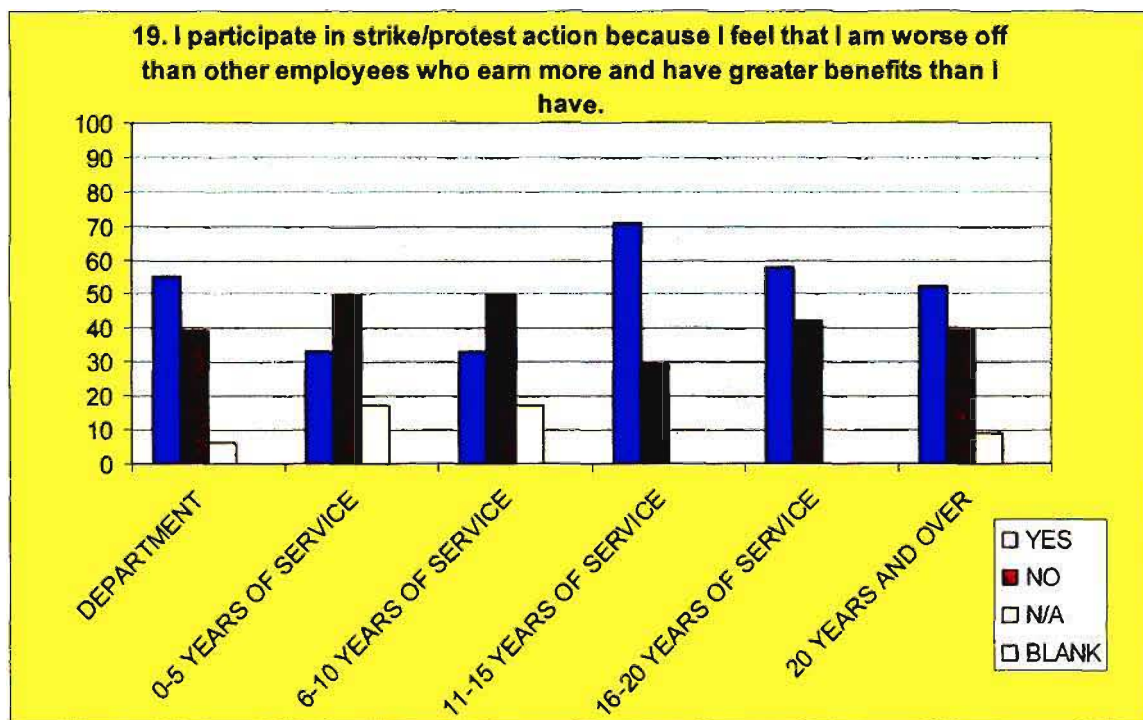


Table 5.24 and Figure 5.23 reflect the comparative responses to statement 20 for the sample (department) as a whole and the five different categories of length of service. No significant patterns have been noted except for the 18-20 years of service category who indicated strongly that they participated in strike/protest action because they were frustrated and dissatisfied in the work place.

TABLE 5.25: CHI-SQUARE AND HYPOTHESIS TESTING: ANALYSIS OF RESPONSES BASED ON THE REGION

STATEMENT T	X ²	GREATER THAN (G) OR LESS THAN (L) THE CRITICAL VALUE	HYPOTHESIS ACCEPTED (A) OR REJECTED (R.)	INDEPENDENT (I) OR DEPENDANT (D) RELATIONSHIP
B1	17.035	G	R	D
B2	6.502	L	A	I
B3	13.801	L	A	I
B4	22.071	G	R	D
B5	7.667	L	A	I
B6	37.940	G	R	D
B7	25.380	G	R	D
B8	6.891	L	A	I
B9	22.581	G	R	D
B10	6.334	L	A	I
B11	10.638	L	A	I
B12	7.027	L	A	I
B13	26.523	G	R	D
B14	12.741	L	A	I
B15	17.894	G	R	D
B16	13.798	L	A	I
B17	13.569	L	A	I
B18	10.316	L	A	I
B19	22.328	G	R	D
B20	37.316	G	R	D

HYPOTHESIS 1:
RESPONSES ARE INDEPENDENT OF THE REGION WHERE THE SUBJECT IS EMPLOYED.

LEVEL OF SIGNIFICANCE = 0.05
DEGREES OF FREEDOM = 9
CRITICAL VALUE OF X ² = 16.919

Table 5.25 represents a chi-square distribution and hypothesis testing to ascertain whether the region in which the subjects were based had an influence on the responses to Section B of the questionnaire.

The hypothesis is that the responses of the subjects to Section B of the questionnaire is independent of which region in which the subject was based.

$$\begin{aligned}\text{Degrees of freedom} &= (r-1)(c-1) \\ &= (r-1)(c-1) \\ &= 9\end{aligned}$$

Level of significance used is 0,05

Therefore the critical value of:

X^2 is 16,919

If X^2 is less than the critical value, the hypothesis is accepted and there is an independent relationship.

Thus, if X^2 is greater than the critical value, the hypothesis is rejected and there is a dependent relationship.

The responses that were dependent on the region where the subject was based are highlighted in green in Table 5.25 and included the following responses:

- Statement 1 which indicated that when the subjects were absent from work on the days of the strike/protest action, the subjects were participating in strike/protest action.
- Statement 4 which indicated that when the subjects participated in strike/protest action, the subjects participated in union marches/rallies.
- Statement 6 which indicated that subjects participated in strike/protest action because their grievances were not attended to.

- Statement 7 which indicated that when subjects were absent from work on the days of the strike/protest action they were absent because of threats of violence from members of the community where they live.
- Statement 9 which indicated that when subjects were absent from work on the days of the strike/protest action they were absent because they were intimidated by fellow colleagues.
- Statement 13 which indicated that subjects participated in strike/protest action because other employees from the same union that they belonged to participated in the strike/protest action.
- Statement 15 which indicated that subjects stayed away on the day of a strike but did not participate in the strike/protest activities because they believed that they cannot control events by their own behaviour.
- Statement 19 which indicated that subjects participated in strike/protest action because they feel that they are worse off than other employees who earn more and have greater benefits than they have.
- Statement 20 which indicated that subjects participated in strike/protest action because they were frustrated and dissatisfied in the work place.

Hence, hypothesis 1 may be partially accepted at 5% level of significance.

5.4 DATA FROM SECTION C OF THE QUESTIONNAIRE

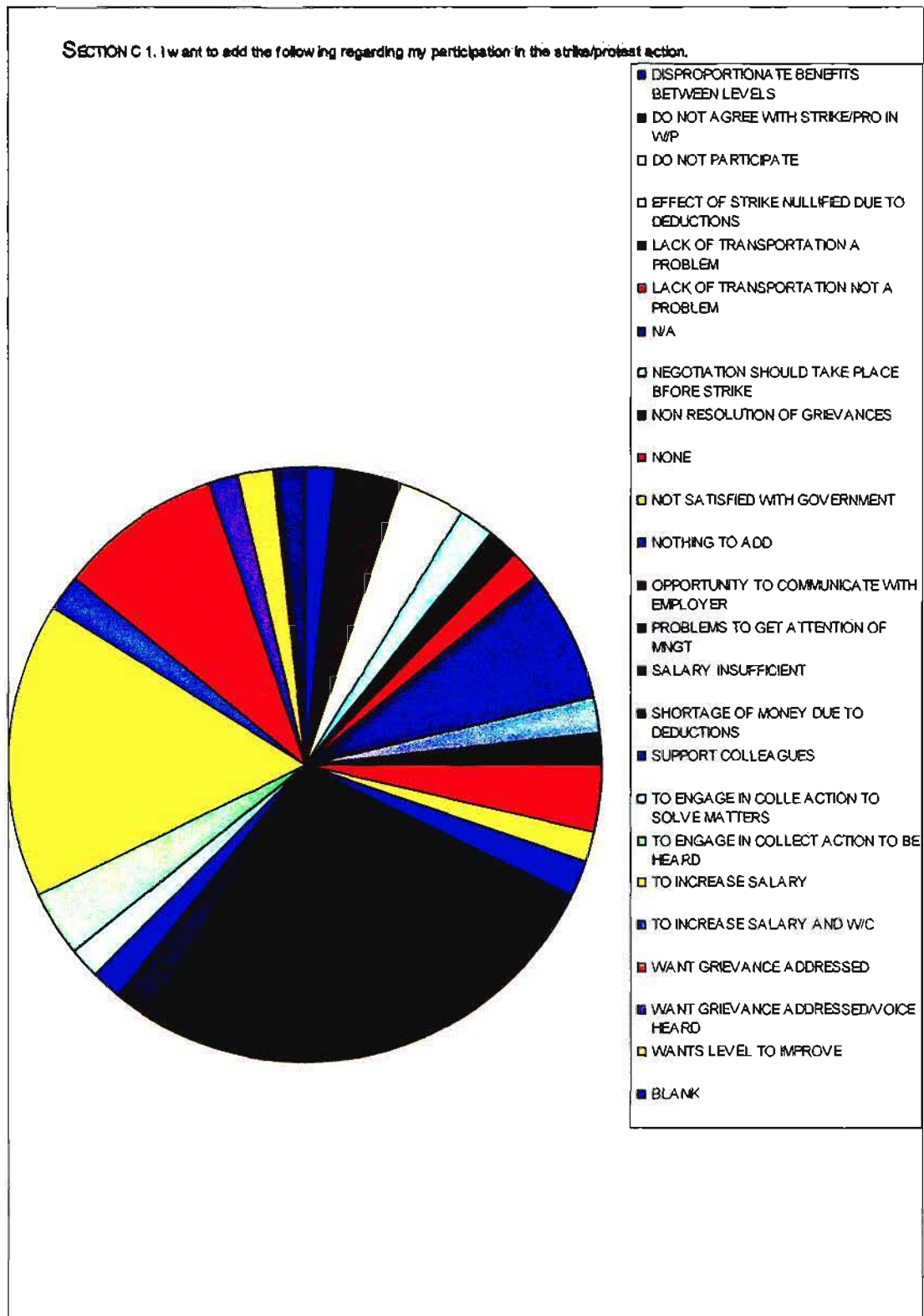
The data from this section which consisted of 4 open-ended questions is presented in the form of tables and graphs. In this section there was a large no of blank responses the percentages of which are recorded on the tables and graphs.

**TABLE 5.26: FREQUENCY DISTRIBUTION REFLECTING RESPONSES
TO QUESTION C1**

SECTION C 1. I want to add the following regarding my participation in the strike/protest action.

	NO. OF RESP	PERCENT
DISPROPORTIONATE BENEFITS BETWEEN LEVELS	1	1.25%
DO NOT AGREE WITH STRIKE/PRO IN W/P	2	2.50%
DO NOT PARTICIPATE	2	2.50%
EFFECT OF STRIKE NULLIFIED DUE TO DEDUCTIONS	1	1.25%
LACK OF TRANSPORTATION A PROBLEM	1	1.25%
LACK OF TRANSPORTATION NOT A PROBLEM	1	1.25%
N/A	4	5%
NEGOTIATION SHOULD TAKE PLACE BEFORE STRIKE	1	1.25%
NON RESOLUTION OF GRIEVANCES	1	1.25%
NONE	2	2.50%
NOT SATISFIED WITH GOVERNMENT	1	1.25%
NOTHING TO ADD	1	1.25%
OPPORTUNITY TO COMMUNICATE WITH EMPLOYER	1	1.25%
PROBLEMS TO GET ATTENTION OF MNGT	1	1.25%
SALARY INSUFFICIENT	13	16.25%
SHORTAGE OF MONEY DUE TO DEDUCTIONS	1	1.25%
SUPPORT COLLEAGUES	1	1.25%
TO ENGAGE IN COLLE ACTION TO SOLVE MATTERS	1	1.25%
TO ENGAGE IN COLLECT ACTION TO BE HEARD	2	2.50%
TO INCREASE SALARY	9	11.25%
TO INCREASE SALARY AND W/C	1	1.25%
WANT GRIEVANCE ADDRESSED	5	6.25%
WANT GRIEVANCE ADDRESSED/VOICE HEARD	1	1.25%
WANTS LEVEL TO IMPROVE	1	1.25%
BLANK	1	1.25%

**FIGURE 5.24: PIE GRAPH: FREQUENCY OF THE RESPONSES TO
STATEMENT 1 OF SECTION C**



In terms of Table 5.26 and Figure 5.24, the only notable factors is that 16.25% of the subjects indicated that they participated in strike/protest action because

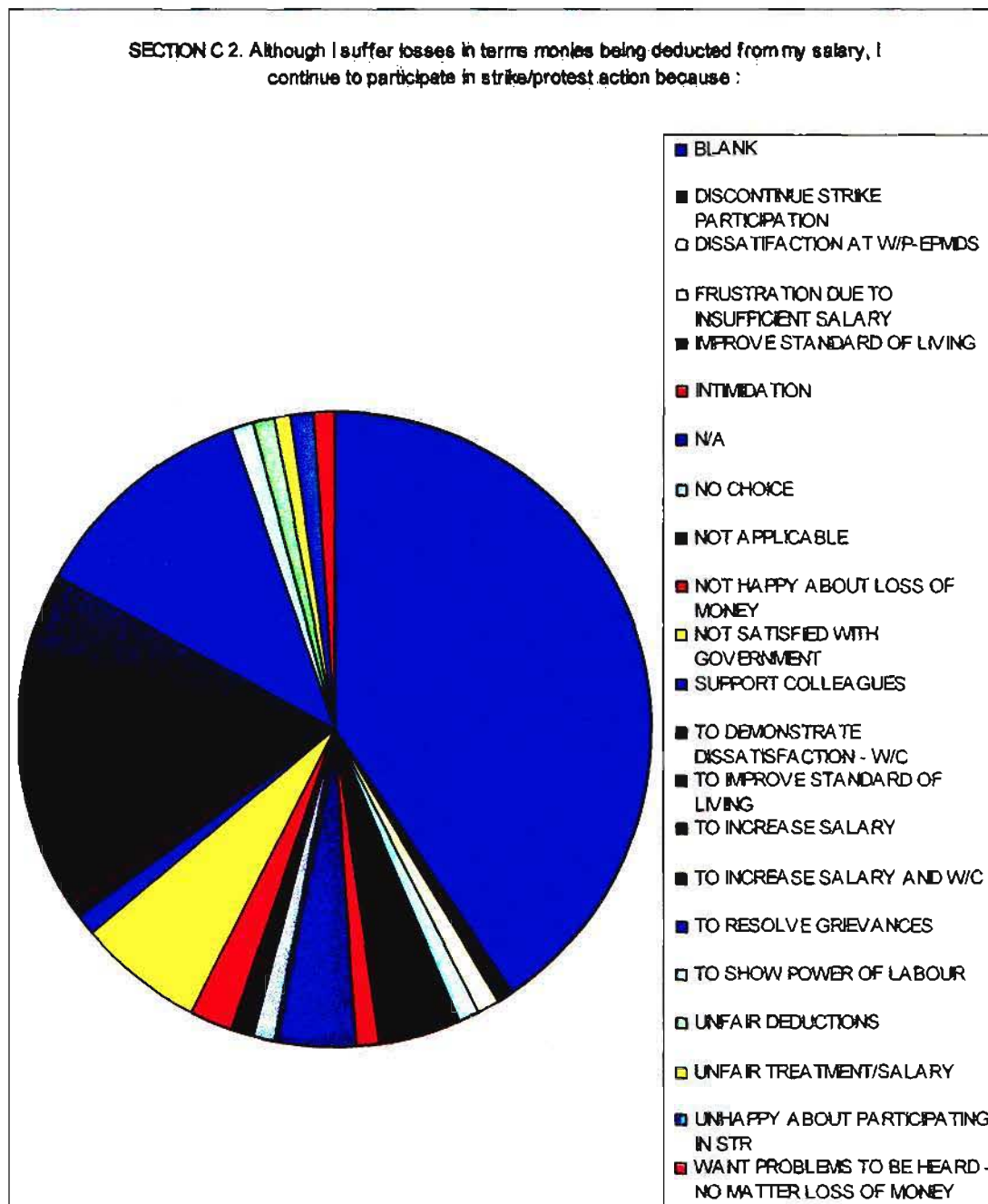
their salaries were insufficient and 11.25% of the sample indicated that they wanted an increase in salary.

**TABLE 5.27: FREQUENCY DISTRIBUTION REFLECTING RESPONSES
TO QUESTION C2**

SECTION C 2. Although I suffer losses in terms monies being deducted from my salary, I continue to participate in strike/protest action because :

	NO. OF RESP	PERCENT
BLANK	38	47.50%
DISCONTINUE STRIKE PARTICIPATION	1	1.25%
DISSATISFACTION AT W/P-EPMDs	1	1.25%
FRUSTRATION DUE TO INSUFFICIENT SALARY	1	1.25%
IMPROVE STANDARD OF LIVING	4	5%
INTIMIDATION	1	1.25%
N/A	4	5%
NO CHOICE	1	1.25%
NOT APPLICABLE	1	1.25%
NOT HAPPY ABOUT LOSS OF MONEY	2	2.50%
NOT SATISFIED WITH GOVERNMENT	6	7.50%
SUPPORT COLLEAGUES	1	1.25%
TO DEMONSTRATE DISSATISFACTION - W/C	1	1.25%
TO IMPROVE STANDARD OF LIVING	7	8.75%
TO INCREASE SALARY	5	6.25%
TO INCREASE SALARY AND W/C	4	5%
TO RESOLVE GRIEVANCES	11	13.75%
TO SHOW POWER OF LABOUR	1	1.25%
UNFAIR DEDUCTIONS	1	1.25%
UNFAIR TREATMENT/SALARY	1	1.25%
UNHAPPY ABOUT PARTICIPATING IN STR	1	1.25%
WANT PROBLEMS TO BE HEARD - NO MATTER LOSS OF MO	1	1.25%

**FIGURE 5.25: PIE GRAPH: FREQUENCY OF THE RESPONSES TO
STATEMENT 2 OF SECTION C**



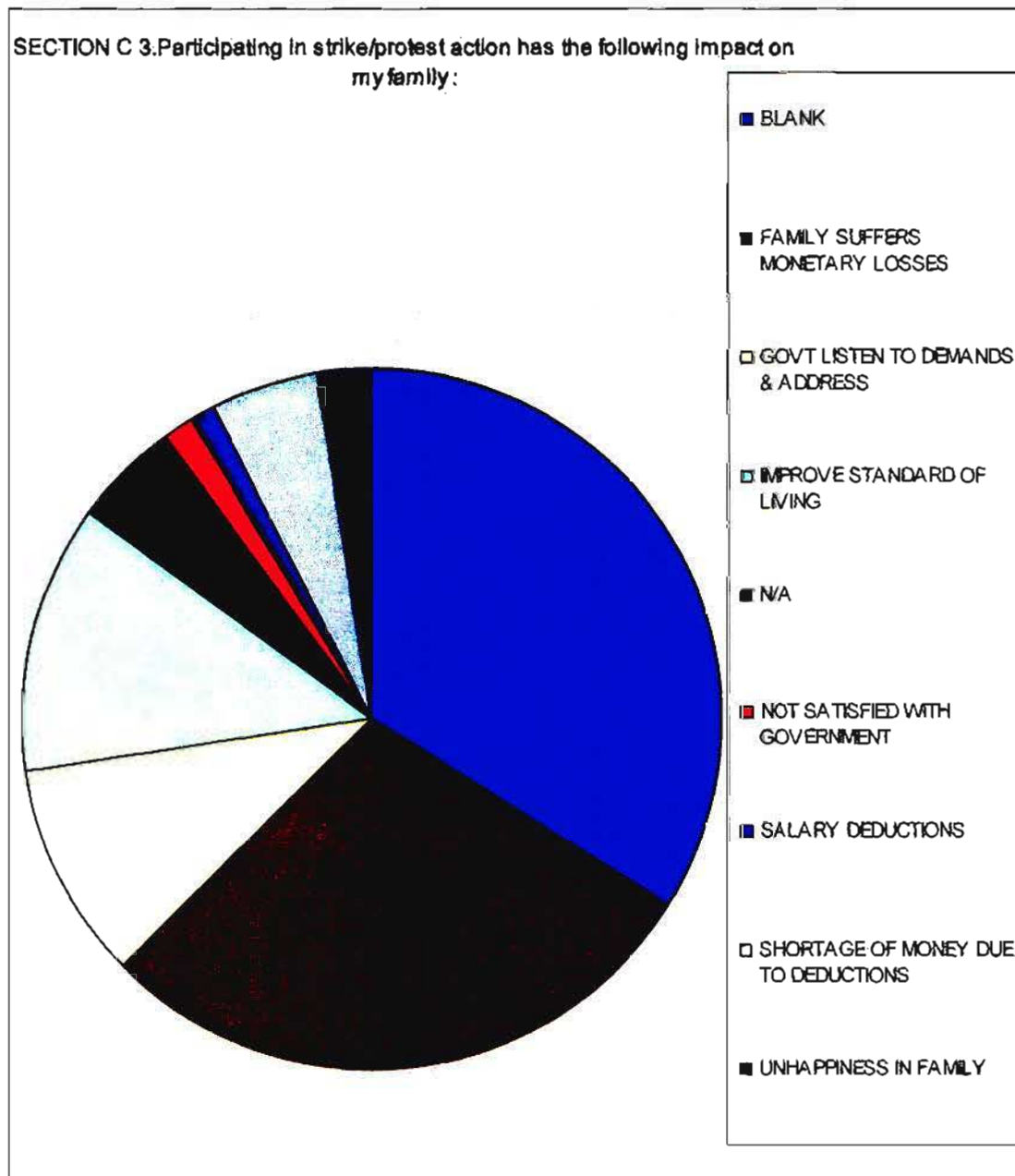
In terms of Table 5.27 and Figure 5.25, 47.50% of the responses were blank. The only notable factor is that 13.75% of the subjects indicated that they participated in strike/protest action, irrespective of the monetary losses because they wanted their grievances to be addressed.

**TABLE 5.28: FREQUENCY DISTRIBUTION REFLECTING RESPONSES
TO QUESTION C3**

SECTION C 3. Participating in strike/protest action has the following impact on my family :

	NO. OF RESP	PERCENT
BLANK	27	33.75%
FAMILY SUFFERS MONETARY LOSSES	23	28.75%
GOVT LISTEN TO DEMANDS & ADDRESS	8	10%
IMPROVE STANDARD OF LIVING	10	12.50%
N/A	4	5%
NOT SATISFIED WITH GOVERNMENT	1	1.25%
SALARY DEDUCTIONS	1	1.25%
SHORTAGE OF MONEY DUE TO DEDUCTIONS	4	5%
UNHAPPINESS IN FAMILY	2	2.50%

**FIGURE 5.26: PIE GRAPH: FREQUENCY OF THE RESPONSES TO
STATEMENT 3 OF SECTION C**



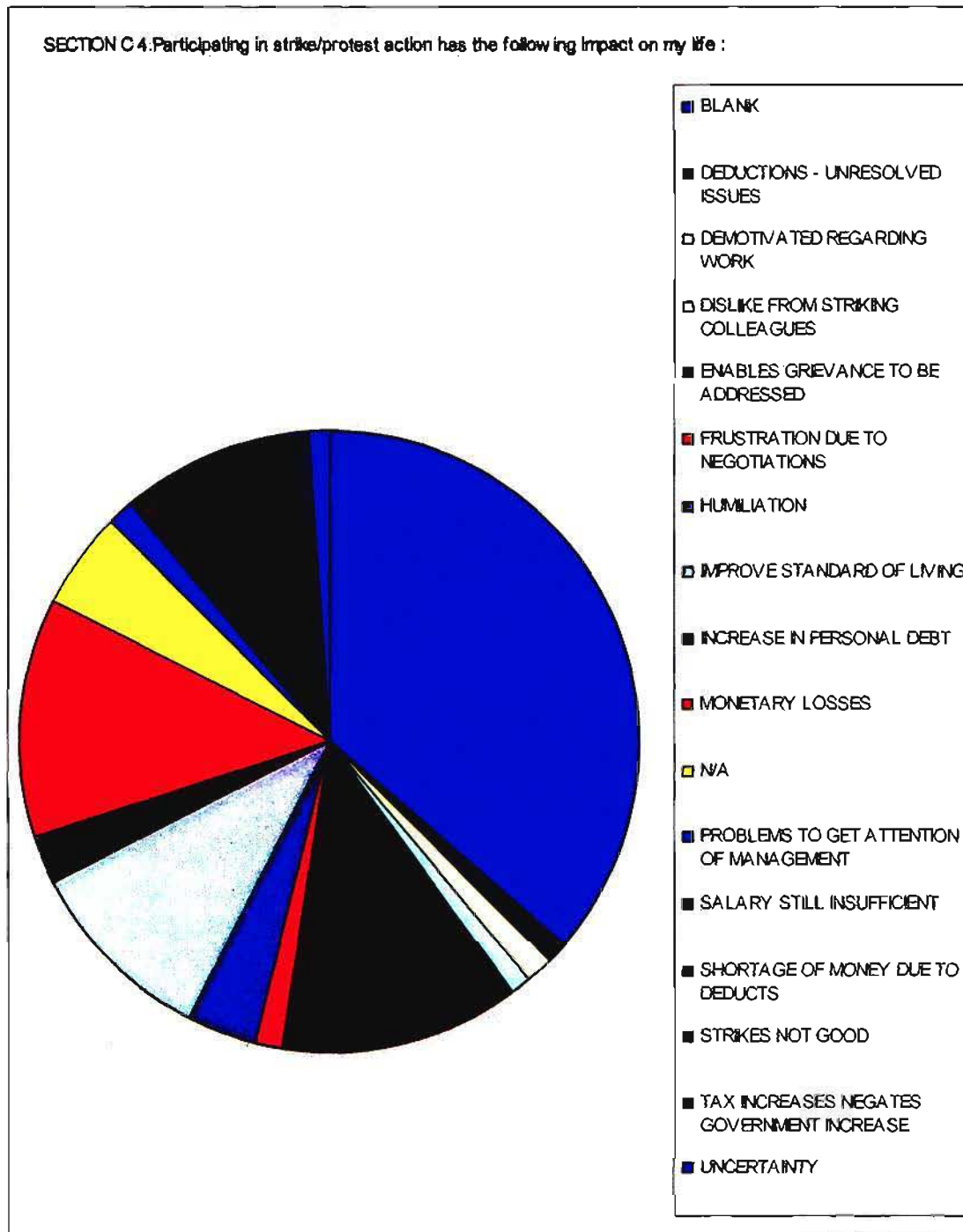
In terms of Table 5.28 and Figure 5.26, 33.75% of the responses were blank. In terms of the impact that participation in strike/protest action has on the family, 28.75% of the subjects indicated that their families suffered monetary losses and 12.50% indicated that their families wanted an improved standard of living.

**TABLE 5.29: FREQUENCY DISTRIBUTION REFLECTING RESPONSES
TO QUESTION C4**

SECTION C 4.Participating in strike/protest action has the following impact on my life :

	NO. OF RESP	PERCENT
BLANK	29	36.25%
DEDUCTIONS - UNRESOLVED ISSUES	1	1.25%
DEMOTIVATED REGARDING WORK	1	1.25%
DISLIKE FROM STRIKING COLLEAGUES	1	1.25%
ENABLES GRIEVANCE TO BE ADDRESSED	10	12.50%
FRUSTRATION DUE TO NEGOTIATIONS	1	1.25%
HUMILIATION	3	3.75%
IMPROVE STANDARD OF LIVING	8	10%
INCREASE IN PERSONAL DEBT	2	2.50%
MONETARY LOSSES	10	10%
N/A	4	5%
PROBLEMS TO GET ATTENTION OF MANAGEMENT	1	1.25%
SALARY STILL INSUFFICIENT	1	1.25%
SHORTAGE OF MONEY DUE TO DEDUCTS	5	6.25%
STRIKES NOT GOOD	1	1.25%
TAX INCREASES NEGATES GOVERNMENT INCREASE	1	1.25%
UNCERTAINTY	1	1.25%

**FIGURE 5.27: PIE GRAPH: FREQUENCY OF THE RESPONSES TO
STATEMENT 4 OF SECTION C**



In terms of Table 5.29 and Figure 5.27, 36.25% of the responses were blank. In terms of the impact that participation in strike/protest action has on the subject's life, 12.50%% of the subjects indicated that it enables them to have

their grievances addressed and 6.25% indicated that they suffered because of the shortage of money due to deductions.

5.5 CONCLUSION

The frequency distribution, the percentages, the chi-square distribution, the hypothesis testing and the graphs generated, assisted in the interpretation and the discussion of the results.

CHAPTER 6

DISCUSSION OF RESULTS

6.1 INTRODUCTION

In this chapter the data that has been analysed was grouped into issues which have been derived from the objectives of the study. Responses to the questions have been grouped under specific issues. The data as presented in the frequency distributions the graphs and the chi-square distributions have been discussed in terms of the theoretical perspectives presented in Chapter two and Chapter three. The length of service and the responses received from the regions where the subjects were based is also analysed in terms of each issue.

6.2 ISSUES

The issues include the following:

- Absenteeism due to strike/protest action
- Locus of control
- Socio-economic factors and relative deprivation
- Extent of involvement in union activities
- Employee behaviour
- Dissatisfaction in the workplace
- Pressure, threats of violence and intimidation
- Union or individual influence
- Sharedness of belief
- Political efficacy

6.2.1 Absenteeism due to strike / protest action

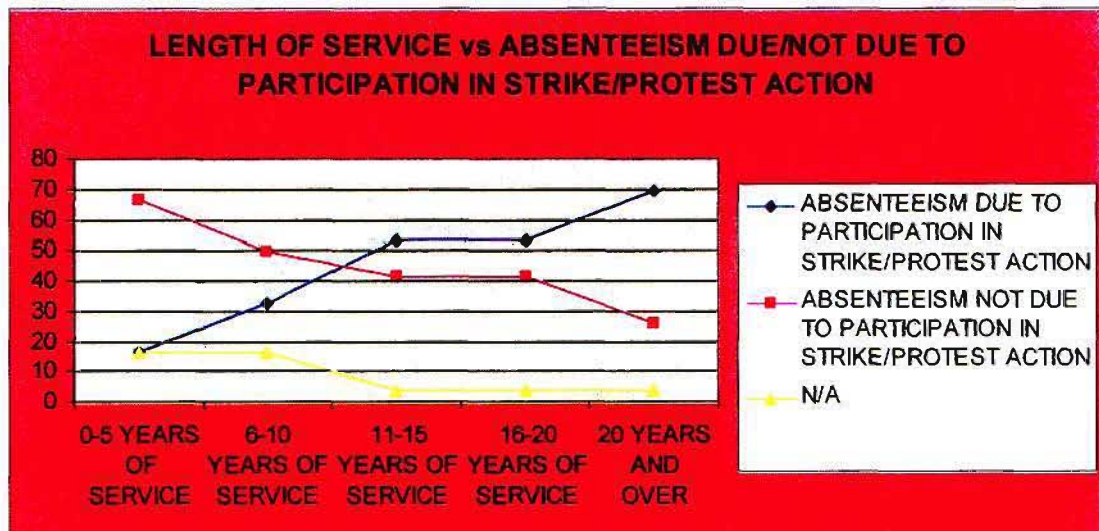
As reflected in Table 5.4, the responses recorded for statement 1 is that 48% of the sample indicated that when they are absent from work on the days of

the strike/protest action, they are absent because they participate in strike/protest action. 9% of the sample responded by indicating that the statement was not applicable.

44% of the sample indicated that when they are absent from work on the days of the strike/protest action, they are not absent because they are participating in the strike. This correlates with the fact that 41% of the sample in response to statement 3 (Table 5.4) indicated that when they are absent from work on the days of the strike/protest action, they are absent because they have no public transport. This also correlates with statement 7 (Table 5.4) which reflects that 46% of the sample indicated that when they are absent from work on the days of the strike/protest action they are absent because of threats of violence from members of their community where they live. Absence on the days of the strike/protest action due to intimidation by fellow colleagues accounted for 35% as per statement 9 in Table 5.4. Pressure from unions and union officials accounted for 23% and 20% respectively as to why subjects were absent on the days of the strike/protest action (Statements 8 and 14 of Table 5.4, respectively).

In terms of the subjects' length of service with the Public Service as reflected in Table 5.5 (Statement 1), the levels of absenteeism due to participation in strike/protest action is significantly higher for employees with a length of service of 11 years and above. Besides the low levels of participation for subjects with a length of service between '0-5 years of service' and '6-10 years of service' respectively, these categories also responded with a '17%' NOT APPLICABLE (N/A) response in each of the categories. This is reflected in Figure 6.1

FIGURE 6.1: LINE GRAPH: LENGTH OF SERVICE AND ABSENTEEISM DUE/NOT DUE TO STRIKE/PROTEST ACTION



There is a marked disparity between longer serving employees, that is, those subjects that have a length of service of 11 years and above and those that have a length of service 10 years and below. An attributable cause as to the disparity between these 2 broader categories may be steeped in the socio-political and economic history of this country in the past two decades. Subjects that have 11 years and more of service may have well been part of the forceful and dedicated industrial action that drove the impetus for political changes in this country. These subjects would have confidence in the impact of striking behaviour and would engage in strike/protest action with greater enthusiasm and confidence. These subjects seem to be more settled with their standpoint in terms of participation and indicated an average of 4% of 'NOT APPLICABLE (N/A)' responses as opposed to an average of 17% of 'NOT APPLICABLE (N/A)' responses for the subjects that have a length of service of 10 years and below.

In Table 5.25 the responses to Statement 1 indicated that when the subjects were absent from work on the days of the strike/protest action, the subjects were participating in strike/protest action. As per the chi-square distribution

and the hypothesis testing responses to this statement was dependent on the region in which the subjects were based. The Ethekeini Region had the highest response rate which was 91%. The North Coast Region had a response rate of 8%. This implies that the subjects in the Ethekeini Region had the greatest tendency to participate in strike/protest action when they were absent on the day of the strike/protest action.

At the point when this study was undertaken the department had just completed effecting deductions, in some regions, for the Departmental Employee Performance Management strike and was in the process of effecting deductions for the Public Service Strike of 2007. Some subjects that were initially chosen had refused to be part of the sample. Other subjects that accepted to be part of the sample, refused to sign the questionnaire, indicating that this may have a bearing and impact on their work life and salaries. The aforementioned factors could have possibly affected honest responses and subjects may have been inclined to respond in a socially desirable manner.

6.2.2 Locus of control

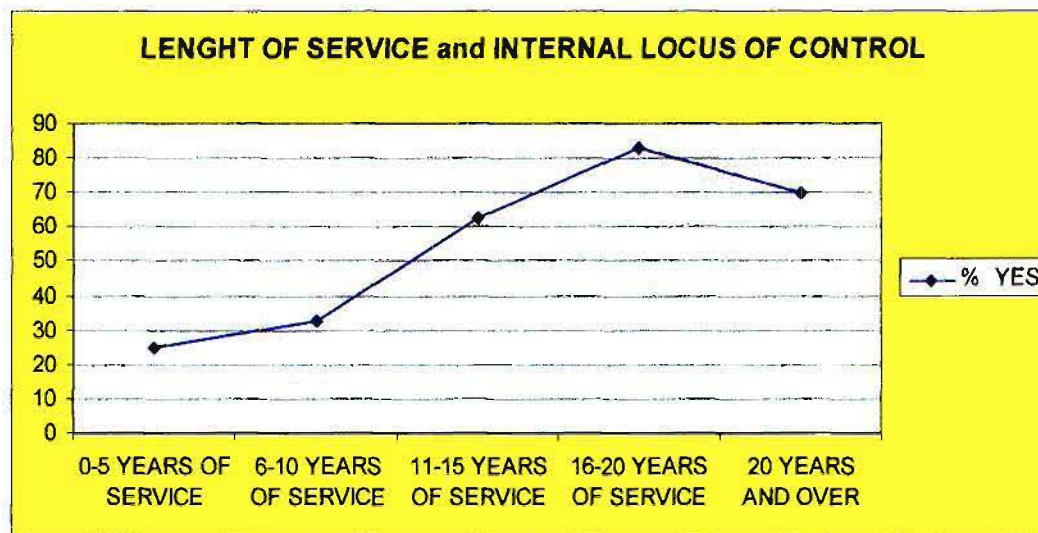
In Table 5.4, statement 2 reflects that 60% of the sample indicated that they participated in strike/protest action because they believed that they can control events by their own behaviour. 34% of the sample responded negatively to the statement and 6% of the sample indicated that the statement was not applicable. Subjects indicating a strong internal locus of control are further reiterated in statement 15 in Table 5.4, where 28% of the sample indicated that they do not participate in the strike/protest activities because they believe that they cannot control events by their own behaviour and 55% of the sample reflected that they can control events by their own behaviour.

In a cross-check, in terms of the polarised responses for statement 2 and statement 15, it was established that 21% of the sample stated a 'NO' response for both statements 2 and 15 and 18% of the sample stated a 'YES' response for statements 2 and 15.

These subjects and their responses were then removed from the sample to determine if the findings were consistent without these anomalies. It was subsequently found that, in terms of statement 2, 69% of the sample indicated that they participated in strike/protest action because they believed that they can control events by their own behaviour. 21% of the sample responded negatively to the statement and 10% of the sample indicated that the statement was not applicable. In terms of statement 15, 29% of the sample indicated that they do not participate in the strike/protest activities because they believe that they cannot control events by their own behaviour and 53% of the sample reflected that they can control events by their own behaviour. 18 % of the subjects indicated that the statement was not applicable. The statistics remained somewhat consistent even if the apparent anomalies were removed from the equation.

In terms of the subjects' length of service with the Public Service as reflected in Table 5.6 (Statement 2), there was a steady increase in subjects displaying internal locus of control, that is, as the length of service increased, the frequency of the 'yes' responses increased: 25% of the sample in the '0-5 years of service category', 33% of the sample in the '6-10 years of service category', 63% of the sample in the '11-15 years of service category' and 83% of the sample in the '16-20 years of service category' indicated that they participated in strike/protest action because they believed that they can control events by their own behaviour. There was however a slight drop in the '21 years and over of service' category. This is depicted in Figure 6.2.

FIGURE 6.2: LINE GRAPH: LENGTH OF SERVICE AND INTERNAL LOCUS OF CONTROL



In terms of the subjects' length of service with the Public Service as reflected in Table 5.16 (Statement 15), the responses for all categories indicate that subjects believed that they can control events by their own behaviour. The '6-10 years of service category' reflected the highest frequency of responses.

In Table 5.25 the responses to Statement 15 indicated that subjects stayed away on the day of a strike but did not participate in the strike/protest activities because they believed that they cannot control events by their own behaviour. As per the chi-square distribution and the hypothesis testing the responses to this statement was dependent on the region in which the subjects were based. The response rate in the North Coast and the Ethekwini regions were 50% and 55% respectively. The response rates in the Midlands and the Southern regions were 19% and 14% respectively. This implies that subjects in the North Coast and the Ethekwini regions are more inclined to have an external locus of control and that the subjects in the Midlands and the Southern regions are inclined to have an internal locus of control. The response for the Ethekwini Region does not however correlate with statement 2 in section B of the questionnaire which reflects that the response rate for internal locus of control is 82%.

These statistics moderately support the theory of Rotter, Seeman and Liverant, as cited in Haslam (2004: 208), who suggested that internal locus of control, which is a person's belief that they can control events by their own behaviour, is a key determinant of collective action.

6.2.3 Socio-economic factors and relative deprivation

In Table 5.4, statement 3 reflects that 46% of the sample indicated that when they were absent from work on the days of the strike/protest action they were absent because they had no public transport. 41 % of the sample responded negatively to the statement. 6% of the sample indicated that the statement was 'NOT APPLICABLE' (N/A).

In terms of the statistics above, 46% of the sample would have not attended work because of the unavailability of public transport. Socio-economic factors would have prevented the sample from reporting for duty. The sample may have not been participating in the strike/protest and yet their absence would have necessitated the department to implement the principle of 'no work no pay', in terms of Section 6.8 of the Labour Relations Policy Framework for the Public Service. It must however be noted that of the 46% of the subjects that did not attend work because of the unavailability of public transport, does not necessarily imply that the subjects would have had attended work had public transport been available since strikers also congregate at the workplace and engage in strike/protest action or utilize public transport to be conveyed to a meeting point to be transported to rally venues or march congregation points.

No significant patterns have been noted in Figure 5.7, in terms of the length of service and absenteeism due to the unavailability of transport, except for the '0-5 years of service' and the '11-15 years of service' categories which reflected a 50% and 54% response rate stating that absenteeism was due to the unavailability of transport.

Statement 19 in Table 5.4 indicates that 55% of the sample participated in strike/protest action because they felt that they were worse off than other

employees who earn more and have greater benefits than they have. 39% of the sample indicated that that was not the reason they participated in strike/protest action. 6% of the sample indicated that the statement was 'NOT APPLICABLE' (N/A).

Figure 5.23 reflects the length of service and the participation of the sample in strike/protest action because they felt that they were worse off than other employees who earned more and have greater benefits than they have. In both the '0-5 years of service' and the '6-10 years of service', 33% of the sample indicated that they participated in the in strike/protest action because they felt that they were worse off than other employees who earned more and have greater benefits than they have and 50% of the sample responded in the negative. A significantly high, 71% of the sample in the '11-15 years of service' category indicated that they participated in the strike/protest action because they felt that they were worse off than other employees who earned more and have greater benefits than they have. Higher levels of participation has also been noted for the '16-20 years of service' and the '21 years and over' categories.

Longer serving employees, in terms of the psychological contract and the mindset of a 'cradle to grave' kind of job security, expect prospects of financial growth and career development (Winfield, Bishop & Porter, 2004: 36).

In Table 5.25 the responses to Statement 19 which indicated that subjects participated in strike/protest action because they feel that they are worse off than other employees who earn more and have greater benefits than they have. As per the chi-square distribution and the hypothesis testing the responses to this statement was dependent on the region in which the subjects were based. The subjects in the Midlands Region had a response rate of 74% which implies that the responses of subjects in this region supported Gurr's Relative Deprivation Theory most strongly.

In the response to the open-ended statement 1 of section C as to what respondents would like to add regarding their participation in the strike/protest action, 16% of the subjects indicated that their salaries were insufficient and another 11% of the sample indicated that they wanted their salaries increased.

In the response to the open-ended statement 2 of section C that although they suffer losses in terms monies being deducted from their salaries, they continue to participate in strike/protest action, the respondents indicated that they are not satisfied with government (7.5%), to improve their standard of living (9%), to increase their salaries (6%) and to increase their salaries and working conditions. The response percentages have not been significant.

In the response to the open-ended statement 3 of section C as to what impact the strike/protest action has on their family, a 23% response was recorded stating that the family suffered monetary losses.

In the response to the open-ended statement 4 of section C as to what impact the participation in strike/protest action has on the subject's life, a 13% response rate was recorded for subjects having suffered monetary losses.

The Relative Deprivation theory (Gurr, 1970 as cited in Haslam 2004: 210), suggests that people vent their frustration when they perceive themselves to be worse off than others with whom they compare themselves. The responses obtained in this study moderately support the Relative Deprivation theory of Gurr.

In terms of Maslow's Hierarchy of Needs, low level employees engage in strike action in order to satisfy lower order physiological, safety, belongingness and esteem needs. Low level employees are driven and are prepared to sacrifice in order to satisfy 'bread and butter' and survival needs.

The risk behaviour that strikers engage in seems to be dependent on the perceived benefits of engaging in such behaviour. Higher level employees

have the need to satisfy higher order needs like cognitive, aesthetic and self-actualization needs. These needs in higher level employees will be satisfied by being promoted and given leadership roles and responsibilities. This is probably the reason why a larger number of low level employees participate in strike/protest action as compared to higher level employees.

Higher level employees may also resort to the Rational Action theory which stated that individuals let others do the protesting and reap the benefits of any success that is achieved.

6.2.4 Extent of involvement in union activities

In Table 5.4, statement 4 reflects that 70% of the sample indicated that if they do participate in strike/protest action, they participate in union marches/rallies.

In Table 5.8 (Statement 4), subjects in all categories of length of service indicated strongly that when they participate in strike/protest action they participate in union marches/rallies except for the '6-10 years of service' category, 67% of the sample indicated that when they participate in strike/protest action they do not participate in union marches/rallies.

Statement 4 correlates with Table 5.4, statement 17 which reflects that 59% of the sample indicated that when they participate in strike/protest action, they do not stay at home in support of the strike. 18% of the sample indicated that the statement was 'NOT APPLICABLE' (N/A).

In terms of the subjects' length of service with the Public Service as reflected in Table 5.21 (Statement 17), there was greater support, where subjects in all categories of 'length of service' indicated that when they participate in strike/protest action they do not stay at home in support of the strike/protest action.

In Table 5.4, statement 18 reflects that 66% of the sample indicated that they participate in strike/protest action because they have been notified by the union that a strike will be taking place.

In terms of the subjects' length of service with the Public Service as reflected in Table 5.22 (Statement 18), there was a steady increase (except for the '0-5 years length of service' category) in subjects indicating that they participate in strike/protest action because they have been notified by the union that a strike will be taking place. As the length of service increased, the frequency of the 'yes' responses increased: 50% of the sample in the '6-10 years of service category', 71% of the sample in the '11-15 years of service category' and 83% of the sample in the '16-20 years of service category' indicating that they participate in strike/protest action because they have been notified by the union that there is going to be a strike. There was however a slight drop in the '21 years and over of service' category.

In Table 5.25 the responses to Statement 4 indicated that when the subjects participated in strike/protest action, the subjects participated in union marches/rallies. As per the chi-square distribution and the hypothesis testing the responses to this statement was dependent on the region in which the subjects were based. The responses for the the North Coast Region, the Midlands Region and the EtheKwini Region were fairly consistent with a response rate ranging from 79%-83%. The response rate for the Southern Region was noticeably lower with a response rate of 21%. This implies that the subjects in the Southern region were least inclined to participate in union marches/rallies.

The above supports the first phase of Klanderman's Expectancy Value Model, in which via consensus mobilization, the prospective action is brought to the attention of members and the union tries to elicit support from them.

According to Fullagar & Barling, 1989 as cited in Barlinger et al. (1992: 97), subjects have engaged in informal participation. Such participation reflects support for the union but are not necessary for the survival of the union.

Subjects participating in strikes has been related to job dissatisfaction, Dubey, Chawla, and Verma (1984) as cited in Barlinger, Fullager & Kelloway (1992: 105)

6.2.5 Employee behaviour

In Table 5.4, statement 5 reflects that 91% of the sample indicated that when they are absent from work on the days of the strike/protest action they are not absent because their Supervisor will not be at work.

In Table 5.4, statement 12 reflects that 90% of the sample indicated that when they are absent from work on the days of the strike/protest action they are not absent because they think that they can have a holiday.

In Table 5.9 (statement 5) and Table 5.18 (statement 12), significantly very high data have been recorded for all categories of length of service.

This very high frequency of responses can implicate that the subjects have a strong work ethic and view strikes/protest action in a serious light.

Subjects may also, on the other hand want to respond in a politically correct way. The subjects may have also been concerned to reflect their honest opinions as the statements in the questionnaire would reflect their attitudes towards work, which in turn would have been noted by their supervisors.

6.2.6 Dissatisfaction in the workplace

In Table 5.4, statement 6 reflects, that 66% of the sample indicated that they participated in strike/protest action because their grievances are not attended to.

In Table 5.4, statement 20 reflects, that 54% of the sample indicated that they participated in strike/protest action because they were frustrated and dissatisfied in the work place.

In the response to the open-ended statement 4 of section C as to what impact the participation in strike/protest action has on the subject's life, a 13% response rate was recorded for subjects who indicated that participation in strike/protest action provides an avenue for their grievances to be addressed.

In terms of the subjects' length of service with the Public Service as reflected in Table 5.10 (Statement 6), there was greater support for all categories indicating that subjects participated in strike/protest action because their grievances were not attended to.

In terms of the subjects' length of service with the Public Service as reflected in Table 5.24 (Statement 20), there was also greater support for all categories indicating that subjects participated in strike/protest action because they were frustrated and dissatisfied in the work place.

In Table 5.25 the responses to Statement 6 indicated that subjects participated in strike/protest action because their grievances were not attended to. As per the chi-square distribution and the hypothesis testing, responses to this statement was dependent on the region in which the subjects were based. The Midlands Region and the Ethekewini Region had response rates of 81% and 91% respectively. The Southern Region had a response rate of 50% and the North Coast Region had a response rate of 8%. This implies that the subjects of the Ethekewini are most aggrieved that their grievances are not attended to and those of the North Coast Region are least aggrieved that their grievances are not attended to.

In Table 5.25 the responses to Statement 20 which indicated that subjects participated in strike/protest action because they were frustrated and dissatisfied in the work place. As per the chi-square distribution and the hypothesis testing, the responses to this statement was dependent on the

region in which the subjects were based. The responses of subjects in the North Coast Region reflected the highest response rates for frustration and dissatisfaction in the workplace as reasons for participation in strike/protest action.

These statistics are also supported by the studies conducted by (Dubey et al. 1983; Dubey, Chawla, and Verma, 1984) as cited in Barlinger et al. (1992 : 105) who found that strikers reported significantly higher levels of job dissatisfaction than non-strikers.

According to Greenberg and Baron (2003:149) white-collar employees (e.g. managerial and professional people) tend to be more satisfied than blue-collar employees (e.g. labourers and factory employees)

In terms of Resolution 14 of 2002 of the PSCBC, employees can lodge their grievances following the appropriate procedures and if the grievance is not attended to within the 30 day timeframe or if the employee is not satisfied with the outcome after the department has addressed the grievance, the employee can consequently declare a dispute. The channels for addressing individual grievances are available and accessible to employees. The onus is on employees to engage in and follow through with the appropriate procedures. Substantive issues, however, such as wage negotiations and terms and conditions of employment are negotiated at a national level between Employer Representatives, the Bargaining Council and the Unions (who represent their members). Whilst this is said, cognisance must be taken of the fact that employees may be aggrieved but may not resort to the lodging of a grievance or dispute because of, amongst other reasons, the fear of being victimised or being prejudiced. In such cases unhappiness and dissatisfaction in the workplace can lead to individual expressions of discontent such as absenteeism, labour turnover and even sabotage. In an effort to promote sound labour relations and meet service delivery requirements departments must adopt creative measures to address problems in a more cooperative manner in the workplace like, for example, by instituting fora to address problems at grass roots level.

6.2.7 Pressure, threats of violence and intimidation

In Table 5.4, statement 7 reflects, that 44% of the sample indicated that they were absent from work on the days of the strike/protest action because of threats of violence from members of the community where they live.

In Table 5.4, statement 9 reflects, that 35% of the sample indicated that when they were absent from work on the days of the strike/protest action they were absent because they were intimidated by fellow colleagues.

In Table 5.4, statement 14 reflects, that 20% of the sample indicated that they were absent from work on the days of the strike/protest action because of the pressure from union officials not to attend work.

Table 5.11 reflects the length of service and the threats of violence from members of my community where the subjects lived. In the '0-5 years of service' and the '16-20 years of service', noticeably higher levels of intimidation have been reported.

In terms of Table 5.13, the '0-5 years of service' category was most affected by intimidation by fellow employees.

In terms of Table 5.18, the '0-5 years of service' category was most affected by pressure from union officials.

In Table 5.25 the responses to Statement 7 indicated that when subjects were absent from work on the days of the strike/protest action they were absent because of threats of violence from members of the community where they live. As per the chi-square distribution and the hypothesis testing the responses to this statement was dependent on the region in which the subjects were based. The North Coast Region reported a 92% response rate to this statement which was the highest. The Ethekwini region reported a 55% response rate and the Midlands Region reported a 42% response rate. The Southern Region reported a 0% response rate. This implies that absenteeism

because of threats of violence from members of the community where subjects live is most inherent in the North Coast Region.

In Table 5.25 the responses to Statement 9 indicated that when subjects were absent from work on the days of the strike/protest action they were absent because they were intimidated by fellow colleagues. As per the chi-square distribution and the hypothesis testing the responses to this statement was dependent on the region in which the subjects were based. The North Coast Region reported a comparatively high response rate of 92%. This implies that subjects being absent because they were intimidated by fellow colleagues is most rife in the North Coast Region. This also correlates with the high absenteeism rates because of threats of violence from members of the community where subjects live.

The statistics in this study, although not very strong for the department as a whole, does not negate the fact that the factors of pressure, threats of violence and intimidation are present.

The statistics also has a bearing on the studies conducted by Kgosi, (2007), which indicated that research done in South Africa confirms the existence of physical and non physical violence and violence at and away from the workplace, due to strike action.

6.2.8 Union or individual influence

In Table 5.4, statement 8 reflects, that 23% of the sample indicated that they were forced by the union to participate in the strike/protest action and as per statement 10 of Table 5.4, 11% of the sample forced/influenced other people to participate in strike/protest action.

In terms of Table 5.14 all levels indicated that they did not force/influence other people to participate in strike/protest action, except for the '6-10 years of service' category where 33% of the sample indicated that they did force/influence other people to participate in strike/protest action.

6.2.9 Sharedness of belief

In Table 5.4, statement 11 reflects, that 18% of the sample indicated that they participated in strike/protest action because other level 2's participated in strike/protest action and 31% of the sample indicated that they participated in strike/protest action because other employees from the same union that they belonged to participated in the strike/protest action.

In terms of Table 5.15, there was general negative response across the different categories of length of service except for the '16-20 years of service' where 42% of the sample indicated that they participated in strike/protest action because other level 2's participated.

In Table 5.25 the responses to Statement 13 indicated that subjects participated in strike/protest action because other employees from the same union that they belonged to participated in strike/protest action. As per the chi-square distribution and the hypothesis testing responses to this statement was dependent on the region in which the subjects were based. A 9% response rate was recorded for the Midlands Region which was the lowest response rate. An 82% response rate was recorded for the Ethekewini Region which implies that there is a great degree of union comradeship in the Ethekewini Region.

Researchers (Haslam & Turner, 1992; Simon et al as cited in Haslam, 2004: 211) held that "the reality of conflict, the awareness of a common fate and a common enemy should increase the comparative fit of a shared social self-categorization". In the study conducted not much support was shown for this theory.

6.2.10 Political efficacy

In Table 5.4, statement 16 reflects, that 53% of the sample indicated that they participated in strike/protest action because they believed that they can have

an impact on political processes. In terms of Table 5.20, only the '6-10 years of service' category showed a comparatively lower 17% agreement with the statement 16 as compared to the other levels.

This is in support of Fiske's political efficacy theory (as cited in Haslam, 2004: 208) which states that a person participates in collective action because a person believes that he or she can have an impact on political processes.

6.3 CONCLUSION

Very strong response rates were received for subjects indicating that they did not participate in strike/protest action because they thought that they can have a holiday or that the supervisor will not be at work. Very strong response rates were also recorded for subjects indicating that they did not force/influence other people to participate in strike/protest action when they themselves participated in strike/protest action.

Strong response rates were received for subjects indicating that they did not participate in strike/protest action because other employees of similar level as them participated in strike/protest action, they were not absent on the day of a strike/protest action because of the pressure from union officials or that they were forced by union officials not to attend work, that when they participated in strike/protest action they were notified by the union about the strike, that when they participated in strike/protest action they participated in union marches/rallies, that they participated in strike/protest action because their grievances were not attended to and that they participated in strike/protest action because they believed that they could control events by their own behaviour.

Moderate response rates were recorded for subjects indicating that they participated in strike/protest because they felt that they were worse off than other employees who earn more and have greater benefits than they have, that they participated in strike/protest because they were frustrated and dissatisfied in the work place and that they participated in strike/protest action

because they believed that such behaviour could impact on political processes.

The length of service and the impact of the region on subjects' responses also had a strong bearing on certain issues.

CHAPTER 7

RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

Chapter seven deals with the recommendations and the conclusion. Interventions are suggested in the recommendations in attempt to resolve the problems and gaps that have been ascertained and confirmed before and during the course of the study. Further areas of research have also been recommended. The conclusion summarizes the findings of the study.

7.2 RECOMMENDATIONS

7.2.1 This study has shown that there genuine issues that prevent employees from reporting for duty on the day of the strike/protest action, for example, the lack of public transport, threats of violence and intimidation and fear of being attacked or threatened. The Department should refrain from taking the easy route of assuming that an employee's absence from the workplace during a strike/protest action situation is because the employee participated in the strike/protest action.

Of recent there has been a trend to allow employees to submit affidavits in lieu of their absence from their place of work on the day of a strike/protest action. This action has not been well orchestrated. There is no circular, policy or guidelines from the Department of Public Service and Administration, setting clear-cut processes that need to be followed in addressing such a situation.

In accepting affidavits departments have been requested "to view each affidavit on its own merit". Since there is no formal informed source document for the acceptance of affidavits, no

proper endeavours have been formally made to inform employees about the submission of affidavits in lieu of absence on the day of the strike. The lower level employees are least informed about the submission of affidavits.

The Department of Public Service and Administration and the Office of the Premier must determine, isolate and accept these factors as legitimate reasons for absenteeism from the workplace and formalise measures to address it.

- 7.2.2 It is recommended that departments must attempt to resolve the grievances of employees within the 30 day timeframe.
- 7.2.3 Departments and unions must empower employees by organising workshops to inform employees about the processes and procedures that need to be followed when lodging a grievance or a dispute.
- 7.2.4 Departments should strive as far as possible to provide a safe and secure working environment during the periods of industrial action.
- 7.2.3 In order to be proactive rather than being reactive, departments should attempt to cooperatively resolve issues concerning employees. In this vein departments can establish Workplace Fora to address complaints at grass roots level and first line supervision before they become grievances and disputes.
- 7.2.5 Research should be conducted to determine why higher level employees' participation levels in strike/protest action are low. This will help to establish whether 'striking behaviour' is indeed a fair tool in the collective bargaining process in the Public sector or that unions merely capitalize on 'those wearing the smallest shoe that is the blue collar workers' (Madisha, 2003: 1).

- 7.2.6 Future research should determine the racial dynamics of striking behaviour and establish as to whether it is a matter of black blue-collared workers that strike and white white-collared workers that do not engage in strike/protest action.
- 7.2.7 Future research should determine whether socio-economic class distinction has a bearing on the decision to strike.
- 7.2.8 Research should be conducted to determine the participation levels of females in strike/protest action.
- 7.2.9 Future research should attempt to increase the generalisability of these findings.
- 7.2.10 Future studies should attempt to assess the risk behaviour of strikers and the perceived benefits.
- 7.2.11 Future research should determine if striking behaviour is the answer to negotiations in the Public Sector, considering the impact of the Public Service Strike of 2007 and that low level employees seem to be the biggest tool of unions perhaps for the sake of union's own self preservation.

7.3 CONCLUSION

In this study, 48% of the sample reflected that when they are absent from work on the days of the strike/protest action, they are absent because they participate in strike/protest action. The levels of absenteeism due to participation in strike/protest is significantly higher for subjects with a length of service of 11 years and above as compared with subjects that have a length of service of 10 years and below. The Ethekwini Region had the highest response rate which was 91%. The North Coast Region had a response rate of 8%. This implies that the subjects in the Ethekwini Region had the greatest

tendency to participate in strike/protest action when they were absent on the day of the strike/protest action.

In terms of the responses received, 60% of the sample indicated that they participated in strike/protest action because they believe that they can control events by their own behaviour. There was a significant relationship between length of service of subjects and internal locus of control. The longer the length of service of subjects, the higher the frequency of subjects displaying internal locus of control.

This study has shown that 46% of the sample did not attend work because of the unavailability of public transport.

It has been concluded that 55% of the sample participated in strike/protest action because they felt that they were worse off than other employees who earn more and have greater benefits than they have. The subjects in the Midlands Region had a response rate of 74% which implies that the responses of subjects in this region supported Gurr's Relative Deprivation Theory most strongly.

In this study, 70% of the sample indicated that if they do participate in strike/protest action, they participate in union marches/rallies, 59% of the sample indicated that when they participate in strike/protest action, they do not stay at home in support of the strike and 66% of the sample indicated that they participate in strike/protest action because they have been notified by the union that there is going to be a strike. The subjects in the Southern region were least inclined to participate in union marches/rallies.

In the study, 91% of the sample indicated that when they were absent from work on the days of the strike/protest action they were not absent because their Supervisor will not be at work and 90% of the sample indicated that when they are absent from work on the days of the strike/protest action they are not absent because they think that they can have a holiday.

The study indicated that 66% of the sample participated in strike/protest action because their grievances are not attended to and 54% of the sample indicated that they participated in strike/protest action because they were frustrated and dissatisfied in the work place. The subjects of the Ethekewini Region were most aggrieved that their grievances are not attended to and those of the North Coast Region were least aggrieved that their grievances were not attended to. The responses of subjects in the North Coast Region reflected the highest response rates for frustration and dissatisfaction in the workplace as reasons for participation in strike/protest action.

In the study, 44% of the sample indicated that they were absent from work on the days of the strike/protest action because of threats of violence from members of the community where they live, 35% of the sample indicated that they were absent because they were intimidated by fellow colleagues and 20% of the sample indicated that they were absent from work on the days of the strike/protest action because of the pressure from union officials not to attend work. Absenteeism because of threats of violence and intimidation from members of the community where subjects live was most inherent in the North Coast Region.

In terms of the responses received, 23% of the sample indicated that they were forced by the union to participate in the strike/protest action and 11% of the sample forced/influenced other people to participate in strike/protest action.

In the study, 18% of the sample indicated that they participated in strike/protest action because other level 2's participated in strike/protest action and 31% of the sample indicated that they participated in strike/protest action because other employees from the same union that they belonged to participated in the strike/protest action. For the afore mentioned factor, an 82% response rate was recorded for the Ethekewini Region which implies that there is a great degree of union comradeship in the Ethekewini Region.

In the study, 53% of the sample indicated that they participated in strike/protest action because they believed that they can have an impact on political processes.

This study has reflected the rationale for the participation of low level employees in industrial action in a Public Sector Provincial department as indicated above.

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QUESTIONNAIRE

UNIVERSITY OF KWAZULU-NATAL

SCHOOL OF MANAGEMENT

**MASTERS DEGREE IN ADMINISTRATION(HUMAN RESOURCE
MANAGEMENT)**

Research Project

Researcher: Usha Jugwanth(071 68 555 03)

Supervisor: Professor S Brijball Parumasur(031 2607176)

Research Office: Ms P Ximba 031-2603587

Title of Survey

**RATIONALE FOR THE PARTICIPATION OF LOW LEVEL
EMPLOYEES IN INDUSTRIAL ACTION IN A PUBLIC SECTOR
PROVINCIAL DEPARTMENT.**

The purpose of this survey is to solicit information from low level employees regarding the participation in industrial action. The information and ratings you provide us will go a long way in helping us identify the rationale for participation in industrial action . The questionnaire should only take 15-20 minutes to complete. In this questionnaire, you are asked to indicate what is true for you, so there are no “right” or “wrong” answers to any question. Work as rapidly as you can. If you wish to make a comment please write it directly on the booklet itself. Make sure not to skip any questions.

Thank you for participating!

SECTION A

LEVEL :

1. REGION

North Coast		1
Midlands		2
Southern		3
Ethekwini		4

2. LENGTH OF SERVICE WITH THE DEPARTMENT

0 to 5 years		1
6 to 10 years		2
11 to 15 years		3
16 to 20 years		4
21 years and over		5

SECTION B

	YES	NO	N/A
1. When I am absent from work on the days of the strike/protest action, I am absent because I am participating in strike/protest action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I participate in strike/protest action because I believe that I can control events by my own behaviour.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. When I am absent from work on the days of the strike/protest action I am absent because I have no public transport.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. If I do participate in strike/protest action, I participate in union marches/rallies.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
5. When I am absent from work on the days of the strike/protest action I am absent because my Supervisor will not be at work.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
6. I participate in strike/protest action because my grievances are not attended to.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
7. When I am absent from work on the days of the strike/protest action I am absent because of threats of violence from members of my community where I live.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
8. I participate in strike/protest action because I am forced by the union to participate in the strike/protest action.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
9. When I am absent from work on the days of the strike/protest action I am absent because I am intimidated by fellow colleagues.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
10. When I participate in strike/protest action I force/influence other people to participate in the strike/protest action.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
11. I participate in strike/protest action because other level 2's participate in strike/protest action.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
12. When I am absent from work on the days of the strike/protest action I am absent because I think that I can have a holiday.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
13. I participate in strike/protest action because other employees from the same union that I belong to participate in the strike/protest action.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
14. When I am absent from work on the days of the strike/protest action I am absent because of the pressure from union officials not to attend work.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
15. I stay away on the day of a strike/protest action and I support the strike. I however do not participate in the strike/protest activities because I believe that I cannot control events by my own behaviour.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>

16. I participate in strike/protest action because I believe that I can have an impact on political processes.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
17. When I participate in strike/protest action I stay at home in support of the strike/protest action.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
18. I participate in strike/protest action because I have been notified by the union that there is going to be a strike?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
19. I participate in strike/protest action because I feel that I am worse off than other employees who earn more and have greater benefits than I have.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>
20. I participate in strike/protest action because I am frustrated and dissatisfied in the work place.	YES <input type="checkbox"/>	NO <input type="checkbox"/>	N/A <input type="checkbox"/>

SECTION C

1. I want to add the following regarding my participation in the strike/protest action.

2. Although I suffer losses in terms monies being deducted from my salary, I continue to participate in strike/protest action because :

3. Participating in strike/protest action has the following impact on my family :

4. Participating in strike/protest action has the following impact on my life :

UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT

Dear Respondent,

**MASTERS DEGREE IN ADMINISTRATION(HUMAN RESOURCE
MANAGEMENT)Research Project**

Researcher: Usha Jugwanth(071 68 555 03)

Supervisor: Professor S Brijball Parumasur(031 2607176)

Research Office: Ms P Ximba 031-2603587

I, **Usha Jugwanth**, am a Masters in Administration(HRM) student, at the School of Management, at the University of Kwazulu Natal. You are invited to participate in a research project entitled :

RATIONALE FOR THE PARTICIPATION OF LOW LEVEL EMPLOYEES IN INDUSTRIAL ACTION IN A PUBLIC SECTOR PROVINCIAL DEPARTMENT.

The aim of this study is to: ascertain the rationale for the participation of low level employees in industrial action in a public sector provincial department.

Through your participation I hope to understand why low level employees participate in industrial action. The results of the survey are intended to contribute to a better understanding as to why the greater population that participate in industrial action are low level employees.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about **15-20** minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____
Date _____

This page is to be retained by participant

UNIVERSITY OF KWAZULU-NATAL

SCHOOL OF MANAGEMENT

MASTERS DEGREE IN ADMINISTRATION(HUMAN RESOURCE MANAGEMENT)

Research Project

Researcher: Usha Jugwanth

Supervisor: Professor S Brijball Parumasur

Research Office: Ms P Ximba

CONSENT

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

CONSENT

I,(full names of participant)hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

.....
Signature of participant

.....
Date

Thank you for taking the time to complete the questionnaire.

RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 – 2603587
EMAIL : ximbap@ukzn.ac.za

28 NOVEMBER 2008

MS. U JUGWANTH (8319407)
MANAGEMENT

Dear Ms. Jugwanth

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/0739/08M

I wish to confirm that ethical clearance has been approved for the following project:

"Rationale for the participation of low level employees in industrial action in a Public Sector Provincial Department"

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years

Yours faithfully


.....
MS. PHUMELELE XIMBA

cc. Supervisor (Prof. S Brijball Parumasur)
cc. Mrs. C Haddon