

**WORKER PARTICIPATION AT THE WORKPLACE WITH SPECIAL
REFERENCE TO DUNLOP TYRE MANUFACTURING COMPANY
IN DURBAN.**

A Dissertation submitted in part fulfillment of the requirements for the degree of
masters of Arts in the School of Social Sciences.

BY

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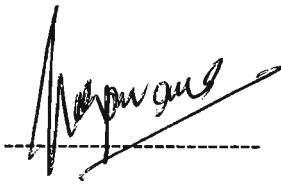
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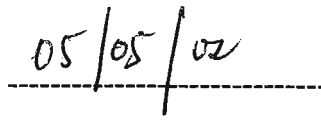
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Declaration

I, Mpumelelo Excellent Ngomane, a candidate for the degree of Masters in Sociology hereby declare that except for the quotations indicated in this text, and such help as I have acknowledged, this is wholly my own work and has been submitted for the purposes of the above mentioned degree at the University of Durban-Westville.

A handwritten signature in black ink, appearing to read 'Mpumelelo Excellent Ngomane', written over a horizontal dashed line.

Signature

A handwritten date '05/05/02' in black ink, written over a horizontal dashed line.

Date

DEDICATIONS

I dedicate this dissertation to my loving family for their support and motivation, for

Mr. Moses Jabulane Ngomane

Mrs. Lizzy N. Mhlongo

Mrs. Phiwe Adelaide Civil Ngomane

Mr. Simon Themba Ngomane

Mr Raymond Ellon Ngomane

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Abstract

The South African Labour Market still lacks significant numbers of workers in spheres of decision-making. As a result the employers have been severely criticised by the trade union movement for not adopting worker participation strategies. This study was initiated in response to the recognition of the importance of worker participation as a dynamic and complex concept that allows both employers and employees to effectively participation in decision-making.

The argument raised in this study is that worker participation promotes the spirit of solidarity, co-operation, satisfaction, tolerance, and discipline. It is argued in this study that the involvement of workers in decision-making creates a platform for dialogue. When both workers and employers start to dialogue a proper platform for worker participation is created.

The objective of this study was to evaluate perceptions of whether worker participation can indeed lead to an increase in productivity and economic growth in the broader context. The study was also aimed at unpacking the argument raised by scholars that where there is worker participation, workers will feel the sense of owning the company and as a result they will be more satisfied with their jobs.

After interrogating these issues a conclusion is reached that worker participation is essential if the company is to facilitate job satisfaction. This is supported by the findings of the literature review and the fieldwork conducted. As per responses given by the workers and managers, the findings of the study reveal that when employers do not introduce worker participation, it leads to the feelings of disempowerment and marginalisation of the workers.

Both employees and employers are of an ideal that for the company to be run effectively and efficiently, the employees need to be given a proper platform to express their views. This then supports the arguments raised in the literature review that workers participation creates a situation whereby the workers voice is heard in the workplace.

Furthermore, the results of this study conducted among workers and managers in Dunlop also reveal that in a work environment where there is no worker participation the production process is adversely affected. However, an important point to note is that both parties must be willing to accept each other as partners in decision-making.

List of Abbreviations

LRA	Labour Relations Act
CCP	Chinese Communist Party
COSATU	Congress of South African Trade Unions
FAWU	Food and Allied Workers Union
SAB	South African Breweries
NUMSA	National Union Metalworkers of South Africa

TABLE OF CONTENTS

CHAPTER ONE

		PAGE
1.1	Introduction	1
1.2	Motivation for the study	2
1.3	Hypotheses	3
1.4	Aims and objectives of the study	4
1.4.1	Other objectives of the study	4
1.5	Methods of data collection	5
1.6	Research methodology	6
1.6.1	Consultation	8
1.6.2	Field Research	8
1.6.3	Research relationship	8
1.6.4	Research design	9
1.6.5	Advantages of the methodology	11
1.6.6	Method Limitations	12
1.7	Chapter Outline	13-14

CHAPTER TWO

WORKER PARTICIPATION

2.1	Introduction	15
2.2	Definition of worker participation	17
2.3	Evolution of worker participation	19
2.4	Conditions for effective worker participation	21
2.5	Collective Bargaining towards worker participation	24
2.6	Forms of worker participation	27
2.6.1	Direct and Indirect worker participation	27
2.6.1.1	Examples of worker participation	28
	• Profit sharing schemes.	28
	• Share ownership schemes.	31
2.7	Levels of worker participation	33
2.8	Effects of worker participation	36
2.9	Why do employers introduce worker participation?	37
2.10	Theoretical approaches to worker participation	38
2.10.1	Unitary approach	38
2.10.2	Pluralist approach	40
2.10.3	Radical approach	41
2.10.4	Neo - Unitary approach	42
2.11	Worker participation principles	43
2.12	Conclusion	45

CHAPTER THREE

WORKER PARTICIPATION, PRODUCTIVITY AND SENSE OF OWNERSHIP

3.1	Introduction	46
3.2	Defining productivity as it relates to worker participation	47
3.2.1	Ability and motivation	51
3.3	Sense of ownership	53
3.3.1	Relationship between worker participation and productivity	54
3.4	Employer-employee relationship	55
3.5	Defining job satisfaction as it relate to worker participation	59
3.5	Conclusion	60

CHAPTER FOUR

OVERVIEW OF WORKER PARTICIPATION IN DIFFERENT COUNTRIES

4.1	Introduction	62
4.2	An overview of worker participation in different countries	63
4.2.1	West Germany	65
4.2.1.1	Co-determination	66
4.2.1.2	Works councils	68
4.2.2	Yugoslavia	69
4.2.2.2	China	72

4.2.3	United States of America	74
4.2.4	Japan	76
4.2.5.1	Quality circle	77
4.2.6	South Africa	78
4.3	Conclusion	80

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1	Introduction	82
5.2	Objectives of the study	82
5.3	Designing the sample for the study	83
5.3.1	Population	83
5.3.2	Sample	84
5.3.3	Sampling method	84
5.3.4	Characteristics of the sample	86
5.4	Data gathering methods	87
5.4.1	Administration of a questionnaire	87
5.4.1.1	Questionnaire intensity	89
5.4.2	Research instrument	90
5.4.3	Field research difficulties	90
5.5	Techniques used to analyses data	92
5.5.1	Descriptive statistics	92

5.5.1.1	Frequency and percentages	92
5.5.1.2	Qualitative Techniques data analysis	93
5.6	Conclusion	94

CHAPTER SIX

DATA – ANALYSIS AND INTERPRETATIONS

6.1	Introduction	95
	Presentation of data obtained from a questionnaire	
6.2	Conclusion	108

CHAPTER SEVEN

PRESENTATION OF RESULTS

7.1	Introduction	109
7.2	Presentation of data obtained from questionnaires	109
7.2.1	Are you satisfied with your job ?	109
7.2.2	Do you feel some sense of ownership with regard to your work	111
7.2.3	Have you ever been promoted since you began working here?	112
7.2.4	How would describe your working conditions?	113

7.2.5	Are you allowed to have meetings during working hours to discuss work issues?	114
7.2.6	Do you participate in decision – making?	115
7.2.7	Does the union have any influence in the company decisions? Explain	116
7.2.8	Do you see any co-operation among workers at work?	118
7.2.9	Do you have input with regard to improving working conditions?	119
7.2.10	Are you satisfied with your income?	120
7.3	Conclusion	122

CHAPTER EIGHT

DISCUSSION OF RESULTS

8.1	Introduction	123
8.2	Hypotheses	126
8.2.1	When the employers do not introduce worker participation, they lead to disempowerment and marginalization of workers	126
8.2.2	Worker participation improves productivity and enhances the worker’s sense of ownership and job satisfaction	128
8.2	Conclusion	129

CHAPTER NINE

CONCLUSION AND RECOMMENDATIONS

9.1	Conclusion	131
9.2	Recommendations	134
9.2.1	Review of Labour Relation Act to be inline with Worker Participation.	134
9.2.2	Hard working as a strategy for ensuring effectiveness of Worker participation	135
9.2.3	Creating an organizational climate that is suitable for Worker participation	135
9.2.4	The “Ubuntu” as vehicle to ideal vision of worker participation	136
9.2.5	Promoting the relationship between worker participation and productivity	137
9.2.6	Creating a sense of ownership	138
9.2.7	Sharing of productivity	138

QUESTIONNAIRES

BIBLIOGRAPHY

PAGE 139-142

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

Worker participation is now dominating the discourse of industrial relations in South Africa. More and more employers are adopting the route to worker participation whereas some employers are resisting this initiative. Although they have tried very hard to resist it, worker participation is tickling like a time bomb. From the beginning of apartheid oppression, the South African economic arena has created a system of unequal participation in the workplace. It is thus argued that, *"Throughout the history of the labour movement in South Africa the economic struggle against discrimination, disempowerment and exploitation of workers have been intertwined with political struggle against oppression"* (Guest and Fatchett, 1974:67).

With South Africa being historically characterized by a system of labour exploitation, discrimination and disempowerment of workers coupled with national political oppression, unions have thus attempted to provide workers, with an organised base, which was to allow them to confront management at all levels for their rights within the industry. This then calls for strong trade union movement to engage the employers with regard to worker participation.

Workers have been at the forefront of the fight against discrimination and disempowerment in the workplace in South Africa. However, looking back at the economic exploitation suffered by these workers, makes the researcher to be convinced about the importance of this study. Freedom has been won, yet it is still argued that workers do not have a say in the proceedings of the industry. New legislation has been passed in ensuring that those workers who have been neglected and placed at the periphery actively participate in their workplaces. There are various aspects of worker participation, and the researcher focuses on all aspects of worker participation as outlined in Chapter Two. Worker participation in various countries differs and is undertaken differently.

1.2 Motivation for the study

The reason why the researcher is interested in this study is to look at whether worker participation has a role to encourage social reforms in context of its action while at the same time there are also certain gaps in the academic field that this study will attempt to fill. This is supported by the review of the relevant literature, which indicates that most studies on trade unionism have not provided an in-depth investigation of worker participation. The research also attempts to provide understanding of the problems facing unions the trade unions in terms of participation: Can the trade unions meet the challenge of participation? Do they have the strategy to deal with employers in ensuring that participation prevails?

Can this strategy be a viable option given the current social, economic and political situation of South Africa? If the answer is no, what is the alternative route that trade unions can take? . South Africans have finally achieved the long road to independence politically, yet economically and socially the workers through their unions, community organisations and political parties are still fighting endless battles such as worker participation and discrimination against workers. These battles have become a major point of focus for the media, investors, politicians and the international community. In the end, the employers have been blamed for the failure of implementing worker participation in their workplaces.

The unwillingness by the employers to involve the workers in the daily running of their companies has led to more confrontation between the workers and the managers in the workplace in many industries in South Africa. Conflict maybe averted if worker participation is practiced.

1.3 Hypotheses

The following hypotheses are advanced:

- ❖ When the employers do not introduce worker participation, it leads to feelings of disempowerment and marginalisation of workers.
- ❖ Worker participation improves productivity and enhances the workers' sense of ownership and job satisfaction.

1.4 Aims and objectives of the study

For a long time in the history of industrial relations in South Africa, management has maintained a system of authority with powers that are wide and unchecked. This dates back from the Industrial Commercial Workers Union in 1919 led by Clement Kadalie. These workers were prepared to tackle the unilateral decisions taken by management. Represented by the trade union movement, they called for the full involvement of the workers in running the company. This was indeed a giant first step towards transforming the industrial sector.

The following are the specific objectives of the research:

- ❖ Assessing the importance of worker participation with special reference to Dunlop workers.
- ❖ Evaluating the perceived impact of employee participation on productivity and “sense ownership”.
- ❖ Determining attitudes towards the impact of the worker participation on the employer-employee relationship.

1.4.1 Other objectives of the study are:

- ❖ To determine the role of workers in participatory schemes within the industry.
- ❖ To investigate worker participation practice with an aim of providing an explanation of strategic factors that influence the degree of worker participation.

- ❖ To focus on the roles played by trade unions and employees committees in decision-making process within the industry.

1.5 **Methods of data collection**

A survey research was conducted among 200 workers including managers at Dunlop tyre manufacturing industry in Durban. There are two branches of Dunlop tyre manufacturing industry in South Africa. Both of them are in KwaZulu Natal. One is in Ladysmith and the other in Durban Sydney road near Dalton. The Dunlop that is in Durban is situated 4km from town. It employs more than 3 000 workers and 250 managers. A worker participation scheme announced by the company earlier this year 2000, said that it is still a greater challenge for the company to enhance worker participation effectively because the company comprise of some discriminatory factors which are gender and racial related , that was one of the main reasons for selecting Dunlop tyre industry in Durban.

The other reason is based on the fact that for the past 10 years workers at Dunlop have never embark on a strike action which rings the bell that things are being done differently at Dunlop. As in the case with some of the industries in South Africa, which are for the idea of worker participation. Employers of this company are of a view that the more employees are involved in decision-making processes that affect their lives and their work performances, the more you give them a sense of importance in the workplace.(Cebekhulu E 1998;52)

With history of trade unionism and worker participation being rooted in Kwazulu Natal from the Zulu Phungula era, it was of importance to revisit this region again. Zulu Phungula led the 1973 dockworkers strike in 1973 at Mydonwharf (Umtateni). Since the 1973 strikes in Durban the whole notion of worker participation began. This marked the Zenith of the workers participatory approach towards industrial relations (Cebekhule, E. 1998:54).

The Durban (1973) strike by the dockworkers marked the new era in employer-employee relations. It was accompanied by the birth of militant trade unionism in South Africa that was prepared to tackle unilateral decisions taken by the employers. The workers in the Dunlop tyre manufacturing industry are affiliated to the National Union of Metalworkers of South Africa (Cebekhulu ,E. 1998:54).

1.6 Research Methodology

The purpose for undertaking this study was to understand how the workers and managers analyze and perceive the impact of worker participation in the workplace. It was also to evaluate the impact of employee participation in productivity and sense of ownership. This study achieved this purpose by identifying the workers and managers as the principal informants. The workers and managers were the target group for the research, with an aim of capturing their views. Through analysis and archival research of worker participation, the workers and managers were identified as the central theme of this study.

Furthermore the researcher looks at the relationship between worker participation and productivity and how these enhance a sense of ownership. The research then sought out to examine how the workers and managers perceived worker participation and how it is related to productivity and sense of ownership. To do that the researcher identified the workers and the managers as the main source of information. To get information from the workers and the managers, the researcher used a questionnaire and face to face interviews in a manner similar to other labour researchers such as Cebekhulu (1998). He conducted a survey among employers and workers in Hullet Sugar Mill in Durban.

His main focus of his topic was worker participation as a route to industrial democracy. The distinctive feature of this study is those, 100 workers and 100 managers are used as a sample by the researcher, as compared to 130 workers and managers surveyed by Cebekhulu (1998:56). This study revolves around the following stages:

- Fieldwork,
- Literature review
- Consultation

Different stages are explained and the reason for selecting each research approach. However, a research cannot occur without limitations being encountered and they are also discussed in detail.

1.6.1 Consultation

To prepare this dissertation, consultation was undertaken to get information on worker participation. Unions and academics who are working in the field of labour relations were consulted on regular basis from January-August 2000, on issues involving worker participation. In addition the researcher attended the International Sociological Association Conference in September 2000, where formal presentation and ongoing presentations helped me to understand gaps in current labour research as well as the issues involving worker participation. Futhermore, by attending the International conference on Participation, Culture and Globalisation the researcher had the opportunity to discuss the issue of worker participation with International participants.

1.6.2 Field Research

The field research was conducted among 200 workers and employers from the Dunlop Company by used of a questionnaire. This section draws attention to the relationship between the researcher and 'subjects' of research and the research design including sampling and the nature of research questions.

1.6.3 Research Relationship

The relationship between subjects and objects of research have an impact on the research that is being conducted and the relationship need to be closely monitored during the research process so as not to affect the purpose of the research (Sekaran, 1992:10). For example, in this dissertation, a scenario

whereby the researcher will have strong feelings with either the workers or managers, just because he or she shares the same ideology with the parties involved is closely monitored.

When it comes to the problem of politics it did not exist between the researcher and the object of the study in this research. The researcher did not only understand the content of worker participation, but an African, he was aware of the challenges that the workers and managers need to deal with when it comes to worker participation.

When conducting the interviews the researcher was under pressure to retain consciousness of this relationship in order not to attach his or her own analyses to the circumstances of the object of the study. The researcher was to remain objective to avoid bias, which may lead to the researcher misinterpreting facts stated by the workers and managers.

1.6.4 Research Design

As discussed earlier, the researcher conducted research with workers and managers. The sample that was used by the researcher is 200 workers including managers. Only 39 managers and 161 workers. An intensive research design was used and a sample for the study was selected from workers and managers.

The judgement sampling was used to select the required number of subjects. Judgement sampling involves the choice of subjects who are in the best position to provide the required information (Sekaran, 1992:73). For example, the researcher wanted to find out about worker participation with special reference to workers and managers and how it enhances the sense of ownership; the only people who can give firsthand information are the workers and managers. Data gathered from the survey research was carefully analysed and interpreted.

The researcher used a questionnaire that comprises of both open-ended questions and closed questions to conduct a survey research. A survey research was useful in extracting more information about worker participation at Dunlop. The researcher used a questionnaire to unpack the dynamics of the subject matter. The questionnaire is intended to probe into the how, why and when. The area of interest was the workers and managers and the idea was to assess their view of worker participation when it comes to worker participation when its aim was to assess how does it enhance the sense of ownership.

The researcher wanted to establish that workers play a crucial role when one needs to have an in-depth understanding of worker participation in South Africa. Open-ended questions were used because they are preferable for complex issues that cannot be categorised, and they also tend to reveal findings that the researcher may not have anticipated. They also allow the respondent to answer, adequately, with as much detail as possible. Fixed-alternative questions were

also considered to be suitable. Although respondents may become frustrated because appropriate categories for answers may not be provided, they usually answered all questions when alternatives are provided. Furthermore, a minimum of irrelevant responses is received.

Race was considered in accordance to the differences of workers when selecting the unit of analysis for the study. Testing the data consisted of monitoring the field data against propositions. The conclusion of the literature was of importance to test data that has been gathered with regard to worker participation.

1.6.5 Advantages of the Methodology

The workers and managers were chosen because of the rationale that they have knowledge with regard to worker participation. One of the other main reasons for method advantage is that the research approach used in this study is a combination of the literature survey and fieldwork. The literature survey provides a greater understanding of the concepts worker participation with special reference to workers and how it enhances the sense of ownership.

The field research covered the perspectives of workers and managers with regard to the issue pertaining worker participation.

Primary and secondary sources were used to gather information that was to help in investigating the issues that are relevant to the subject matter. The research was conducted from March 1999 to September 2001, which was to give the

researcher enough time to undertake the survey and concretize all the arguments involved. The existing knowledge of worker participation was an added advantage to the researcher in terms of approaching the research topic.

1.6.6 Method Limitations

Judgment sampling as a sampling technique used in this study is not representative, as it only concentrates on subjects who maybe experts and conveniently available to the researcher. It is only a viable sampling technique for obtaining the type of information that is required from very specific pockets of people who possess the knowledge and can give the information (Sekaran, 1992:74). Therefore, the researcher cannot be in a position to generalise the entire findings to the whole population due to the fact that he is using a sample of experts.

This study was conducted in Dunlop tyre manufacturing industry in KwaZulu Natal among 200 workers including managers and therefore, it could be argued that there are limits as to what generalizations can be drawn from the data. The main problem encountered by the researcher was the lack of South African research dealing with worker participation. Most of the studies conducted on worker participation were conducted abroad, therefore, the researcher had to compare his study with the studies conducted abroad.

The researcher interacted with workers from Dunlop tyre manufacturing industry to understand the problems that they are facing daily in their workplaces. Consultation of the employees was only done at work; which limited the researcher to get to know the employees well. The researcher was able to use the benefits of the questionnaire to determine whether more information on the subject matter was required.

Conducting a survey research in a working environment posed many problems questionnaire distribution required more attention from the researcher. Some employees even refused to be interviewed for the fear of their jobs even though anonymity had been granted. The objectives that the researcher achieved was that in the end he was able to determine the way the workers and managers perceived in the workplace.

1.7 Chapter Outline

The study is divided into Nine Chapters. Following the introduction in Chapter One, which deals with the background of the study, Chapter Two deals with worker participation. Chapter Three deals with theoretical constructs of worker participation, productivity and sense of ownership. Chapter Four provides an overview of worker participation in six different countries.

Chapter Five deals with the research methodology Chapter Six deals with data analysis and interpretations. Chapter Seven deals with the data coding and analysis of results , Chapter Eight deals with the interpretation of results and lastly Chapter Nine deals with data based on recommendations and conclusions.

CHAPTER TWO

WORKER PARTICIPATION

2.1 Introduction

Worker participation has become one of the buzzwords in all employer-employee relationships yet it seems as if confusion exists regarding its definition. Anstey (1998:225) argues that there is no universally accepted definition of the concept worker participation. It is in fact capable of three quite different interpretations: Firstly, as a socio-political concept reflecting an approach, which in its ultimate form would see a form of employee self-management prevail in organisation either owned by employees or employers including the state.

The managerial function is exercised through a group of elected representatives, which is responsible for organisational decision-making including the allocation of profits. Major changes in economic and authority relations in organisations and wider society would be required to achieve the vision of this approach on a wider front. Secondly, a generic concept, to encompass all processes and institutions of the employee influence within the organisation, ranging from simple managerial information given through joint consultation, to collective bargaining, work councils and forms of worker control (Anstey, 1998 :227)

Lastly, as a term denoting a face in the evolutionary development of traditional joint regulation process envisaging a move beyond traditional collective bargaining and certainly mere information giving and consultation (pseudo participation) to new levels of shared responsibility and shared decision making (real participation).

However, one can also define worker participation as an ongoing process whereby all workers (both employers and employees interact with greater influence towards productivity and all spheres of the work force in order to achieve mutual objectives. The interaction will therefore, enable the workers to effectively participate in decision-making regarding the work force at the workplace. It can be seen as an everlasting process leading to effective productivity for economic growth and stability of the company.

The process will therefore, permit both employers and employees to play their roles and function in an effective manner in order to achieve their goals at the end. This will therefore, allow them to commit themselves in all challenges, which may arise at the workplace. Furthermore, it can be regarded as a general term applying the right of employees to be informed about and to influence decisions, which affect their working environment (Anstey, 1998:231).

The means by which these rights maybe secured fall within a broad spectrum of: communication, consultation, collective bargaining and co-determination.

2.2 Definition of Worker Participation

Tannenbaum (1996:85) defines worker participation as a formal involvement of members in the exercise of control, usually through decision-making in-group meetings. Salamon (1987:296) defines worker participation as a philosophy or style of organisation management, which recognises both the need and the right of employees, individually or collectively, to be involved with management in areas of the organisation's decision making beyond that covered by collective bargaining. Essentially, such a definition would fall into a category that Jones and Maree (1989:1) call participation in controlling factors. This refers to the extent of participation in the decision-making process in the organisation control.

According to Backer (1998:4), worker participation implies that employees have a right to influence decision-making processes and become stakeholders in an enterprise. Then the effect of participation requires an optimizing of common interest and interdependencies whilst acknowledging the interests. One will strongly believe that the rights to participation will allow employees to participate in an organisation at different levels of decision making which maybe direct, whereas at the other levels, are usually indirect and achieved by means of representatives.

Moreover, effective participation can be distinguished at the level of: the job, the process of management and at the board. These different participative levels would be discussed later in chapter three.

Backer (1998:2) also defines worker participation as the degree of influence which employees have on decisions affecting them. Prosperity to participate is defined as both the ability and the willingness of the employees to participate in these decisions. Backer therefore, argued that the concept maybe viewed in terms of both indirect and direct participation in decision-making processes, which may affect the employee including employers as managers. Anstey (1998 : 12) argues that worker participation is also a wide spread phenomenon internally appearing in various forms in the political and economics of most industrial nations .

Clarke et al (1972:6) define worker participation as a process whereby workers have a share in the reaching of managerial decisions in enterprises and also as a situation whereby they take part in managerial decision-making. Wall and Lischeron's (1980:45) defines worker participation as an influence in decision making exerted through a process of interaction between workers and managers and based upon information sharing. This means that the degree to which influence is exerted determines the degree of participation which occurs, given that such influence is exerted through a process of interaction and information sharing and is not solely dependent upon coercive power.

2.3 Evolution of Worker Participation

The concept worker participation can be traced back to the early stages of the industrial revolution in the United States in the early 1800's. With the machine power substituting human and animal power, factories were established and people moved from farms to be closer to the factories. This indicates a new shift in terms of work performed and the management in these factories referred to workers as "hired hands" (Anthony, 1978:7). However, as time went on and the demand for products increased, these workers started to view their situation differently.

This time they wanted the recognition of their existence in the industry from the management. According to Bendix (1996:78) workers decided to unite themselves into an employee association. This employee association was then termed a trade union. Finnemore and Van der Merwe (1987:36) argues that the ideal vision of a trade union was to ensure that the entire work force gets recognition that they deserve from the owners of the enterprise.

This was meant to ensure that participation in the workplace prevails and that co-operation between employers and employees is achieved.

In the South African context, one would therefore argue that without the impact of trade union as a new structure in a plant, there would be a lack of participation in that plant. While it is now clear that worker participation is not just a passing vogue but a lasting and a deeply rooted movement, its development has not been systematic, but characterised rather by a diversity of drives and initiatives across nations. This diversity has served both to invigorate and confuse South African debates (Anstey, 1998:11).

The experiences of other countries provide a base of models, challenges and approaches to a collective bargain from which to learn, and local practitioners and academics have investigated many of these in the search for a South African 'model'. The leaning has pulled in a variety of directions, thus trade unionists and socialist-learning academics have looked to Yugoslavia's system of workers self management. Backer, (1998:35) has seen a great challenge in the 1990's for management, which will be to increase the worker's sense of ownership and involvement with job satisfaction.

This could be achieved through a combination of worker participation and democratic style of managerial leadership.

It is therefore important, that for worker participation to succeed management must be committed together with all workers , to see to it that cognisance must be taken of the fact that the objectives of worker participation in the affairs of a company may vary and be based on the moral or ethical socio-economic and political issues.

However, should workers participate in the decision-making activities in the company, the following benefits may amongst others result in increased quality of decision making. Facilitating organisational change improves the industrial relations climate, provide increased job satisfaction and an improved public image for the organisation.

2.4 Conditions for effective Worker Participation

For worker participation to be meaningful and effective a number of conditions need to be satisfied. Managers and workers must both want participation to succeed. Hostility from either side will guarantee failure(Bendix S , 1989:40).

Employees should actually be able to influence managerial behaviour; otherwise the situation is one of communication rather than participation per se. It must extend to significant issues that genuinely affect employees working lives. It should not involve bargaining, with various parties haggling for bigger shares in the profit of the company (Bendix S,1989:36).

Management should make available to employees whatever information is necessary to enable them to form a considered opinion on relevant issues. All participants should be clear about the scope and objectives of the schemes of worker participation.

The first commandment for effective worker participation is that employers must be willing to encourage communication with their employees and also be willing to facilitate the process and interact with each other effectively. Information sharing must be undertaken with the aim of problem solving or reaching agreements (Reese, 1991:41).

Secondly, the interaction between the employer and the employees must be the hallmark of participation since it forms the crux of decision-making activity. This will enable both the employer and the employee to reach agreement on action to be taken thus enabling them to achieve mutual objectives. The participative influence of employees can increase to the extent of joint or co-decision making processes (Reese;1991:42).

Consequently a high level of participation occurs when the process of joint decision making can effectively require that the employer obtain the concept for a proposed change from the unions and its leaders.

Thirdly, there must be a clear-cut distinction between the roles and the functions of workers and managers. This distinction must be based on fundamental respect for each other, and if there are areas and roles that overlap and functions are not sharply divided, both the employer and the employee must ensure that agreement is reached. If there is a certain element of ambiguity, in the context of the notion 'worker participation' trade unions and employers association need to see to it that the misunderstanding is cleared (Reese:1991:43).

Fourthly, participation in management should be regarded as a primary step towards a decision making process through which the aims and methods of the union and enterprise of achieving their mutual objectives are decided. Therefore the emphasis should be on the functions of the management and the unions rather than on their role as conflicting organisations, though this aspect cannot be ignored completely by the researcher.

Fifthly, the hierarchical authority aspects of management must create a platform for worker participation in the management of the company. Many decisions for instance can only be made only at higher levels within the hierarchy, thereby affecting the patterns of any system of worker participation. The desire for participation in management must signify the desire to have a voice in decision-making which directly affects personal as well as social interest (Backer, 1998:76). This will enable the trade union as the voice of the workers to be heard in decision-making within the company (Reese;1991:43).

2.5 Collective Bargaining towards Workers Participation

There are various arguments surrounding the notion of worker participation in decision making of the enterprise. According to Anstey (1998:11), participation in management is essential as a process through which workers share in decision making that extend from and beyond the decisions that are implicit in the specific content of jobs they do.

Participation is either as individuals, through a union or other organisations have a share in the managerial decisions in enterprises. This share may be achieved through such different methods and levels of participation as collective bargaining, the appointment of worker-directors, consultation, autonomous work groups and particular styles of management (Anstey;1998:12).

Anstey (1998:22) further argued that participation in management has been seen as involving a different process from collective bargaining. He went on to argue that in collective bargaining there are two sides-union and employers facing each other as adversaries but ultimately seeking an agreement. He indicated that in the participation process, seeking an opportunity is given either to individual workers or trade union organisations to be represented on the management's decision-making bodies.

For workers to be able to participate in decision making via the trade union collective bargaining is a pre-requisite. Guest and Fatchett (1974:24) defines collective bargaining as those arrangements under which wages and conditions of employment are settled by a bargain in the form of an agreement between employers or associations of employers and workers organisations.

The objective of collective bargaining is to achieve a jointly agreed rule to regulate the issue in dispute so as to permit enterprise to continue satisfactorily in the participation forces. Thus, the end is a managerial decision that is more acceptable to the workers and thereby more effective and efficient than a decision made unilaterally by management. However, trade unions have a view that the concept 'worker participation' appears to be founded on an assumption that the enterprise is a pluralistic organisation with competing interests, which has to be formally regulated on a joint basis (Guest and Fatchett;1974:25).

The trade unions emphasise that worker participation can truly be seen as a means of sharing power and providing employees with greater influence in the organisation's decision making, particularly through the enhancement and strengthening of representational decision systems (Bendix, 1989:60).

Worker participation can further be seen as a philosophy or a style of organisational management, which recognises the management in the areas of the organisations in decision-making beyond that which normally covered by collective bargaining (Bendix;1996:551).

In many developed systems, participation and collective bargaining are supplementary processes. While free collective bargaining continues, and participation is instituted to extend employees influences and to deal with aspects which were either omitted in the collective bargaining process.

The differentiation between collective bargaining function and the participation function does not signify the trade unions, and their office bearers can not be involved in the worker participation schemes (Bendix, 1996:552). Bendix further mentions that in the majority of systems where participation has been introduced trade unions have played a significant role. A shop steward being involved as he is in workplace affairs, may act in both a collective bargaining process and a participative capacity.

Salamon (1998:67) indicates that in countries like UK and USA collective bargaining has in the past been the primary or even exclusive method for exerting or using employee influence within the company and has in general been limited to joint decision making about pay and terms of employment including an element of operational work regulation.

2.6 Forms of Worker Participation

There are two common forms of worker participation practices, one is direct and the other one is indirect participation. In this research two examples of worker participation are also discussed (Salamon 1998:67).

2.6.1 Direct and Indirect Worker Participation

Direct participation entails that the subordinate participants speak for themselves about work or matters related to work; in general, aims, rules and means are not codified and external influences are normally absent. Indirect participation implies that the subordinate participants speak for their constituents with top managers about the general policy of the organization, procedures are formalized, and outside agencies often do influence to some extent what goes on in the workplace (Salamon , 1998: 68.)

Backer (1998) argues that management's perception of the degree of employee influence on decision making remained relatively constant as between direct and indirect forms of participation. He therefore, indicated that shop steward's perception of employee influence through direct form of participation was with the exception of 'protection of work environment' lower than that of management.

It is therefore, generally accepted that direct and indirect participation is open to many interpretations and that depending on the point of view taken. However, if the term participation is approached from the point of view of a Western democracy, the definition of concept will become easier. Direct and indirect participation in the widest sense refers to the involvement of one group of employees (usually workers) in the decision-making processes of the enterprise, which traditionally have been the responsibility and the prerogative of another group of employees usually managers (Nel and Van Roowen, 1985 : 14)

Further more they argue that the concept of participation on its own primaries consist of three interrelated elements which maybe manifested in decision making process of an enterprise on a number of ways. These elements are influence, interaction and information (Nel and Van Rooyen, 1985:16).

2.6.1.1 Examples of Worker Participation

❖ Profit Sharing Schemes

According to Reese (1991:591) profit sharing schemes are defined as a plan under which an employer pays to eligible employees, as an addition to their normal remuneration, special sums in the form of cash or stock related to the profits of the business. The introduction of these schemes shifts the emphasis from a share in decision-making and work process to a share in financial rewards earned by employers and employees while engaged in economic activities.

Profit sharing schemes provide for a fixed proportion of company profits to be paid to all employees, either individually or to a fund established for the benefits of the employees (Bendix, 1996:557). Schemes of this nature are intended to bring about a fairer distribution of wealth.

They may also act as incentives to employees to cut cost and increase productivity and could result in greater co-operation, arising from the perception of mutually created gains.

The amount to be shared is determined by a formula published by the management of the industry concerned. It is argued that profit sharing schemes need to be accompanied by other participative practices, which will enable the employee to gain control over his working life and participate in his workplace.

In the long run the employees through these schemes are made to feel like partners in the enterprise, motivated to work harder, cut waste and push sales. When these workers were working under these schemes retire, the company provides pension and fringe benefits without increasing fixed costs, for the company it makes contributions only in profitable years. Before being caught up in the debate surrounding profit sharing schemes, it is of importance to unpack the dynamics surrounding its objectives (Bendix , 1996:554).

Profit sharing schemes seeks to install a sense of partnership between the have's and the have not's, in other words between the employers and the employees (Bendix, 1996:557). These schemes are implemented for the organisation to be effective and more productive.

However, the ultimate objective is to encourage co-operation between the management and the employees and also to remind the worker about his moral right to share in the profits they have to produce. In essence it is a form of appreciation by the company to the workers with regard to the service rendered by the workers. Although this approach sounds as a genuine initiative to bring about fairness in the workplace, there are limitations to this approach.

Other than individual performance this approach depends on the factors such as the state of the markets, sales efficiency, technological development, and etc. In the end is the pay-off period that took very long time to occur and this cause a delay in terms of payment. Another problem encountered in this method is that workers are not in a position to understand how profits are computed (Bendix , 1996:559).

As a result managers have to convince the workers that their efforts equal their shares. Lastly, the biggest problem with these schemes is that it adds little to satisfaction during good years but makes employees angry at their pay cuts in bad years.

❖ Share Ownership Schemes

They are intended to counter the employer and employee dichotomy by making employees also the owners of the industrial property or more specifically, part owners of the company for which they work.

It could be said that share ownership schemes are the capitalist answers to the more socialistically conservative co-operations. Employees are encouraged to buy shares or are granted shares in the company (Bendix, 1992:527) .

Share ownership schemes makes the free enterprise system more acceptable to blacks and may lead to more equitable distribution of wealth without sacrificing the capitalist philosophy. The argument against shares in South Africa is that black workers are suspicious of white capitalism and have so far tended to regard any schemes of this kind as an attempt at co-option (Bendix, 1992:429).

The employees' emphasis is still on the assertion of their rights and dignity at the workplace. There is also a problem that black workers do not have the money to buy shares. The trade unions view share ownership as an attempt to undermine the strength of the unions on the grounds that employees are demanding a living wage and a bigger share of the profits of the company going towards wages.

Some employees view share ownership as a scheme which attempts to distribute wealth equally but they feel that there is a need for a union to play an educative role if the schemes are to work in practice. If the share ownership is carried out fully, the workers will become employers, which means that they will have advanced the system of capitalism instead of destroying it.

Employees are encouraged to buy shares and this will encourage commitment to the company and participation in decision making at the corporate level. In essence such workers are no longer workers but they are now part of the system (Armstrong, 1991 : 712)

Workers also do not see such schemes as a means to influence the decisions that affect their daily lives. They also view these schemes as a means to promote capitalism. The main thing is that it provides workers with the opportunity to become shareholders in the company that employs them.

Share of ownership at this level is not meaningful unless the employees have adequate control and voting rights to determine the composition of the board. The direction at which the business is being run is determined at the ownership level. Employees will participate at this level to make decisions regarding investment, expansions and interactions, which affect the future well being of both the enterprise and it's workers.

Worker participation at this stage involves the sharing of information and decision making about matters that affect the way in which work is planned, coordinated and controlled (Armstrong, 1991:714). This means that participation is more formal when it reaches such a stage.

Even though the researcher has dealt with profit sharing schemes and share ownership, one needs to consider participation at the shopfloor level, which is the most popular form of worker participation.

2.7 Levels of Worker Participation

Worker participation occurs at different levels and at different times being influenced by different internal and external factors. The influence of workers can increase to the extent where they (employees) and the employers are equal in decision-making processes. Consequently the highest level of participation takes place when both employer and employee exert equal influence in the decision making. The lowest level of participation takes place where the employer retains most of the influence and makes the most decisions(Nel and Van Rooyen, 1985:310).

It is also possible for workers to have a higher level of influence and participation while the decision making still remains the prerogative of management. Interaction essentially concerns the problem solving activity of both the employer and workers. Interaction in this context therefore, refers to the attempts made by

both employers and employees to reach agreement on actions to be taken to achieve the organisational objectives. The interaction between workers and employers is therefore, a Hallmark of participation since it forms the crux of the decision-making activity (Nel and Van Rooyen 1985).

For the employer to interact meaningfully with the workers he or she uses the information available to them. Conversely, workers make information available to the employers to facilitate effective interaction. It is therefore, clear that information sharing between employees and employers are undertaken with an aim of reaching an agreement (Nel and Van Rooyen, 1985:310).

Nevertheless, where trade unions are involved in participation, it has become necessary to shift from conflict to co-operation, even though they may still represent the interest of their members. Furthermore, if unions participate at the higher decision making levels, a certain amount of joint responsibility is involved. This placed unions in a dilemma in terms of their traditional roles as challengers of managerial decisions (Bendix, 1996:123).

However, Poole (1975:321) has seen this concept as the principal means of obtaining greater control by workers and managers over several aspects of their working lives and in so doing augmenting their powers vis-a vis that of management.

He continues to argue that advocates of worker participation in decision making have usually had in mind a concept of power based on two of its principal manifestations, namely, the formal patterns of control within organisations, and the scope and the range of issues over which particular parties have some influences.

The formal patterns of control with organisations, Poole indicates that a number of levels have been identified which broadly correspond to the formal patterns of decision-making within the company. The first level concerns individuals on the job decision making where the worker is viewed as having some right to organise his activities within certain discretionary limits. The higher the degree of skills of the worker the less easy it is to measure directly his work activities and the greater will tend to be his freedom for managerial supervision (Poole, 1975:143).

However, this level comprises the work group or work team. Again the decision here may cover production questions and indeed, are likely to do so whenever group activities are involved in the actual production process itself. Worker participation in decision making therefore, involves a number of distinctive levels of potential operation, considerably a variation in the scope of actual control of workers over any given decision and a range of areas in which participation can in fact take place.

2.8 Effects of Worker Participation

Every approach adopted by human beings has its own effects, which might be positive or negative. Fundamentally four propositions have been put forward about the effect of participation on the exercise of power in industry and society: Firstly, that occupancy of a given position enables an extension of the scope, range and even level of issues over which control can be exercised.

Secondly, participation has dynamic effects upon values and consciousness and thereby leads to increasing expectations of and demands for participation. Thirdly, it is only through participation in decision making process in the industrial field that essential lessons about man's relation with the physical and natural world can be learnt and the problems of alienation satisfactorily solved. Finally, worker participation in decision making at workplace level is an important basis for extending democracy within the society as a whole (Bedix S, 1996:531).

Thus, participatory schemes present a distinct evolutionary development directed towards extending collective employee influence beyond a relatively narrow distributive wage or work bargain into much wider areas of organisational planning and decision making at both operational and more importantly strategic level. One would strongly believe that the 'real' participation ideally requires that both sides have equal power to determine the outcome of decisions. In the absence of power equality, one would argue that employees could only rely on management goodwill.

It also mentioned that the concept of worker participation will effectively promote the nature of relationship between management and employees in the organisation's decision making processes which is central to the character and conduct of the industrial relations system at workplace level.

2.9 Why Do Employers Introduce Worker Participation?

The challengeker Participation?

The challenge and economic ideologies and in value systems have motivated both employers and employees including unions to have reasons for supporting worker participation programs. Employers see worker participation as a strategy of overcoming basic employer and employees conflict and as a step towards co-operation and coalition between employers and employees or trade unions(Bendix S, 1996:444).

Furthermore, there is a perceived economic advantage, in that co-option is seen as bringing about greater commitment and involvement on the part of employees, and thereby creating greater motivation among all workers for higher productivity. Employees view worker participation as an extension of employee influence at the workplace, and as a means of power sharing and even as a step towards eventual control of the productive system. According to Bendix (1996:310) worker participation is perceived as providing greater protection to employees by the extension of the representational function.

2.10 Theoretical approaches to worker participation

There are various approaches to the concept worker participation outlined by labour theorist. These approaches are unitary approach, pluralist approach, radical approach and neo 'unitary' (Bendix S, 1996:521).

2.10.1 Unitary Approach

According to Finnemore and Van der Merwe (1987:46) in a unitary approach the organisation is viewed as a coherent group or team with a single, common aim, the continued, profitable existence of the enterprise. Employers and employees are thought to share the same set of values, general support for the free enterprise system, a respect for the authority of management and an emphasis on loyalty and diligence.

It is further argued by Finnemore and Van der Merwe (1987:46) that all participants are supposed to strive for higher profit sharing through greater productivity in order that they can all share the rewards. The prerogative of the management is accepted and managers who adhere to this approach do not regard challenges to their authority as legitimate. Conflict is viewed as irrational and antisocial. When it does arise, it is attributed either to interpersonal friction and a lack of understanding or to aberrant who enjoy causing conflict for conflict's sake. It is believed that conflict can be resolved either by promoting better human

relations, usually in somewhat paternalistic fashion, or by the use of authority and force.

Trade unions are not seen as necessary in this approach. They are in-fact, regarded as an intrusion in that they compete with management for the loyalty of employees and cause destruction between the two parties.

Management who favour this approach may go so far as to bargain with unions on issues such as wages and general conditions of employment, but they resent any challenge to their managerial prerogative and will resist bargaining on matters such as retrenchment, technological changes and relocation since they regard this as a responsibility of the management (Finnemore and Van der Merwe;1987:47).

The unitary approach is still being adopted by numerous management and accepted by some employees. In South Africa, it was almost universally held until the so-called 'new' trade union movement as well as judgements emanating from the industrial labour court, began to challenge the absolutism of the managerial prerogative and to promote a more pluralist approach. In analysing this approach, one would agree with the notion that it is highly acceptable that both employers and employees should have same common sense of thinking regarding possibilities of sharing same set of value (Finnemore and Van der Merwe 1987:46).

2.10.2 The Pluralist Approach

It is based on an acceptance of the conflict of goals and interest between employers and employees, but with the presupposition that it is possible to achieve some balance of both interest and power between the participants to the labour relationship. This does not apply an inevitable compromise in all cases, but nearly that conflict can be contained and effectively managed. From this approach, conflict is viewed as unavoidable and as arising from the organisational structure or the very nature of the employment relationship (Finnemore and Van der Merwe;1987:48).

However, such conflict occurs within the framework of a limited common purpose that is, the continued profitable existence of the enterprise since both parties will suffer (Finnemore and Van der Merwe, 1987:47).

Because of this common interest, the parties are usually willing to reach a compromise and jointly to establish rules for their conduct towards each other. By this they ensure that conflict inherent in the relationship does not assume destructive proportions. The freedom of association principle, the process of collective bargaining and some measure of joint decision making are as a means by which to achieve a balance between the various participants (Finnemore and Van der Merwe;1987:48).

Adherence to the pluralist approach see trade unions not as a threat, but as necessary to balance the power betcessary to balance the power betto give expression to the demands of employees. More importantly, the trade union's right to existence is acknowledged not merely because of its power base, but within the framework of a set of societal values, which accepts the right of employees to give expression to their demands on a communal basis.

The pluralist view is the one most widely held in Western democratic society, although it can also not be supported without at least a consideration of unitary and radical approaches. The most common criticism of pluralism is that it still accords no real power to employees and trade unions(Finnemore and Van der Merwe;1987:49).

2.10.3 The Radical Approach

It is also known as the Marxist approach. It denies that any balance of power can be achieved within a capitalist system. In terms of this approach the root cause of conflict between employers and employees is to be found not in the narrow confines of the employment relationship, but in the wider society which support a capitalist economic system and establishes social, political and legal structures which favour the employer (Bendix, 1996:189).

The latter's power is consequently, always greater than of the employees although collective bargaining procedures may establish the illusion of equality.

Proponents of this approach regard collective bargaining as an employers strategy aimed at coaxing the working class as compliance and even regard worker participation in the decision making process as an attempt at co-option.

Trade unions are supported but they only play a political role, that is, if they act as agencies towards total change or transformation. Adherents to this approach believe that there can be no point of common interest between employers and employees since, in working towards increased profits and greater surplus value, employees would in effect, be supporting their own exploitation. The solution is that proposed by Marx, namely the supplanting of the capitalist system with a system of shared ownership and communal control (Bendix;1996:189).

2.10.4 Neo - Unitary Pluralist Approach

Although the three approaches outlined above constitute a basis for theoretical differentiation, a particular party may amalgamate two or more of these approaches. Thus, many unionists whose approaches maybe essentially radical tend to live with and even promulgate a pluralist approach to the relationship. There is a tendency amongst management and employees to accept pluralism, but at the same time, to move towards a new kind of unitarism (Guest and Fatchett, 1974:87).

The latter will emphasis commonality and co-operation but, in all likelihood, will not be paternalist in nature. The extremes of traditional unitarism would also be

tempered by the acceptance of trade unions and collective bargaining function (Bendix, 1998:220).

However, there are certain conditions in place for effective worker participation that must be followed by both the employers and the employees. One would strongly recommend that the pluralist approach can be applicable and useful to the South African Labour force, the reason being that if South African companies are to be effective and efficient, employers and employees need to accept and compromise that conflict does exist at workplace. However, both employees and employers must be willing to try to resolve those conflicts. Furthermore, trade unions should be recognized as a vehicle necessary to assist if conflicts occur within the workplace

2.11 Worker Participation Principles

Worker participation entails the involvement of both employers and employees in the organisation and planning of the work process, in the establishment of procedures and future processes, in the decision-making functions at the various levels and in the management and policy making bodies of the company(Bendix;1989:225).

As much as it can take various forms and could range from mere information sharing and consultation to joint decision-making and shared ownership. Worker participation is actually intended to promote the extension of industrial

democracy at the workplace, in the form of joint government by both employers and employees. Thus, only those forms of participation where employees share in decision-making or are able to influence the actions of management would be regarded as relevant in the present context (Bendix, 1998:220).

It could be argued by Bendix (1989:220) that industrial democracy is best practiced by the institutionalisation of free collective bargaining, that bargaining limits the authority and prerogative of management and it allows for the representation of employee interests as against those of management. It could also be proposed that trade union representation is an indirect form of worker participation, particularly since, by the process of collective bargaining, trade unions and employees engage in joint regulation of workplace-related affairs and may jointly solve problems that may arise.

In practice, trade union representation usually places emphasis on the employer-employee challenges, whereas worker participation tends to promote co-operation, which can also be a challenge within a process. Trade union representation rests on the bargaining relationship, while worker participation is based on consensus and the perception of a social and economic partnership (Bendix;1998:226).

One would therefore; say that a system of worker participation in the decision-making function presupposes that the rights of employees to share in decision-

making are acceptable. Although at some stage collective bargaining recognises the right of the employer to take important decisions, in collective bargaining, decisions are not shared from the outside but are challenged once they have been taken or are tampered by consideration of both employer and union power. Looking at the subject matter there are various forms of worker participation that need to be unpacked before thoroughly engaging the topic.

2.12 Conclusion

Emanating from the preceding discussion of the concept worker participation it is evident that worker participation is a complex and dynamic concept. If ever worker participation is to be successful, both the employers and the employees have the obligation of ensuring that the process runs smoothly, not forgetting that the government needs to be an active player in setting and overseeing the process if it is required.

The question of trust however remains an important ingredient for worker participation to succeed. The parties involved in the process need to be open to each other as much as they can. In the end all parties involved must proudly endorse that they have done it collectively. For worker participation initiatives to be successful in South Africa, it is of importance that lessons should be learnt from other countries that have already started this initiative. The relationship between worker participation, productivity and a sense of ownership also needs review.

CHAPTER THREE

WORKER PARTICIPATION, PRODUCTIVITY AND SENSE OF OWNERSHIP

3.1 Introduction

Within the process of worker participation, employees are allowed to have a sense of ownership, control and managing the jobs or tasks specifically given to them by their supervisors or managers. The effectiveness of worker participation as an on-going process that allows the employees to create a sense of greater competitiveness in order to improve the quality of their work is unquestionable. This will lead them to a better expectation of productivity (Cascio, 1995 : 10)

Worker participation promotes a better organisational communication and coordination between employer-employees in the workplace. It offers opportunities for greater legitimisation of decision-making through consultation and the sharing of powers between employers and employees. It also offers opportunities for individual employee development, within this process a shift is needed in labour system to accommodate new forms of work, skills requirements, requirements for the organisational competitiveness and job security (Cascio , 1995:13).

Worker participation demands a commitment not only to advancing industrial democracy, but also to industrial and organisational competitiveness. Moreover, it offers opportunities for holistic organisational thinking and reshaping of labour system within the company (Sutermeister , 1976 : 6). Worker participation

requires that employers and employees have clear performance objectives at all levels for every worker. It promotes the advantages of successful communication, which will empower all workers within the workplace. This will help to build trust to motivate workers and also offers a greater potential benefit in information sharing and sound communication between management and workers (Cascio , 1995:15).]

3.2 Defining productivity as it relates to worker participation

(According to Sutermeister (1976:3), productivity is the output per employee-hour quality considered. The output per employee-per hour results not from people's efforts alone but jointly from all factors including money, machines, raw materials and is also determined by technical factors (technological development, job layout and methods), and human factors: - employee's job performance.]

(Productivity is considered a primary goal of business. Without a satisfactory level of productivity, a profit-oriented organisation cannot survive and most if not all non - profit organisations are interested in doing more work (greater out-put) without a proportionate increase in money, equipment and employee hours (inputs). The ability times motivation: - if employees had no motivation s/he could be the most capable individual in the world, but there would be no connection between ability and performance or if an employee had no ability there could be terrific motivation but there would be no connection between motivation and performance (Sutermeister , 1976 : 4).According to Cascio (1995:15)

productivity is a measure of the output of goods and services relative to the input of labour, raw material and equipment. The more productive an industry, the better its competitive position because its costs are lower. Improving productivity means getting more out of what is put in. it does not mean increasing production through the addition of resources: - such as time, money, materials or people. It is doing better with what you have. It is not working harder but it is working smarter interacting all necessary processes.)

(Yankelovich (1975:40) defines productivity as quality of the output as well as quantity produced by an overall of efficiency and effectiveness of labour process within an organisation. For instance, output per worker's working hour in any company.)

(The labour operating process includes intangibles such as employee loyalty, morale and job satisfaction and moreover such intangibles may be the disruptions, sabotages and other indicators of challenges in the company or organisation, even though their impact on output can not be measured easily. Productivity also refers to ratio of output to input by industry or section of the economy. Faraday (1971:14) defines productivity using two principal techniques that is "organisation and methods". A management service is to increase administrative efficiency of an organisation by improving procedures, methods and systems, communications and controls over organisational structures.)

(While operational research will be an approach, which is to develop a scientific model of the system, incorporating measurements of factors such as chance and risks with which to predict and compare the outcomes of alternatives decisions, strategies or controls, thus it is the vehicle to effective productivity.)

(Heaps (1992:3) argues that productivity is the key determinant of value and is related to all factors that influence value that is, quality, service, and price. Moreover, productivity is the ration of output to input thus output as value of goods and services integrated with input as cost of resources consumed.)

(Heaps (1992) further argues that productivity is measured at a number of levels starting with the international and national and moving down to measurement by industrial sector, then at organisational level and finally at sub-organisational levels, perhaps down to the level of individuals.)

(The interest in productivity measures at a national level for the economy or particular sectors is important in that productivity improvement is seen as the only valid way to pay for increased standards of living. Increased productivity can thus be used by governance as a measure of success of its economic policies. Productivity is thus the only secure way of improving the company's balance of payments, controlling inflation and providing more leisure time that will indicate that improved productivity can be linked both to higher standards of living and improved quality of life.)

(For Heaps, productivity provides an alternative measure of well being to that of profitability as profitability is thus a combination of productivity and "price recovery" (Heaps , 1992 : 4))

(It can be measured at different levels of the organisation right down to that of the individual employee. At this level profitability would almost certainly be an invalid measure. The overall productivity of the organisation is dependent on productivity of each division, departments, sections and individuals and it is possible to measure at each level to build a hierarchy of measures that allow analysis of a range of activities and functions that make up the total work of the organisation.)

(This therefore, will include productivity techniques as the basic commitment to productivity improvement and involvement of all sections of the organisation that is; the creativity and commitment of all members of the organisation should be meaningful at all levels of the workforce (Heaps , 1992:6).)

(Lattiam and Wexley (1994:2) argue that productivity comes not only from machine (technology); but mostly from people using technology as employees who design; employees who maintain, and operate the equipment or manage the workflow.)

This is however; unfortunate because regardless of the total investment in technology or equipment; the fact remains that the individual employee is key to productivity.

The productivity of most organisations is a function of the way of at least three variables managed: -technology, capital and human resources. Many organisations have been leaders in realising dollar opportunities from technological development and capital investment. Many of these same companies have however; faced a greater challenge to maximise productivity by failing to take full advantages of the abilities of the people (Lattiam and Wexley ;1994:2).

Increases in performance due to capital or technological investments can be measured in traditional accounting terms e.g. profits and costs, as measured by output and input). The influence of an individual employee on productivity in most jobs is difficult to measure in traditional cost accounting terms only. The influence of an organisation's human resources on productivity; however, can be measured in terms of what people do on the job being measured through direct observations by managers and subordinates (Lattiam and Wexley , 1994 : 3)

3.2.1 Ability and Motivation

Sutormeister (1976:28) identifies both ability and motivation as essential ingredients to good employee performance, which leads to effective productivity.

He indicates that ability is deemed to result from knowledge and skills, while motivation results from interacting forces in physical condition of the job, social condition and individual needs in the workplace. He further argues that productivity depends on both employee's performance and technology, while employee performance depends on both motivation and ability, that is, a motivated employee has an ability to perform his task given to him or her. The company should have all means to have provisions of all technological performance that leads to good production (Sutermeister , 1976:28)

The higher the motivational expectations, the higher the needs satisfaction of all workers. This assume that individuals whose needs are well satisfied only if their physiological and social needs have been activated and they are satisfied with their pay and their relations with others including their supervisors and employees will be highly motivated to perform very well. If their egoistic needs have been activated, they have a continuing feeling of sense of ownership, worth-whileness, status, recognition and perhaps self-fulfilment about the job that motivates them to perform well.

The primary objectives of Labour Relations Act, 1995 give effect to rights and obligations of employees and their unions as well as employers and their organisation in accordance with the fundamental rights of the constitution and international labour conventions (Finnemore, 1999 :37).

Worker participation promotes the idea from the Labour Relations Act, 1995 that is about rights and obligations of employers, unions, employees and their organisation. Worker participation's perception is also in agreement with the notion about freedom of association as to the frequency with which employees do those things that are critical to job success (Finnemore, 1999:38)

3.3 Sense of ownership

Sharrock (1996:470) cites that sense of ownership is the most extensive right that a worker can possess in respect of his or her work. It entitles the worker without interference from others (employees) to work as s/he pleases, that is, to possess or work effectively to enjoy its fruits, to diminish its substance and even to destroy it.

According to Christman (1994:72) sense of ownership refers to the rights and powers of workers to possess, use, manage, transfer and gain profit from their goods and moreover, have an access in order to implement an overall (distribution) social goal. It can involve a kind of control over the task given to be done or a right to income from trade. However, there are different reasons one might furnish for allowing people to control their property, (for distributing goods so that everyone has property to control) and for allowing people to gain income from it. It also entitles the employee to be a motivational individual to his or her work and reclaim it from anyone who withholds it unlawfully.

The right of ownership, however, is not absolute. It is subject to numerous limitations imposed by statute and common law. The process of ownership is not confined to one person only, two or more persons may own individual sharing of duties in a single entity, but encouraged to perform their duties effectively as compared to another groups of individuals in the same department (Christman,1994:41) .

Each co-owner in that particular section is entitled to use the item reasonably and in proportion to the size of his or her share. Profits and loses incidents to the common property must be borne by the co-owners in proportion to their respective shares.

3.3.1 Relationship between worker participation and productivity

The worker participation strategies tend to have a lasting impact on attitudes and productivity if the new job involves substantial increase in responsibility and autonomy of all workers in workplace. Worker participation for instance, in problem solving that does not alter job itself or job rotational schemes that do not add responsibility and challenges tend to motivate employee only over short term. Worker participation programmes die out eventually if the company of the organisation does not change in a manner consistent with the democratic values and behaviours of the participation programmes, productivity will not be increased instead there will be a downfall in production (Christman ;1994:43).

There are some ways that need to be avoided for not killing worker participation in particular: - the pay system fails to acknowledge the new activities and contributions of workers. Managers, cease responding to worker's suggestions after initial enthusiasm if there was any, is over. If participating workers develop distorted perceptions of their own promotional and value to the company, and they become disillusioned when they do not advance (Christman,1994:44).

As other critics have indicated that productivity is mostly about people (workers) participating collectively in control of technological resources, therefore, the method or extent of participation should reflect an active individual involvement in decision making with regard to workforce situations. The scope of participation from both angles that is, task-centred in orientation and power-centred, which determines the framework or environment within which operational decisions have to be made, must be effective in order to refuel co-operation in all levels. While all technical factors and human factors are being maintained and managed in a proper manner. Thus the output value of goods and services integrated with input as cost of resources consumed (Sharrock , 1996 : 472)

3.4 Employer-employee relationship

As already indicated by most of the critics that worker participation is about workers being prepared to take initiatives in decision making in their workplace. They should be empowered to negotiate in all conditions of their workforce; they should be in collective bargaining process (trade union officials with

management) meet with each other to reach an agreement on conflicting interests.

From the point of view of labour relations collective bargaining is a wider concept encompassing various forms such as grievances and discipline, but with negotiations forming an integral part and core process throughout. However, negotiations are the central element of collective bargaining (Sharrock , 1996:456).

When employer-employee negotiations are carried successfully, the parties need to comply with certain basic principles that will continually strengthen the relationship of trust. The question may arise as to why the parties have daily contact and a sound relationship between them has to be fostered over a long time basis?

This regard of the parties should: -

- Be no misleading information
- Implement agreements. If this does not happen, the position of trust will be harmed.
- Comply with official rules and procedures that is, protecting the confidentiality of information of the parties, upholding the greed negotiation procedures and exchanging agendas in advance and providing the other party the opportunity to study them.

-The parties should be prepared to accept the negotiations process in good spirit and accepting each other's negotiation status that is, recognise and respect each party's independence and the fact that there will be fundamental differences between them (Sharrock,1996:465).

Sense of ownership strongly establishes and develops effectively from recognition of negotiations that will empower both employer and employee. The real strength of employers-employees in negotiation lies in its collective power (Sharrock , 1996:467).Usually, it is known that inter-groups conflict is inherent in any relation between employees and employers, and arises from the differences in their goals and values systems as well as the different methods used to achieve these goals. For example, an employer may favour a policy of control, but sometimes has to collaborate with employees through trade unions to achieve a particular goal.

Furthermore, one would argue that the sense of ownership amongst workers from both parties (employers and employees) should be acknowledged respectfully and both parties should be aware of all factors that may cause conflict from both sides.

These factors are different value systems and ideologies, disrespectful treatment of groups representatives from both parties, limited resources in the company, uncertainties about responsibilities and roles, communication problems

and different perceptions, inadequate organisational structures, personality differences, job dissatisfaction and low levels of trust (Sharrock, 1996:466).

Labour Relations Act promotes all worker participation programmes, which can be co-operative and aid productivity. Marx rejected the notion of the market system that was described as leading to poverty and alienation through exploitation. The capitalists were seen to be driven solely by the need to make profits and accumulate more capital. As a result workers who were forced to sell their labour in order to survive were paid subsistence wages. The worker's basic value to the capitalist was defined as the wage that was just sufficient to maintain the worker and their family unit, thus ensuring a constant supply of labour. In order to make a profit out of workers to work long hours at low wages so as to produce goods whose market value exceeds this value?

During this process of exploitation in which the capitalist attempted to squeeze every possible cent out of the workers efforts, working conditions became intolerable. Marx (1976:36) believed that class-consciousness would inevitably develop to unify the workers as a result of these processes.

This is about the protection of every employee and job applicant seeking employment from discrimination on the basis of union affiliation and protects their rights to form, join and participate in union activities.

The right of employees to join their organisations is also protected. Moreover, every employee has the right not to be unfairly dismissed. One may suggest that Labour Relations Act of 1995 should be more revised and be implemented in all sectors of labour on the ground that the Act is also co-operative to productivity. Productivity can not be improved at workplace without the effectiveness of the Labour Relations Act of 1995.

3.5 Defining job satisfaction as it relates to worker participation

Worker participation promotes job-satisfaction, which also play a role in productivity. According to Deep (1978:25) job satisfaction is meant for human needs as workers are fulfilled through the performance of one's work. A worker to whom job satisfaction is important is likely to be significantly and positively affected by a positive work environment. A useful way to view differences among workers needs is to consider the means by which needs may be satisfied. It is imperative to view not just what needs are important but also where and how they are most likely to be gratified.

Davis (1977:15) recognises job satisfaction is the favourableness or unfavourableness with which employees view their work . Smith , Kendall , Hullin (1969:6) it is by subsuming what was common posed by other scholars in conceptualising job satisfaction as being feelings to facets of the situation. According to Hoppock (1935 : 5) states that job satisfaction ' Whether or not one

finds his employment's sufficiently and satisfying to continue in it, either permanently or until he has prepared himself for a greater responsibilities, is a matter of the commitment between employer and employees'. According to Burack and Smith (1977: 104) regard "compensation" as an important determination of job satisfaction, while Parker (1971: 43) using the initiative and having responsibility is an important factor underlying job satisfaction. This involves a feeling of freedom to take decision.

Straus and Sayles (1980: 2) indicated some of the personal variables which determine job satisfaction " input - output relations " A worker `s satisfaction with his job depends on how he perceives the relationship between what he puts into the job and what he gets out of the job.

Through job satisfaction results from the fact of doing work, they correspond closely to the growth needs. The desire to satisfy needs as workers can wish, is the basic motivation for human behaviour especially with workers at workplace. Need satisfaction stimulates productive behaviour and psychological growth.

The failure to satisfy needs results in frustration, and it negatively affects workers ability to perform a job well.

3.5 Conclusion

It is important to implement all worker participation schemes at workplace, and one would believe that the participation schemes might transform and change the

working environment to a conducive one. As it has already been discussed that productivity is more about worker's input with regard to goods and services. Without the workers co-operation towards their work at workplace, productivity will not be improved and workers deserve the power to integrate themselves as workers being empowered participating effectively at the workplace. All labour policies being formed should be meaningful and implemented such that all workers are satisfied while at work.

Both employers and employees in the work place should be willing to interact with greater influence towards productivity. The interaction will therefore, enable both parties to effectively participate in decision making activities regarding the work force at the work place. The management should make available to employees whatever information is necessary to enable them to form a considered opinion on relevant issues.

Both parties should also facilitate organizational change in a manner consistent with democratic values and behaviors of the participation programmes, which will improve the industrial relations climate, providing increasing job satisfaction and improving public image for the organization.

CHAPTER FOUR

OVERVIEW OF WORKER PARTICIPATION IN DIFFERENT COUNTRIES

4.1 Introduction

The fact that research is not done in isolation, it is of significant importance to study other countries experiences before embarking to certain conclusions. The experience of these countries in worker participation provide a base of models and approaches from which to learn and academics have also investigated many of these experiences in the search for a South African 'model'. In many of these countries, institutions to facilitate the co-operation of employers and employees in the workplace were established or regenerated during the period immediately following the last war. This development reflected the continuing sense of a common interest and purpose for all workers at the workplace (Harrison : 1976 : 48)

In most cases, institutions for participation continue to operate and were accepted as successful, but were rarely the subjects of further development or expansion for effective productivity at workplace (Harrison, 1976:48).

These European and Asian countries have modified and extended the powers and the rights of the works councils to information, the agreement on co-operation committees, the operation and rapid expansion of factory councils of which all these participatory channels have contributed towards effective worker participation. At plant level, it is argued that there had been significant development in almost every country of Western Europe(Harrison,1976:20).

By investigating worker participation in these different countries will enable the reader to understand the scenario behind worker participation. In the end it will enable the researcher to relate the South African experience to those of other countries. A lesson learnt from other countries might all also be beneficial to the South African context of worker participation (Harrison , 1976:20).

4.2 An Overview of Worker Participation in different countries

Worker participation was a dynamic and growing phenomenon in a number of Western, Eastern European and Asian countries in the 1960's. By the end of 1960's, most countries in Western, Eastern Europe and Asian countries had experienced numerous social protests against bad conditions and a form of work organisation which condemned workers to humiliation task which offered no future and no interest and without purpose of all workers at workplace(Harrison , 1976:22).

These social movements were decisive in provoking increased union demands for improvements to the quality of the work environment and the development of several of direct and indirect forms of worker participation. However, in the 1980's, unemployment rate, working hours wage and deregulation became the immediate concern of the workers, and trade union returned to their traditional strategies of bargaining, industrial actions and indirect participation within and beyond the workplace(Harrison , 1976 :22).

This has been achieved constitutionally, as in West Germany, or by legislation passed by labour, socialist or social democratic governments in Yugoslavia, and other countries. These governments have also offered financial support and facilitated in participation schemes in the public sector. However, this was participation as an ingredient of capitalism. In United States where both profit sharing and employees share ownership schemes were widely introduced in the 1980's, a recent study showed that these schemes have tended to reduce the influence of workers in decision-making(Harrison , 1976:25).

It is ironic that employees and management organisations are now rapidly setting up national and international structures to defend their own forms of worker participation while trade unions on the other side remain totally divided over its aim, principles and forms. At the same time participation at the lowest managerial levels and financial participation (initiated by employees and employers) are on the increase.

The emphasis is on human resource development and not on labour movement. Worker participation is therefore, becoming an expression of capital, thus a thirst for gold rather than a thirst for democracy(Harrison , 1976:27).

West Germany

West Germany is studied in isolation from East Germany by the researcher due to the historical background of the two countries. The Berlin wall separated the capitalist West Germany from the communist East Germany. Before the 1970's in West Germany there were no powers given to the workers (Reese , 1991 : 159). It was only in 1972 that the powers of the works council were radically strengthened under the 1972 Act. The powers of the works council may be generalised under three headings, each covering a wide range of issues: the right to co-determination, the right to consultation and the right to information.

Trade unions in West Germany serve to protect the interest of employees from economic and social inequalities. They are also used to prevent dependence among the working class who are being exploited by the capitalist employers. In Germany the most common practice that has emerged in as far as worker participation is concerned is co-determination. Co-determination in Germany was an idea that was brought about by the Volkswagen Company which produces all makes of Volkswagen cars.

It is by far the most successful company in the world with branches in countries such as South Africa and the rest of the world (Reese, 1991:160).

4.2.1.1 Co-determination

Reese (1991:161) defines co-determination as a level of participation that occurs at the shop floor level whereby issues such as the degree of autonomy of the company and technology are decided. There are various layers in as far as co-determination is concerned, firstly it happen on a supervisory board level of the company via indirect representation by shop stewards who are appointed as worker directors.

According to Reese (1991:195) there are two types of worker directors in Germany. There are those who are mandated to ensure that the workers interests are properly looked after on the executive board and there are those who are appointed under the Co-Management Act of 1976, who are less powerful than the one mandated by the workers.

Secondly, it occurs at the plant level with the work councilors as indirect representatives of the workers. According to Bendix (1996:87) the aim at this level is to protect personal and social exploitation of the workers.

Reese (1991:177) argues that work councils are the backbone of co-determination at the plant level, with joint committees playing a core role in terms of staffing, wages, safety, housing and etc. an important point to note is that on the joint committees, management and employees have parity representation e.g. training committee, where the company's training officer represents plant management, while the chairman of the works council's sub-committee on training represents the employees.

Thirdly, it happens at group levels with the shop stewards and workers being directly involved in ensuring that individual self-actualisation is achieved. Lastly, on the job level with only workers being involved. According to Reese (1991:166) empirical research in the Eastern European countries confirmed that workers overwhelmingly wanted co-determination at all levels.

When it comes to West Germany, all workers except those working in very small enterprises are entitled through co-determination to representation by works council at their workplace while in major companies one half of the seats on the supervisory board must be held by employees' directors. On the co-determination issues, no management proposal can be put into effect without the works council approval. In the absence of agreement, the issues go to an arbitration committee for adjudication. The arbitration committee is made up of equal employers and works council representatives, with an independent chairman acceptable to both sides for effective decision-making (Reese , 1991 : 196).

A wide-range of issues is subject to co-determination in the fields of welfare, personnel policy, and matters affecting the individual employee and economic issues. They include working hours, holiday arrangements, productivity bonuses, job evaluation criteria, policies on recruitment and selection etc. on economic issues the works council has the right to co-determination on questions involving the reduction or close-down of the company. Issues subject to joint consultation include safety regulations, the layout of the place of work, workflow and working environment and production planning and training (Reese , 1991:199).

Noting the importance of the works councils when it comes to worker participation, it will be an exercise of futility should the researcher fail to address its importance. This then compels the researcher to discuss the dynamics surrounding the concept works councils as it unfolded in West Germany.

4.2.1.2 Works Council

The works council is entitled to information on all issues subject to both co-determination and consultation. The employer must therefore, keep the works council comprehensively informed on the effects of manpower planning policies and on a wide range of economic issues. These latter include the economic and financial conditions of the company, the production and stock situation, planned production changes and transfer of production between plants including the changes and working methods or production levels (Harrison, 1976:30).

Both the wide range of issues in which the works council is involved and the extent of its co-determination powers demand a spirit of co-determination rather than confrontation if the company is to continue in operation (Harrison , 1976:31).The main aim of the unions in West Germany is equal representation of capital and labour on supervisory boards in enterprises beyond shopfloor and unions are identified more closely with the works council.

However, decisions are taken by the management and the employees representation is limited to supervisory that meet only once or twice a year to keep a general eye in company affairs. The works council could force the company to promote from within; should the management wish to fire or dismiss a worker, they are to consult the works council and give valid reasons. The works council major task is to get things right, that is to sort out issues arising in firms day to day functioning(Harrison , 1976:33).

4.2.2 Yugoslavia

Before the fall of Yugoslavia, it was a strong hold of the communist ideology. In essence it means that in Yugoslavia the whole ideology behind the concept worker participation was based on communist doctrine aimed at advancing communism. Therefore, the way worker participation manifested itself in Yugoslavia differs from the Western model of worker participation (Bennet , 1996:430).

The practice of worker participation in Yugoslavia was based on an extremely complicated system of labour relations, which was divided into basic work organisations of associated labour, and composite organisation of associated labour. These embraces entire communities relied on the free association of basic work group which co-operated with community to establish their own social infrastructures and which played a competitive role for effective worker participation in the workplace(Bennet , 1996:445).

In labour relations' terms, the core-structure was the system of work management. Industrial democracy in its ultimate form is not practiced in any Eastern Europe society, although successful individual attempts at co-operative enterprise have been undertaken in particular situations. The introduction of this form of worker participation would entail at present a significant shift in socio-political and economic ideology (Bennet, 1996: 550).

Worker participation in Yugoslavia is based on social ownership as distinct from state ownership. Finnemore (1996:15) argued that before the fall of Yugoslavia goods productivity and services were under the employee's hands. The employees control system was due to the fact that trade unions instead of becoming independent organisations aimed at advancing their members' interest, they also became extensions of the state apparatus. In an employee

control system all workers are owners and conflict is unexpected because workers are their own bosses.

The works councils in Yugoslavia were put in place to ensure that workers participate in decision-making. These works council members are elected directly by one employee one vote system and in the end all management powers are vested in the council. According to Korman (1997:303) the works councils have the power to set salary scales; decides on hiring and firing and also establish investment holdings. The term of office for the members of the works council is two years not renewable.

This was indeed a giant approach to worker participation from the Yugoslav's in ensuring that even the marginalised workers have a say in the running of the enterprise. Lastly, this proved to be a good lesson learnt from a socialist country in terms of addressing the workers participation needs.

In summarising the Yugoslavia experience of worker participation Blumberg (1968:232) argued that "workers' representatives can apparently understand the operation of the enterprise and make sensible, responsible and restrained business decisions, thus offering some refutation to the generally accepted notion that workers are simply incapable of running a factory intelligently".

4.2.2.2 China

The history of China is written on one man and that man cannot be denied as the Godfather of China. He was born from a middle class family but decided to raise himself as a proletarian although his father was a rich farmer. That man is Chairman Mao ze Dong (Pravda et al , 1986 : 219)

Mao took control of China, and declared China a communist state. The elite in China believes that they must be prepared to engage in struggles that have different features from those of the past. Trade unions in China operate in a platform of considerably decreased influence and increased uncertainties. The exclusion of the poor from participation in the revolutionary struggle after 1927 placed the trade unions out of the main structure of the Chinese Communist Party (CCP). Chinese trade unions began in the post 1949 era, from the disadvantaged position. Due to the lack of autonomy they were quickly subordinated to CCP as an auxiliary structures(Pravda et al , 1986:220)

The trade unions in China remained subordinated to the party. However, the revised trade union constitution unveiled at the 10th congress of the All China Federation of Trade Unions in October 1983 noted for the first time the vitality of independence in trade unions work (Pravda et al, 1986:220). The establishment of trade unions in China is a 20th century phenomenon.

In 1950 there was a struggle between the CCP and the trade union leadership over the rights of trade unions to exercise limited operational authority in defence of the workers interests. Frustration in trade union performance led to some cadres to protest that the unions in their present format were useless as structures of worker participation and might as well abolished. The trade unions in China remained a passive organisation subjected to the party's will. Chinese trade unions have been shaped by the structure of the Chinese labour market and have it roots in the Soviet style model(Pravda et al , 1986:223).

Chinese trade unions have no vital role to play in decisions taken over the allocation of labour, they act as recipients rather than active formulators of policy. Chinese trade unions are pyramid in their structures. Trade union members at the company level elect trade union committees and standing committees, which are in charge of worker participation(Pravda et al , 1986:224).

The role of the trade unions has been redefined to grant trade unions greater independence to act as the representatives of the workers interests. The workers in China assume policy authority, management assume command authority and the party exercise supervisory authority. The Chinese industrial system lacks the structure that provides for trade union participation at the workplace. The future of Chinese trade unions rely on features outside it control. The attempt by the union to be granted more power is regarded as a political issue.

Worker participation in China still has got a long way to go for proper participation to occur(Pravda et al , 1986:226).

4.2.3 United States of America

The United States of America has emerged as the most powerful industrial capitalist country in the world. It is the repository of the capitalist and democratic ideology and a strong enemy of dictatorship. Noting the importance of the United States as a superpower in terms of socio-economic and political abilities, it then compels the researcher to unpack the way worker participation is practiced in this country. According to Bendix (1996:224) most American unions tend to have more politically orientated goals as compared to carrying the workers mandate. The common weapon used by American unions is collective bargaining.

It is argued that American Unions have traditional emphasis of their collective bargaining role in relation to the employer and, are intent on not blurring the distinction between the role of unions and that of management (Elster, 1985: 182). There is a great deal of exploitation of employees and employees are subjected to exploitative conditions where they do not stand a chance but to compromise or starve.

Unions in America feared that any sign of co-operation with management would lead to loss of membership and that, if such co-operation should take place, unions would be the junior partners in success and the senior partners in failure.

One needs to understand that the employers form unions with an aim of fighting employee exploitation. Capitalism has led American unions particularly supportive of the socialist principles. American unions are regarded as business unions rather than socialists.

Management too, has in the past been openly hostile to unions; resisting unionisation by all means possible where co-operation between unions and employers does not take place in the United States. This is exemplified by the experimental negotiation agreement in the iron and steel industry, which was trying to promote and to establish participation. Its objectives were to promote orderly and peaceful relations, to promote the use of domestic steel, to achieve the desired prosperity of the company and its employees (Eister ,1985: 183)

From the analysis of the American scenario it is apparent that labour power is a commodity that is bought and sold in the market. It is also not amazing to note that managers in America tend to forget who owns the labour power and that the worker is entitled to bargain for the sale price of his or her labour power. The answer for the American approach is that even unions in America are not drawn from the poorest of the poor but are from the best paid middle class (Eister;1985:183).

4.2.4 **Japan**

After the Second World War Japan became one of the most industrialised countries in the world. The Japanese success can be attributed to their desire to learn from other countries on every aspect of development. Technology has led to Japan bridging the gap created by the two World Wars. Worker participation in Japan has become a dominant discourse dominating industrial relations just like the Samurai were the dominant force in the Ancient Japan. Today Japan is regarded as one of the top three capitalist countries in the world (Cascio , 1992:460).

For one to understand the logistics of the concept worker participation, Japan remains an important area from which to learn about worker participation. It must also be noted that in Japan there are economic and social conditions which favour participatory style of management, the undertaking is considered as a unit for the production of goods and services but also as a social community union(Cascio , 1992:461).

In Japan collective bargaining is based on negotiations between an enterprise union and its employer (Cascio, 1992:468). The Japanese co-operative teams promote worker participation and a high level of commitment to their organisations and there is considerable co-operation between management, workers and trade unions.

According to Kemp (1983:30) more skilled and better-paid Japanese employees become company men and their proletarian status and class-consciousness are overshadowed by the job security which they enjoy.

The trade union effectiveness in Japan is weak and there are more free ideas. Although the bourgeoisie are highly unionised, the activities of the union are increasingly restricted. One significant dimension of the Japanese negotiation and consultation is the willingness of management to share confidential information concerning the industry with the union and individual employees.

One important aspect that has emerged with the Japanese employer employee relationship is the quality circle initiative. Quality circles have gained world-wide recognition as a proper strategy of ensuring worker participation (Kemp, 1983)

4.2.5.1 Quality Circles

According to Reese (1991:122) quality circles are not the Japanese invention even though they turn out to be a big success in Japan. These are workers who are less than ten in numbers and come from the common departments and they normally hold their meetings during the employer's time. Finnemore and Van der Merwe (1987:109) argue that quality circles are an example of partial participation whereby workers are given some leeway in identifying productivity and quality problems in their immediate working environment and come out with proposals to solve the problems.

Thus, quality circles are celebrated for their positive effect on quality by using two ideas firstly, the one which states that problems and bottlenecks are easiest to detect and solve where they originate. Secondly, that there is a significantly underutilised potential among lower-level employees for helping to overcome problems, and unblock bottlenecks (Finnemore and Van der Merwe , 1987:115)

However, there is one limitation with the quality circle and this limitation is that its proposals must get approval from the management. This then limits the power of the quality circles to make its own decision based on its experiences and expectations of the problem concerned(Finnemore and Van der Merwe , 1987:115).

4.2.6 South Africa

(Prior to the 1973 strike by the dockworkers in Durban, worker participation did not exist in South Africa. The lessons learnt by management in the 1973 strikes were that workers form an integral part of the management of the enterprise, therefore, they deserve to have a voice in decision making. Quickly the management resorted to a commission termed the Wiehahn Commission. The Wiehahn Commission was established to attend the problems relating to industrial relations including worker participation (Finnemore and Van der Merwe, 1987:8).)

(From 1985 COSATU as a giant federation of trade unions in South Africa has been a driving force in ensuring that the notion of worker participation prevails among all the employer-employee relationships. There have been hard times and good times in ensuring that the desired objective of worker participation is implemented in most South African industries.)

(An improvement has been noted by researchers such as Webster, Buhlungu, Bezuidenhout, Maree and others on how employers are starting to buy the whole idea of involving workers in running the enterprise. Worker participation in South Africa has taken forms of investments by unions, participation on the job via the arrangements made by the New Labour Relations Act of 1996 and co-determination.) According to Samson (1996:48) the FAWU Investment Holdings is one typical example of unions (workers) participating in financial aspects of the company.

According to Dlamini (1999:79) the appointment of Gwede Mantashe in to ESKOM board of directors is an example of a move towards co-determination in the employer-employee relationship in South Africa. From the analysis of the South African scenario it is evident that South Africa is moving towards adopting worker participation as a strategy of ensuring industrial democracy. A good example being that of the South African Breweries whereby workers are given an opportunity to purchase trucks that will be used to transport the finished products from SAB.)

(In the end the employers awards these workers with tenders and they eventually become self employed. This is a typical example of how a new black capitalist is created (Dlamini , 1999:80).)

(One would strongly recommend Germany as one of the progressive country in those European countries as far as the implementation and effectiveness of Worker participation is concerned . The Trade unions together with the works councils have adopted Co-determination as the best strategy to be used in their companies to bring about Worker Participation. The strategy of Co-determination have reduced strikes, and marginalisation of workers at workplace. If our South African companies can adopt the strategy of Co-determination, the South African labour market can be transformed and changed into a conducive working environment.)

4.3 Conclusion

From the lessons learnt from West Germany, United States of America, Yugoslavia, Japan and South Africa, it is evident that it takes a great effort from both the employer and the employee to reach the ideal vision of worker participation. Thus, Guest and Fatchett (1974:88) confirms that to be successful, an organisation must work like a football team with everyone pulling together, thus reducing conflict between management and the work force.

It is also clear that worker participation can only exist if both parties are willing to accept and respect each other's status. This does not mean that constructive criticism should not prevail among the employers' organisation and the employees' organisation. Should there be a problem emanating from miscalculated judgements both parties need to go back to the drawing board and re-strategise. In the end both parties involved in ensuring worker participation must be able to proudly say that, "we have done it"(Guest and Fatchett,1974:89).

Worker participations sole objective should be to promote the idea of collectivism in the workplace while positively shaping the industrial relations. However, from the lessons learnt from these countries it is also of importance that the nation states must not take a back seat and watch the process unfold. The government must play an active role through legislation and participation in ensuring the prevalence of worker participation.

(Lastly, on the experiences emanating from worker participation, the researcher decided to quote the famous of all writers by the name of Marx. Marx (1976:281) argues that "wealth is created by the muscle power of the worker and therefore, the worker deserves a fair share in running of the enterprise. When the worker participates in the running of the enterprise, the circle of worker participation is completed".)

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 Introduction

This chapter focuses on how the survey was conducted, for an example how did the researcher test his arguments. Secondly it unpacks the logistics behind the sample and how did the researcher get the sample of 200 respondents, and what were the characteristics of the sample of the study. It then deals with the use of quantitative and qualitative format and why did the researcher chose both qualitative and quantitative methods in the survey. Limitations associated with a survey using both qualitative and quantitative method in measuring worker participation are also explained in this chapter .Lastly, the measuring instrument that is the questionnaire in this study is dealt with. Another explanation given in this section relates to how and why the researcher administer the questionnaires. The objectives of the study are reiterated to ensure that the researcher stay in focus with the topic under investigation.

5.2 Objectives of the study

- Determine the role of workers in participatory schemes within the industry.
- Investigate worker participation practice with an aim of providing an explanation of strategic factors that influence the degree of worker participation.
- Focus on the roles played by trade unions and employees committees in decision making process within the industry.

5.3 Designing the sample for the study

Designing the sample for the study involves the process of arriving at population description, sample and the sampling method used by the researcher in conducting the survey (Reaves; 1992:350).

5.3.1 Population

For a researcher to be able to conduct a research, the fundamental requirement for a research to occur is that there must be a target population. There are various definitions given by researchers with regard to the term population. According to Reaves (1992:356) a population is defined as *"the entire group of objects, people or events that a piece of research is attempting to find out about"*. Whereas Sekaran (1992:369) defines a population as the entire group of people, events or things that the researcher desires to investigate.

Looking at these two definitions the core theme of Sekaran and Reaves definition is on the entire object or people under investigation. It is clear from their definition that; the population refers to the entire group of people, and events or things of interest the researcher wishes to investigate. In this survey, the total number of the Dunlop population is 3250 workers and managers. The researcher selected a sample of 200 workers including managers from a population of 3250 workers and managers.

5.3.2 Sample

Various definitions have been given by researchers but the definition given by Simon and Bristein and Sekaran are the most appropriate ones in terms of defining what really the sample is. According to Simon and Bristein (1985:110) a sample is a collection of observation for which you have data with you from which you are going to work.

In essence this means that, any set of observation, for which you have data, constitutes a sample. However, Sekaran (1992:226) defines a sample as subject or subgroup of the population. The core theme of Sekaran's definition is that it clearly distinguishes between the population and the sample. In this study the sample used by the rs study the sample used by the rrs including managers from the Dunlop tyre manufacturing industry in Durban. Thus, it is in the light of the population and sample used by the researcher that the researcher explains the method used in selecting the sample.

5.3.3 Sampling Method

The idea behind the researcher in conducting a survey among workers and managers at Dunlop was to unpack the dynamics surrounding the whole notion of worker participation in Dunlop tyre manufacturing industry. The sampling in this study is used as a process of selecting the required number of workers and managers from the population outlined above.

In the end it will enable the researcher to be in a position to generalise the properties or characteristics to the population elements (Sekaran 1992:369).

In conducting the survey, the researcher used the judgement sampling method. Judgement sampling method refers to the method whereby the researcher used the choice of subjects who are in the best position to provide the information required because of their expertise (Sekaran, 1992:124). Whereas Grinnel and Williams (1990:125) define judgement sampling as a sampling method used when one wants to judgmentally choose a particular sample. This entails that the researcher chose the sample of workers and managers as he saw as ideal for the study.

In other words in this study the researcher after convincing himself who the ideal candidate for the study will be, he then chose the sample from both workers and the managers. The researcher in this study used the non-probability sampling as a sampling technique.

Brink (1997:102) defines non-probability sampling as samples in which the researcher cannot specify what the chances are that the particular element in the population will be included in the sample. According to Sekeran (1992:235) in non-probability designs, the elements of the population do not have any probabilities attached to their being chosen as sample subjects.

For instance the researcher in this study wanted to find out about the dynamics surrounding the concept worker participation at Dunlop tyre manufacturing industry, the only people who were in a position to give firsthand information were the general workers while others were clerical workers including supervisors and directors who serve as managers. Both workers and managers were selected because they are the 'core people' in running the Dunlop tyre manufacturing industry. Not all workers and managers in this survey have the same probability of being included in the sample and, for each one of them, the probability of inclusion was unknown to them.

5.3.4 Characteristics of the sample

The first point of departure by the researcher was to get a sample of 200 workers including managers from the Dunlop tyre manufacturing industry. The researcher made prior telephonic arrangements with the Dunlop Human Resources Department regarding the number of respondents required for the study. A total of 220 questionnaires were mailed to the respondents needed to participate in this study, but only 200 respondents returned the questionnaires. When the researcher collected the questionnaire, 161 respondents were workers and 39 respondents were managers.

The researcher received all in all 200 responses from both workers including managers. In the questionnaire the workers and managers were required to fill out a personal details questionnaire that included the following items: home language, age group, gender, marital status, race, educational level, employment level, categories of staff, length of service and working hours. The characteristics of the sample of this study are then presented in chapter six.

5.4 Data gathering methods

In collecting data the researcher had one crucial stage in mind before even starting to collect data. The stage in the researcher's mind was conducting interviews by means of a questionnaire. This method was going to avoid a situation whereby the researcher will frequently disrupt work at Dunlop Company in order to interview respondents.

5.4.1 Administration of a questionnaire

In this study the questionnaire was selected as being the most suitable method of data gathering from workers and managers. Then one wonders why the questionnaire was selected as the data gathering technique? The reason for selecting the questionnaire was because the purpose of this research is to answer questions, solve problems and develop theories of interest to worker participation and ultimately beef up the existing knowledge in the field.

A questionnaire was then used as a method of gathering data in this study and questionnaires were administered in person to the subjects of the research.

The subjects of the research in this study are workers and managers from the Durban Dunlop tyre-manufacturing branch. A questionnaire is defined as "a pre-formulated written set of questions to which respondents record their answers usually within rather closely defined alternatives" (Sekaran, 1992:200). He regarded it as an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variable of interest.

For the researcher to be able to maximise responses, the researcher used two sets of questions. The two sets of questions are the open-ended questions and the closed questions. According to Schultz (1982:44) open-ended questions allow the respondents, to present their answers freely, in their own words without limitations imposed by the interviewer or by phrasing of the question.

Haralambos (1985:511) defines open ended questions as those questions that allow the respondent to compose his own answers rather than choosing between a number of given answers. This may provide more valid data since he can say what he means in his own words. As a result, both workers and managers in this study had an opportunity to express themselves. However, these types of responses may be difficult to classify and quantify in the end.

The researcher decided to use open-ended questions, which are questions that give the respondents an opportunity to answer in any way they like. This was done purposely by the researcher to scrutinise the problems associated with worker participation as a practical activity. The closed questions were also considered to be a suitable form of data gathering method. According to Schultz (1982:44) the closed questions limit a person's answer to a fixed number of alternatives.

Haralambos (1985:511) defines closed questions as those questions that require a choice between a number of given answers. This type of question does not allow the respondent to qualify and develop his answer. In this study the closed questions used by the researcher limited the responses of the managers and workers. Close-ended questions refer to questions that force the respondents to choose among alternatives given by the researcher.

5.4.1.1. Questionnaire Intensity

While many people may enjoy the attention and stimulation of being interviewed, others may consider it a nuisance, particularly if the interview comes at a time when they are tired, pre-occupied or uncomfortable. To control, accommodate and deal with the issue of questionnaire intensity, the researcher gave the workers and managers the privilege to fill the questionnaire when he was not present.

This is an indication that the workers and managers were given sufficient time to think and fill the questionnaire. The issue of questionnaire intensity was thus successfully minimised by the researcher.

5.4.2 Research Instrument

The research instrument of this study comprises of two sections namely, the personal details (home language, age group, gender, marital status, race, level of education, employment, categories of staff, length of service and working hours) and the worker participation inventory. The purpose of the questionnaire was to measure the views of the workers and managers in regard to worker participation at Dunlop tyre manufacturing industry. The questionnaire used by the researcher consisted of 12 questions or items.

5.4.3 Field research difficulties

The financial difficulties proved to be the main problem for the researcher as a person who was unemployed when the research was conducted. In some instances the researcher would have liked to employ people to help distribute the questionnaires, but limited financial resources could not allow such a venture.

The other problems encountered by the researcher were associated with attempts of establishing contacts with the managers and workers in Dunlop. In some instances the managers and workers were reluctant to be part of the study due to the lack of trust between the parties involved.

The main problem in conducting the study was the managers who had other commitments, which resulted in the researcher postponing the meeting schedule. Most managers that were earmarked for the research were reluctant to engage on research that dealt with a critical and sensitive concept such as worker participation.

It was only after the researcher highlighted the importance of having them as part of the sample that they were in a position to fill in the questionnaire. The researcher even went far to highlight the academic importance of the study so as to convince the workers and managers to be part of the research. It was after this process that there was full co-operation from both parties.

Despite the conditions mentioned by the researcher, a number of workers and managers were positive about filling the questionnaire. Based on the completed questionnaire, the researcher proudly endorsed the voluntary part of some workers and managers in this investigation. Although the study uses the non-probability sampling technique that is the judgement sample, the researcher endorses the validity of the study based on the principle of voluntarism and freeness expressed by the managers and workers.

5.5 Techniques used to analyse data

In order to analyse data, the researcher used both quantitative and qualitative data analyses techniques. The quantitative data analysis technique that has been used by the researcher is descriptive statistics.

5.5.1 Descriptive Statistics

Descriptive statistics analyze data and permits the researcher to describe meaningfully a set of figures with a small number of indices. If such indices are calculated for a sample drawn from a population, they are referred as parameters (Gay and Diehl, 1992:462). The descriptive statistics used by the researcher are:

5.5.1.1 Frequency and Percentages

A frequency refers to the number of times various subcategories of a certain phenomenon occur, from which the percentage of the occurrence of the subcategories can be easily calculated (Sekaran, 1992:259).

According to Allen (1990:883), a percentage is defined as a rate or proportion percent. According to O'Sullivan and Rassel (1999:330) a percent reports the number of units as a proportion of 100. Frequency and percentages are used to explain the following characteristics of the personal details in this study, which are: home language, age group, gender, marital status, race, level of education, employment, categories of staff, length of service and working hours per day.

See table 1-10. The graphs are used to present percentages from the questionnaire responses.

5.5.1.2 Qualitative Techniques of data analysis

Qualitative studies may involve extensive fieldwork; the researcher goes to where the cases are located and obtains information on them in their natural setting. In this way the researcher does not attempt to manipulate any aspect of the situation being studied but takes it as it is. The researchers use their experiences and insights to design a study and to interpret the findings (Sekaran, 1992:37).

A great deal of information is always obtained from the responses gathered from the interview questions since qualitative studies tend to be descriptive in its nature, and to make sense out of it may be difficult. The researcher looks for themes and concepts in the analysis of qualitative data. According to O'Sullivan and Rassel (1999:37) the researcher records information accurately, write clearly, divides from important details, and draws appropriate conclusions from information. This is the main qualitative data analysis approach used by the researcher in this investigation.

5.6 Conclusion

The researcher in this investigation stated the objectives of the study and the sampling design that was used is non-probability sampling. The judgmental sampling was used to gather the responses of workers and managers from Dunlop tyre-manufacturing industry in Durban.

CHAPTER SIX

DATA- ANALYSIS AND INTERPRETATIONS

6.1 Introduction

This chapter focuses on data analysis and interpretations. After collecting the Questionnaires from workers and managers, then the researcher presented the data gathered through a descriptive statistics namely the frequencies and percentages to analyze data. Furthermore, the frequencies and percentage have also been used to describe the personal details of the sampling groups.

Table 1: Home language of respondents

Home Language	Manager		Workers		Total	
	Frequency	Percentage	Frequency	Percentage	Number	Percentage
Zulu	6	3	125	62.5	39	19.5
English	15	7.5	10	5	161	80.5
Afrikaans	10	5	6	3	-	-
Sotho	5	2.5	13	6.5	-	-
Other	3	1.5	7	3.5	-	-
Total	39	19.5	161	80.5	200	100

The majority respondents 125 (62.5%) are workers, while managers 6 (3%) speak Zulu. Followed by managers 15 (7.5)%, workers 10 (5%) speak English. The low numbers of respondents are workers 13 (6.5%), managers 5 (2.5%) are Sotho speaking, followed by managers 10 (5%), workers 6 (3%) are Afrikaans speaking. Then workers 7 (3.5%) followed by managers 3 (1.5%) speak other

foreign language. The reason why Zulu speaking are the majority in this study is because Dunlop tyre manufacturing industry is situated in a Zulu speaking province. The surrounding community also speak English, and that is the reason why the percentage for English speaking is also high.

Table 2: Age Group of respondents

Age Group	Manager		Workers		Total	
	Frequency	Percentage	Frequency	Percentage	Number	Percentage
15 – 24	3	1.5	3	1.5	39	19.5
25 –34	9	4.5	130	65	161	80.5
35 – 44	12	6	16	8	-	-
45 – 54	11	5.5	7	3.5	-	-
55 and above	4	2	5	2.5	-	-
Total	39	19.5	161	80.5	200	100

The majority of the sample age group of workers 130 (65%) is between 25–34. Workers between 35–44 accounts 16 (8%) while managers 12 (6%) are also between 35-44, followed by managers 11 (5.5%) and then workers 7 (3.5%) are between 45-54 while a total of 9 (4.5%) managers is between 25-34. Then low numbers of workers 5 (2.5%), while managers 4 (2%) are 55 and above. Managers 3 (1.5%) and workers 3 (1.5%) are between 15-24. The main reason why age has an important bearing in this study is because both workers and managers perceive worker participation differently depending on age groups. Older respondents have a tendency to be conservative whereas younger respondents are more radical in addressing the whole notion of worker

participation. Moreover, younger respondents are uncertain with the notion of inequality which always exist in the company based on gender and colour discriminatory factors. It is also evident from the analysis of the age group of respondents in table 2 that there is a high absorption of workers and managers who are between 25-34 and those between 35-44, while there is a decline of workers and managers who are 55 and above. The reason behind that is the stipulated retirement age, which is 55.

The reason for high absorption of younger workers and managers into Dunlop tyre manufacturing industry in this study is that, Dunlop motto is competitiveness. To remain competitive younger workers and managers are employed by the company. Scholars from productive point of view argue that the production is less affected if companies employ young people because they are more competitive, moreover, they are prepared to work harder in order to be promoted, and they are also in advantage to have long term of being employed. They also argue that the issue of age should be considered so that it can not affect the production.

Production is more likely to be affected if the company turns to employ old age people at workplace, From this view the argument raised is that young people as workers are more likely to show commitment in their work so that they can be promoted. Furthermore, if they are promoted that will mean that they were effective and satisfied with their jobs.

Table 3: Gender of respondents

Manager			Workers		Total	
Gender	Frequency	Percentage	Frequency	Percentage	Number	Percentage
Male	31	15.5	148	74	39	19.5
Female	8	4	13	6.5	161	80.5
TOTAL	39	19.5	161	80.5	200	100

In terms of gender the majority of the respondents are male workers 148 (74%) followed by male managers 31 (15.5%). The least numbers of respondents are female workers 13 (6.5%), and then female managers accounts 8 (4%). This is an indication of widespread imbalances in terms of gender recognition in the workplace in South Africa. Therefore, Dunlop tyre manufacturing industry is also a typical example of a company characterised by gender inequalities.

The reason of having the majority of the respondents being male in this study is because of gender stereotypes and some males still do not believe that women are capable to work in places like Dunlop. This confirms Budlender's (1991: 11) point that although the participation of women in the formal sector has increased from 66(33%) to 72 (36%) since 1970, women have moved into specific sectors and into specific jobs.

It is argued that there is imbalance at workplace as far as gender role is concerned, and it is a greater challenge in the most of South African companies

to deal with the gender issues at workplace. Thus, scholars raised the same concerns about the imbalances of gender at workplace that it affect the production because women, for instance, also contribute to the production at workplace as they are also creative. Employers should consider issues based on gender at workplace. All people are creatively made to be productive irrespective of their gender.

Table 4: Marital Status of respondents.

Marital Status	Managers		Workers		Total	
	Frequency	Percentage	Frequency	Percentage	Number	Percentage
Married	14	7	17	8.5	39	19.5
Single	10	5	131	65.5	161	80.5
Divorced	8	4	10	5	-	-
Widowed	7	3.5	3	1.5	-	-
TOTAL	39	19.5	161	80.5	200	100

The majority of the respondents in this study are workers 131 (65.5%) and managers 14 (7%) who are single and then workers 17 (8.5%) and managers 10 (5%) are married. The least numbers of respondents being divorced are workers 10 (5%) and then managers 8 (4%), while 7 managers with (3.5%) and 3 workers with (1.5%) are widowed. The cultural factors can be attributed to the single being the majority in this study. For an example, for one to get married in a

Zulu custom one needs to pay a heavy bride-price (Ilobolo). This then entails saving a lot and waiting much longer to get married.

Few respondents are above 45 years as a result there are fewer divorced and widowed respondents, as younger respondents are not married. Thus, many of the workers who are single or unmarried raised the concern that they can not afford to have family because they can not support due to the little amount of salaries they receive at work.

Based on marital status many workers are affected, particularly black community, because many of them are from extended or big families and they are therefore, unable to support their families. Looking at South Africa, the labour market is affected because of diseases such as HIV-AIDS and many more have affected the Productivity.

Table 5: Race of respondents

Managers			Workers		Total	
Race	Frequency	Percentage	Frequency	Percentage	Number	Percentage
African	11	5.5	138	69	39	19.5
Coloured	3	1.5	6	3	161	80.5
Indian	10	5	4	2	-	-
White	15	7.5	13	6.5	-	-
TOTAL	39	19.5	161	80.5	200	100

The majority of workers interviewed being Africans 130 (69%), while managers 11 (5.5%), followed by white managers 15 (7.5%), workers 13 (6.5%). Then Indian managers 10 (5%) while Indian workers are 4 (2%). The low numbers of respondents are coloured workers with 6 (3%) while managers 3 (1.5%).

The employment statistics by race indicates that Dunlop, as an employer is more representative in terms of race. The majority of the people in Durban are Zulu's, followed by Coloureds, Whites and Asians which is also the same scenario in Dunlop.

Employers should consider issues based on racism at workplace. They raised the argument that all workers must be presented in terms of race and all people are creative and they are more productive irrespective of their race. Therefore, all workers must be treated equally so that they can perform their duties effectively, and they will be more likely to be satisfied with their job while at workplace.

Table 6: Level of education by race and status

Managers							Workers						
Status	A	C	I	W	No.	%	A	C	I	W	No.	%	
Grade 1-4	0.5 (1)	0.5 (1)	0.5 (1)	0.5 (1)	9	4.5	1.5 (3)	2 (4)	2.5 (5)	1.5 (3)	61	30.5	
Grade 5-8	1 (2)	0.5 (1)	1 (2)	1 (2)	7	3.5	17.5 (35)	9 (18)	8 (16)	2.5 (5)	36	18	
Grade 9-12	1 (2)	0.5 (1)	1 (2)	1.5 (3)	10	5	5.5 (11)	4 (8)	2.5 (5)	3 (6)	36	18	
Certificate	0.5 (1)	1 (2)	1 (2)	1.5 (3)	13	6.5	2.5 (5)	1 (2)	2 (4)	1 (2)	28	14	
Degree/ Diploma	1.5 (3)	1 (2)	1.5 (3)	2 (4)	-	-	3.5 (7)	2 (4)	3 (6)	6 (12)	-	-	
Total Percentage	4.5	3.5	5	6.5	39	19.5	30.5	18	18	14	161	80.5	

A	=	Africans
C	=	Coloured
I	=	Indians
W	=	Whites

The level of education according to race for managers

In terms of the level of education in accordance with race, the results reveal that managers having degrees or diplomas are as followed: Africans 3 (1.5%), coloured 2 (1%), Indians 3 (1.5%) and whites are 4 (2%), which is an indication that Dunlop is not absorbing much because South African labor force is more of

Illiterates, many people are unskilled. Those respondents being managers who have certificates are as followed: African 1 (0.5%), coloured 2 (1%), Indians 2 (1%) and then whites 3 (1.5%). This indication of status is also not good enough for the effectiveness of the company. The managers without qualifications but ranged from grade 9-12 are as followed: African 2 (1%) ,coloured 1 (0.5%), while Indians 2 (1%) and then whites 3 (1.5%). Those from grade 5-8 are as followed: Africans 2 (1%), while coloureds 1 (0.5%), Indians 2 (1%) and then whites 2 (1%). Those who are from grade 1-4: Africans 1(0.5%), coloureds 1 (0.5%), Indians 1 (0.5%) and also white is 1 (0.5%). All those managers who do not have certificates, degrees or diplomas have indicated that they are performing well because they have been here for a long time. They know the company's proceedings and its participation. Furthermore, the company has introduced training programmes to assist workers to develop their capacity.

The level of education in accordance with race for workers

The results reveal that workers who have degrees or diplomas are as followed: Africans are 7 (3.5%), coloureds 4 (2%), Indians 6 (3%), and whites are 12 (6%). This indicates that Dunlop is still not absorbing much and something must be done by the company to improve the status of workers. Those who have certificates are as followed: Africans are 5 (2.5%), while Coloureds are 2 (1%), Indians with 4 (2%), and whites with 2 (1%). This also indicates that the company is still struggling to be very competitive on productivity because of illiterate of the workers. Workers from grade 9-12 are as followed: Africans are 11 (5.5%), Coloureds with 8(4%), Indians with 5 (2.5%), and whites are 6 (3%),

followed by those workers from grade 5-8: Africans are 35 (17.5%), Coloureds are 18(9%), while Indians 16 (8%), and then whites are 5 (2.5%).

This indicates that most workers are still battling to get educated, and the company is facing a great challenge to equip all workers in order to be very effective and productive. Workers from grade 1-4 are as followed: Africans are 3 (1.5%), while coloureds are 4 (2%), Indians 5 (2.5%), and then Whites are 3 (1.5%). These workers have argued that they are also performing well because the company has introduced some training programmes to assist in developing their skills.

Table 7: Employment of respondents

Employment	Managers		Workers		Total	
	Frequency	Percentage	Frequency	Percentage	Number	Percentage
Permanent	28	14	154	77	39	19.5
Temporary	11	5.5	7	3.5	161	80.5
TOTAL	39	19.5	161	80.5	200	100

In terms of employment of respondents the majority workers 154 (77%) and managers 28 (14%) are permanently employed. Whereas the least numbers of respondents are managers 11 (5.5%) and workers 7 (3.5%) are temporary employed.

This is an indication that most of the respondents have secured employment as compared to other industries that have more casuals than permanent staff members.

Table 9: Length of Service of respondents

Length of Service	Managers		Workers		Total	
	Frequency	Percentage	Frequency	Percentage	Number	Percentage
Less than one year	3	1.5	4	2	39	19.5
1 – 2 Years	5	2.5	9	4.5	161	80.5
3 – 5 years	6	3	14	7	-	-
5 – 10 years	14	7	121	60.5	-	-
More than 10 years	11	5.5	13	6.5	-	-
Total TOTAL	39	19.5	161	80.5	200	100

The majority of respondents 121 with (60.5%) are workers, and 14 managers with (7%) have been involved with Dunlop for 5-10 years, while 13 workers with (6.5%) and 11 managers (5.5%) served for more than 10 years. The least numbers of the workers are 14 with (7%) and 6 managers (3%) who have served for 3-5 years, while 9 workers with (4.5%) and 5 managers with (2.5%) have been involved for a period of 1-2 years, followed by 4 workers with (2%) and 3 managers with (1.5%) who have been serving for less than one year.

This is an indication that the majority of the research respondents are quite knowledgeable with the company's proceedings while the minority is still in the process of acclimatising to know more about worker participation in the company.

The length of service on its own has a significant bearing for the Dunlop industry as it shows that the company is responsible to its employees and managers. This can be understood by the willingness of the managers and workers to stay with the company.

Table 10: Working Hours per day of respondents

Working Hours	Managers		Workers		Total	
	Frequency	Percentage	Frequency	Percentage	Number	Percentage
8 Hours	24	12	79	39.5	39	19.5
10 Hours	9	4.5	68	34	161	80.5
10 and above	6	3	14	7	-	-
TOTAL	39	19.5	161	80.5	200	100

The majority of respondents are 79 workers with (39.5%) and 24 managers (12%) work up to 8 hours a day as stipulated in the Labour Relations Act of 1995, while 68 workers with (34%) and 9 managers (4.5%) work up to 10 hours a day which is normally caused by an overtime routine. The least numbers of

respondents are 14 workers with (7%) and 6 managers (3%) work up to 10 hours and above. This is an indication that the Dunlop tyre industry is playing its cards according to the stipulated law.

When the majority of the people are working up to eight hours a day, it shows that much improvement have been done by the government in ensuring that working hours are adhered too.

6.2. Conclusion

Considering the responses given by the workers and managers it is evident that the problems surrounding the concept " worker participation" is important that very sensitive in it nature. From the results of the data-analysis of these statistics it is clear that the majority of the workers and managers have be with Dunlop trye manufacturing industriy for years. However.there mist be certain rules and regulations drafted by both workers and managers outlining the limitations to participation. The two parties need to be effectively involved in the participation related to decision making and fully committe themselves in whatever participatory scheme within the company to avoid situations such as discrimination and even disempowerment based on race and gender.

CHAPTER SEVEN

PRESENTATION OF RESULTS

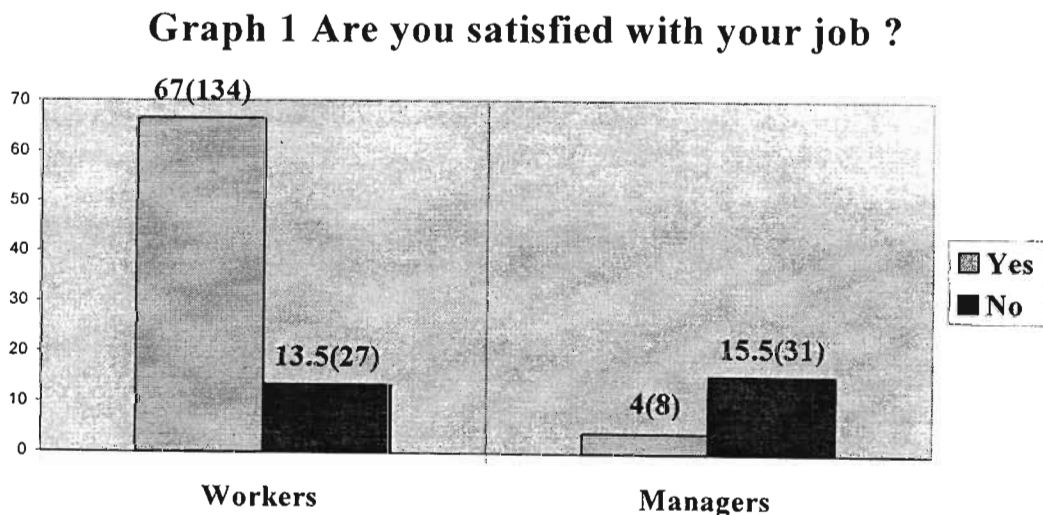
7.1 Introduction

The data that has been gathered through the questionnaire is presented in details in this chapter. The questionnaire was then distributed among the managers and workers on November 7, 2000 and collected on February 9, 2001.

After collecting the questionnaires from the managers and workers, the researcher presented the data gathered through a questionnaire in both qualitative and quantitative format. (See Appendix for the questionnaire.)

7.2 Presentation of data obtained from a questionnaire.

7.2.1 The researcher started by asking both managers and workers whether they are satisfied with their jobs. The main objective was to draw a link between worker participation and job satisfaction. See Graph 1.



The responses from managers

From the responses given by the managers, it is evident that the majority of the respondents are (31)15.5% who said that they are satisfied with their jobs. The underlying reason is that they are given duties that they are able to do, and their performance is good, while (8) 4% said that they are unsatisfied with their jobs. The reason behind is that their working environment is discriminatory because of gender inequality. The minority of them are female managers, even undergoing severe bureaucratic decisions regarding the way in which work is performed and managed.

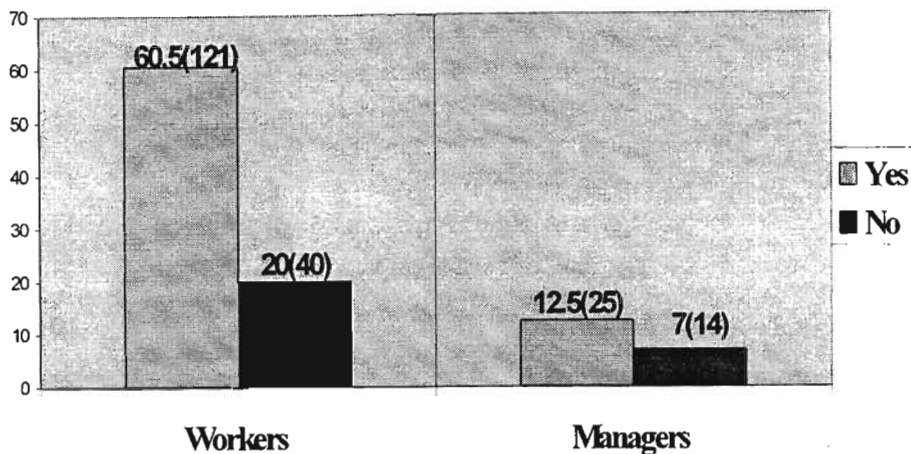
The responses from workers

From the responses given by workers,(134) 67% said that they are unsatisfied with their jobs because they are given tasks which they sometimes fail to do, because their working environment is bad and even discriminatory, (27) 13.5% are those said that they are satisfied with their jobs because they are earning what equals to their level of education, although their working environment is also discriminatory because of their skin colour and gender inequality.

7.2.2 Secondly, the researcher then asked both managers and workers whether do they feel some sense of ownership with regard to their work. See Graph 2

The responses from managers

Graph 2 Do you feel some sense of ownership with regard to your work ?



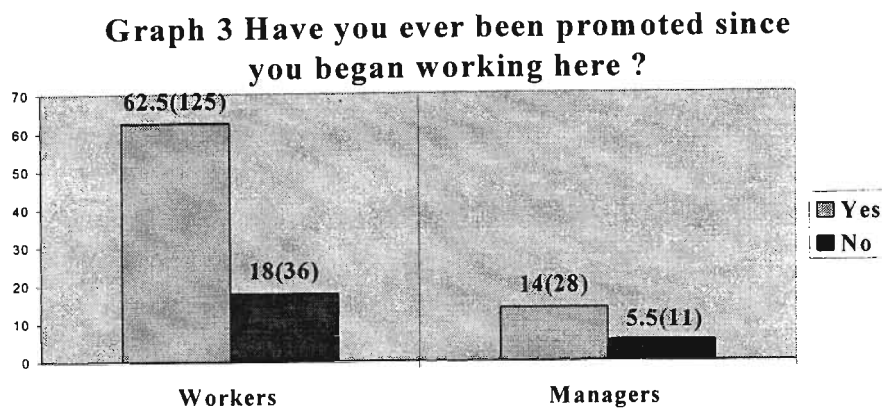
A total of (25)12.5% are the majority respondents who said yes they do feel sense of ownership with regard to their work. The reason being that the main aim is to treat fellow employees with dignity and try to let them feel equality in the workplace. Some of the managers revealed that a sense of ownership to prevail in the workplace is when every individual learn to work without being supervised all the time, and where every worker feels the sense of ownership there will be satisfaction among workers, (14)7% are the minority who said no, they do not feel some sense of ownership because every time when they perform their designated duties some of their fellow managers are stretching their back because they are black, and being women.

The responses from workers

The majority are (121)60.5% workers who said they do not feel some sense of ownership with regard to their work, because they are ill-treated by their supervisors and even managers, because of their skin colour and gender in their working environment. These workers also feel neglected as employees and they only relate with their managers during problem times, at sometimes they argue without solutions, only (40) 20% said yes they do feel some sense of ownership

because they always work harder in trying to perform their duties very well although the working environment is not good.

7.2.3 The researcher then asked the respondents whether they have ever been promoted since working for the Dunlop industry. See Graph 3



The responses from managers

From the responses given by (11) managers 5.5% said no they have never been promoted since they started working here although they were promised that they would be promoted to be directors of this company. They argue that they were only promoted before employed in this company,(28)14% said yes they have been promoted before because they were always working harder in order to have a good performance at the end of the day.

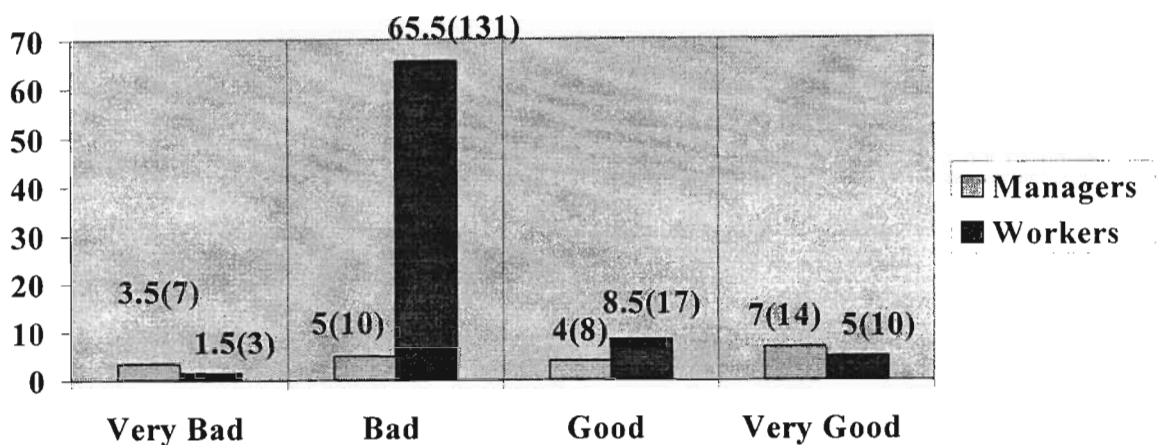
The responses from workers

A total of (125) 62.5% are workers who are the majority said they have never been promoted before. Most of these respondents are ordinary workers. The reason behind is that their performance is not good at sometime because there is no sense of ownership with regard to their work, moreover they feel neglected as employees and they do not relate very well with their fellow workers, (36) 18%

said yes they have been promoted since they begin working here because their performance was convincing to be good.

7.2.4 The respondents were then asked to describe their working conditions as to ascertain what type of conditions prevails at Dunlop. See Graph 4.

Graph 4 How would you describe your working conditions ?



The responses from managers

According to graph 4, it is evident that working conditions are not very conducive for work. The results reveal that (14) 7% view the working conditions as being very good, (8)4% see the conditions as being good because those conditions have been improved in past few years, for example, furniture is new, and buildings have been renovated, while (10) 5% view the working conditions as being bad, and then (7) 3.5% see the conditions as been very bad.

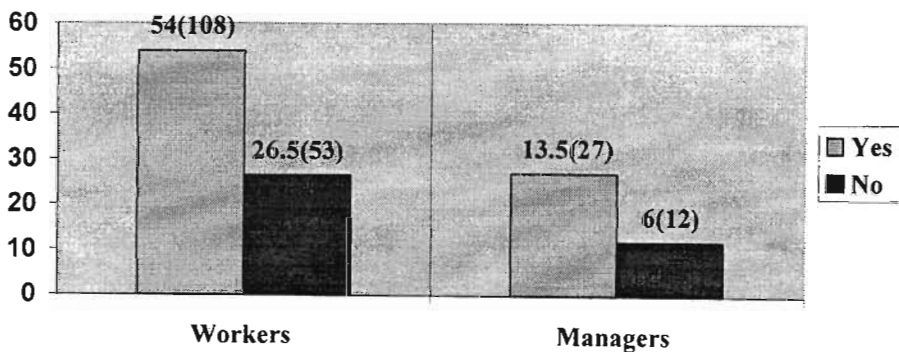
In essence when they are all combined they account for (39) 19.5% reflecting a high level of satisfaction with the working conditions.

The responses from workers.

The majority of respondents who are of a view that the working conditions in Dunlop are bad are (131) 65.5% workers, followed by very bad with (3) 1.5%. The reason behind is that most of the buildings were supposed to renovated long ago by company. Moreover furnitures and machines are also not in good conditions. A total of (17)8.5% view the working conditions as being good, while (10)5% see as being very good because these workers are now working in a new building with new furnitures. However, in essence when they are all combined they account for (161) 80.5% reflecting a high level of unsatisfaction with working conditions.

7.2.5 The respondents were then asked whether they are allowed to hold meetings at work. See Graph 5.

Graph 5 Are you allowed to have meetings during working hours to discuss work issues ?



The responses from Managers

The results reveal that (27) 13.5% of the respondents said that they do have meetings being managers during working hours to discuss work issues, while (12) 6% said no they are not allowed to have meetings at any how because they are black and women.

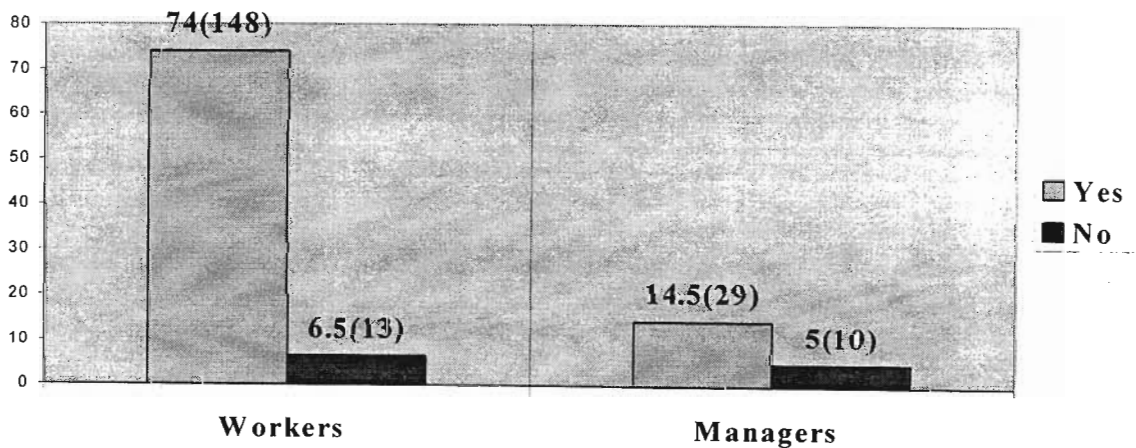
They are always inferior if they intend to have meetings to discuss work issues during working hours, unless they are authorized by those managers of a different colour and gender.

The responses from workers

A total of (108) 54% are workers who said yes they are allowed to have meetings but through their unions, while (53) 26.5% said no they are not allowed to have meetings at any how because they are being marginalized by other fellow workers because of race and gender discrimination in their workplace.

7.2.6 To unpack the problems surrounding the whole notion of decision-making, the respondents were asked whether as individuals do they participate in decision-making. See Graph 6

Graph 6 Do you participate in decision- making ?



The responses from the managers

The results reveal that (29) 14.5% of the respondents indicated that they do participate in decision-making, while (10) 5% said they do not participate much

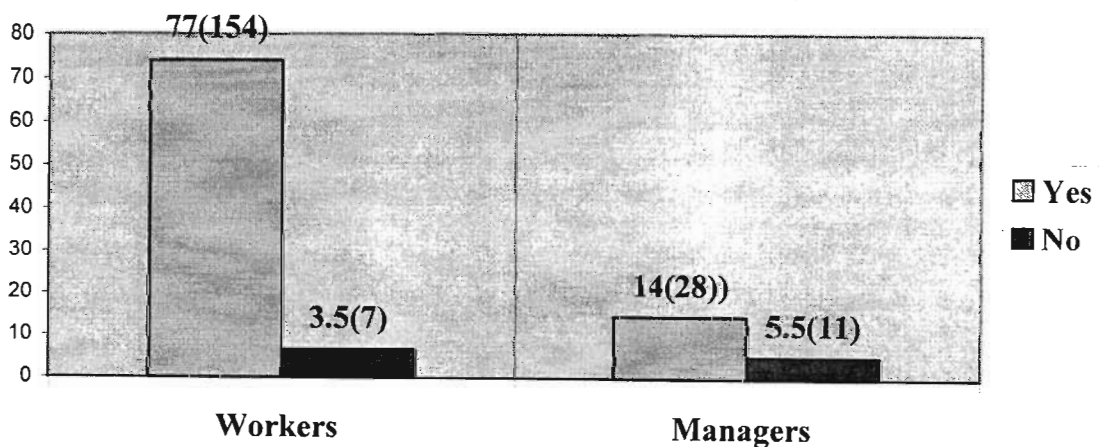
on decision-making because the whole management system and its functioning style is discriminatory according to gender, race and colour, for instance, some of the decisions being made are considered while others are not considered within the management. It depends on who made those decisions, and who is going to implement them.

The response from workers

The majority of the respondents are (148) 74% of workers who said that they do not participate in decision-making, only their shop stewards that make decisions without even consulting or getting a fresh mandate, and then (13) 6.5% said that they do participate in decision-making especially when they have a general meeting with their union or shop stewards.

7.2.7 The respondents were then asked about the influence of the union in decisions arrived at by the stakeholders in a company. See Graph 7

Graph 7 Does the union have any influence in the company decisions? explain



The responses from managers

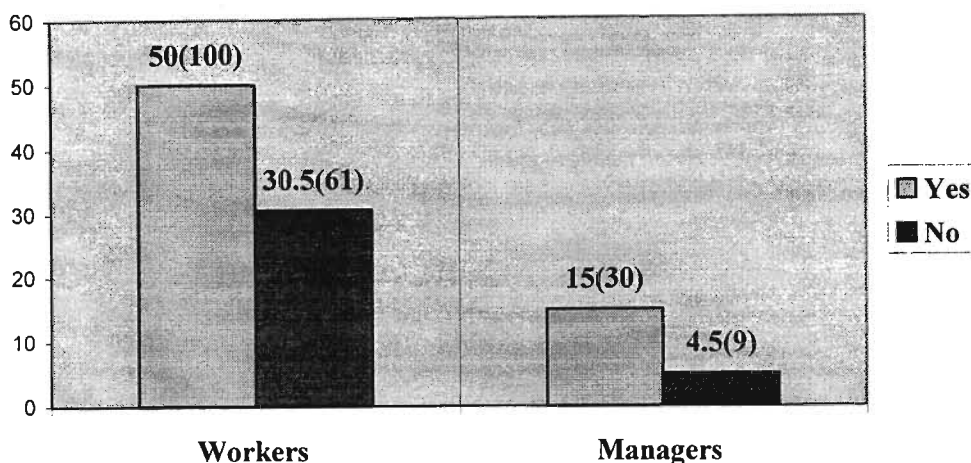
A total of (28)14% are managers who said that the union does have an influence in the company decisions. These managers strongly argue that if it was not for unions bargaining power in decision-making, most of their decisions would have been quickly taken anyhow. However unions want to be firstly assured that their interest and voice is heard,(11) 5.5% said that the union does not have an influence in company decisions, the reason behind is that unions serve as watch-dogs of the decision-making processes, only when there are problems in the company, then union play a role in trying to resolve those problems, but some problems are there such like marginalization, gender inequality and many more.

The responses from workers

The results reveal that (154) 77% are workers who said no, the union does not have any influence in decision-making but it only serves as watch-dogs of the decision-making processes, further more, if unions have influence workers would not have any problem related to their benefits as it is now, (7) 3.5% said yes the union does have influence, for instance, previously women were not employed at all in this company, maybe those who were employed by then, they were not given promotions to serve in the management, but now the management comprises of both men and women although women are few in numbers.

7.2.8 The researcher then asked the workers and managers as to whether they see any cooperation among themselves at work. See graph 8

Graph 8 Do you see any cooperation among workers at work ?



The responses from managers

The results reveal that (30) 15% of the respondents said yes, they do see co-operation among workers at work. The reason behind is that managers cannot function without help of workers, just like workers cannot operate without help of managers. In essence both managers and workers definitely need each other for the company to survive. This can happen only when both parties start to commit themselves to the betterment of both employers and employees co-operation will always exist, while (9) 4.5% argue that there is no co-operation among workers and managers, because workers are always ill-treated by other managers, and even marginalized because of race, colour and gender.

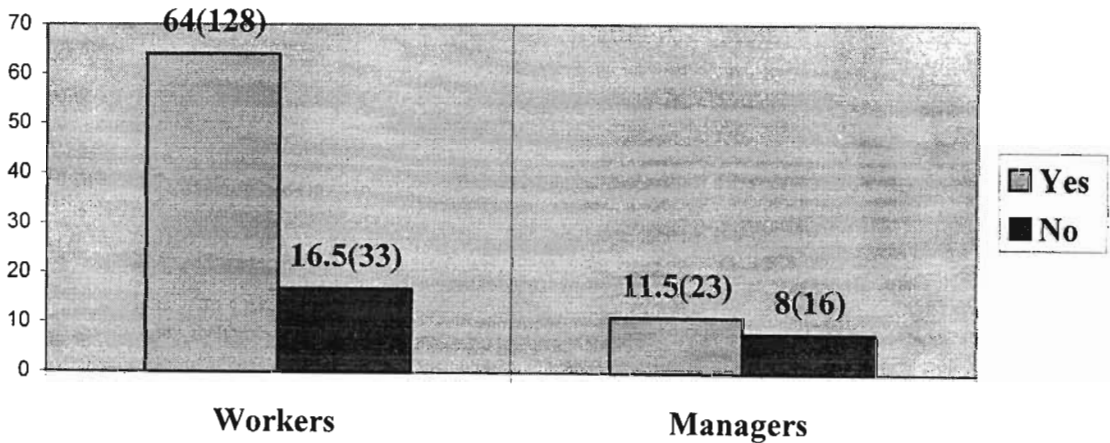
The responses from workers

The majority of the respondents are (100) 50% said no, there is no co-operation among workers. The reason given by these workers is that managers, especially

whites, tend to operate in a bossy manner that makes it more difficult to have co-operation with them. Further more, managers think that they pay for the work done from their packets, as a results they treat worker s like slaves, only (61) 30.5% said that there is co-operation among workers because there is no company that can function effectively without employers and employees. In this company, both managers and workers are in learning process to accept and compromise for each other irrespective of colour, gender and status.

7.2.9 The respondents were then asked whether do they participate in regard to Improving the working conditions. See graph 9

Graph 9 Do you have input with regard to improving working conditions ?



The responses from managers

From the responses given by managers, it is evident that (23) 11.5% said that they do have an input with regard to improving working conditions, reason outlined is that all decisions taken with regard to work are prior negotiated by both managers and supervisors as to what amendments can be made before implementation, while (16)8% of managers argued that they do not have an input because they usually do not participate in decisions based on how to improve the

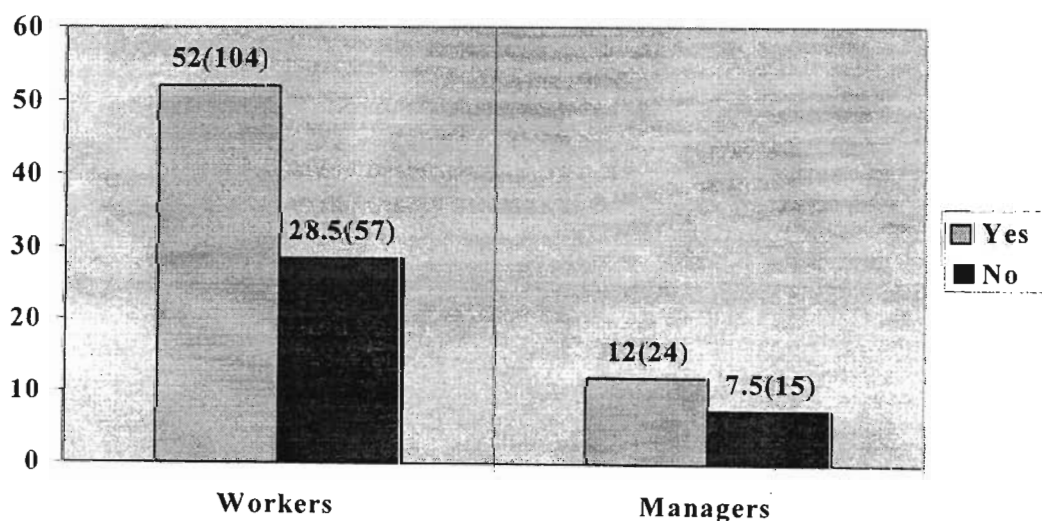
working conditions, and even on other important issues pertaining the company because they are labeled as women.

The responses from workers

The majority are (128) 64% workers who argued that they do not participate to decide on how to improve the working conditions. The reason being that in this company workers are only told how to perform their work, no matter how conditions are. Furthermore, workers are not given any platform to express their views with regard to the way in which working conditions can be improved because of the discrimination factors existing in this company, only (33) 16.5% of workers said yes they do have an input even though some of the decisions made by workers are usually delayed to implemented but at the end of the day. Workers, somehow, do see some changes.

7.2.10 The respondents were then asked whether they are satisfied with the income that they receive for work performed. See graph 10.

Graph 10 Are satisfied with your income ?



The responses from managers

A total of (24) 12% are managers who said yes, (15) (7.5% said no. From the (24) 12% said that they are satisfied with their jobs, and even earning what equals to their performance and status, while (15) 7.5% argued that they are unsatisfied with their income because their performance is not good due to working environment which is bad, very discriminatory and then they are not getting paid enough for their work.

The responses from workers

The majority are (104) workers with 52% who said no, while (57) 28.5% said yes. From the (104) 52% of the majority argued that they are not getting paid enough for their work. The reason behind is that "here in this company, workers, particularly black community are getting paid peanuts, imagine one worker is paid by one tyre produced in ten minutes, what then happens to the rest of the hours and the week product that he "produces". Furthermore, workers also argued that their working conditions are bad such that their performance is at sometime poor. From the (57) 28.5% minority said that they are satisfied with their income. The reason being that they are getting paid enough for their work, and even for their length of service, and their experience of serving here in this company is also considered.

7.2.11 To concretise and solve the problem the researcher asked the respondents what they wish to see being improved in the plant in future and how that could be done. The respondents identified working conditions, cooperation, profit sharing as important areas to be improved. The majority of the respondents said such objectives can be achieved if there is commitment from both parties involved (managers and workers).

7.2.12 Lastly, the managers and workers were then asked what do they understand about the concept worker participation. This was solely done to test their level of understanding of the subject matter. To quote a few ideas from both managers and workers, it is of importance to the researcher.

One worker said worker participation is about involving the workers in all aspects of decision making within the company. Another worker said worker participation is about working together with an aim of sharing benefits.

Lastly, from a management perspective worker participation is about involving more trouble in decision- making.

7.3 Conclusion

Considering the responses given by the managers and workers it is evident that the problems surrounding the concept worker participation is crucial and very sensitive in its nature. From the results of the analysis of the questionnaire it is clear that the majority of the managers and workers have been with Dunlop tyre manufacturing industry for years. One significant aspect to note is that both managers and workers properly understood what is meant by the concept worker participation.

CHAPTER EIGHT

DISCUSSION OF RESULTS

8.1 Introduction

In this chapter the findings of the literature and fieldwork on worker participation are discussed in details. The findings drawn by the researcher and other researchers on worker participation are then compared. This will enable the researcher to finally test the hypotheses and examine them against the evidence provided the researcher and other researchers and then establish the basis for rejection and confirmation of the hypotheses.

For the researcher to be able to test the hypotheses, he presented the results gathered from the questionnaires and reiterated the objectives of the study as to always stay in line with the research objectives. To ensure that the following objectives of the study were achieved the researcher did this:

- Determine the role of workers in participatory schemes within the industry.
- Investigate worker participation practice with an aim of providing an explanation of strategic factors that influence the degree of worker participation.
- Focus on the roles played by trade unions and employees committees in decision-making process within the industry.
- Determine whether participation mechanism do exist within the company.

From the responses given by the workers in the questionnaire with regard to the first objective which was to determine the role of workers in participatory schemes within the industry. The researcher was able to determine that: the majority of the workers are of a view that workers have no say in running the participatory schemes in the industry. The reasons that were outlined by the workers relate to the argument that even though participation schemes are a proper platform for workers' views, the management has a tendency to overrule and manipulate workers decisions that have been taken.

When it comes to the second objective of investigating worker participation practice with an aim of providing an explanation of strategic factors that influence the degree of worker participation. The responses gave by the workers and manager shows that the level at which participation occurs tend to limit the role of workers in participation. Also from the responses of the shop stewards it is evident that the degree of participation is influenced by the importance of the topic and level at which it is discussed.

The third objective was to focus on the roles played by trade unions and employees committees in decision making process within the industry. The researcher successfully achieved this objective. Based on the responses given by the workers and managers, the researcher was able to depict the role expected from the trade unions and employees committees in decision making process within the industry.

The findings of this survey reveal that the trade unions and employees committees have an important role in decision making of the company. This is supported by the argument raised by the managers that trade unions and employees committees are always at the forefront of debates regarding the running of the company.

The fourth objective was to determine whether participation mechanism does exist within the company. From the responses gave by the managers and workers it is evident that participation mechanism prevails in Dunlop. One important indicator of this is in Dunlop it has been over ten years since the workers went on strike. This shows that issues affecting the workers well being are proactively bargained collectively by the union NUMSA and the management. Certain structures of ensuring participation designed by both worker representatives and managers.

Although participation is practiced in Dunlop but there are certain limitations to the process emanating from the type of participation practiced. The type of participation that exists in Dunlop is an indirect one where the workers are represented by the shop stewards in decision-making structures of the company. Even the profits of the company are not shared with the workers on the periphery. This has led to a situation of having workers not totally convinced that there are completely involved in the running of the enterprise.

When the researcher was convinced that the objectives of the study have been met, the researcher tested the hypotheses of the study. The idea behind testing the hypotheses of the study was to be sure whether the findings of the study reject or confirm the hypotheses. In testing the hypotheses of this study the researcher systematically discuss them one at a time and then compare the results with studies conducted by other researchers.

8.2 Hypotheses

In this study the researcher advanced the following hypotheses:

8.2.1 When the employers do not introduce worker participation, they lead to disempowerment and marginalisation of workers.

As per the responses given by the workers and managers, the findings of this study indicate that (when employers do not introduce worker participation, they unnecessarily lead to disempowerment and marginalisation of the workers. Both workers and managers in this study are of an idea that for the company to be run effectively and efficient, the workers need to given a proper platform to express their views. This will enable the decisions taken by both managers and workers to be informed by the needs and expectations of the workers.)

(This then supports the argument raised in the literature review that, worker participation creates a situation whereby the workers voice is heard in the workplace.) Furthermore the results of this study conducted among workers and managers in Dunlop indicates that in a work environment where there is no worker participation, workers in the periphery are marginalised and disempowered by the process itself. When workers are marginalised and disempowered, the production process itself is affected severely.

Most of the respondents in this survey identified worker participation as an important point of departure for both managers and workers in eliminating marginalisation and disempowerment of the workers and making the workplace to be conducive for work. The lesson learnt from the Sea Harvest case is that in some cases the management adopts worker participation in strange ways due to pressures exerted by unions. When worker participation was at Sea Harvest it brought the company back to its tracks.

Another study conducted by Cebekhulu in Hullet Sugar Mill on Worker participation through trade unionism: an investigation of routes to industrial democracy supports the findings of this study. According to the findings of the study conducted by Cebekhulu (1998:147), worker participation can only happen if there is a strong trade union movement with an objective of stopping workers exploitation and creating industrial democracy.

His findings also reveal that when the workers start to identify themselves with the decisions taken by the company, only then the company can expect cooperation from them.

Therefore, based on the findings of this study hypothesis one is supported.

8.2.2 Worker participation improves productivity and enhances the worker's sense of ownership and job satisfaction.

The findings of this study reveal that when workers participate directly or indirectly in decision making of the company, the workers are more likely to be satisfied with their jobs and will become more productive. Hence their sense of the one company will shift from being just a worker to the one of owning the company.

The workers will feel that they are the company and the company is theirs and will do anything in their power to save the company. This is supported by the findings of a study conducted by Dr David Hemson on Top Condor and Casual labour: Globalisation and livelihoods in the Durban docks. According to Hemson (2000:8), workers working in the Top Condor sugar ship were not invited to negotiate about the new procedures to be implemented when working the Top Condor, as a result the workers refused to work and the production was lost.

The refusal emanated from the argument raised by the shop stewards of the Service Industrial Union that they do not feel any sense of ownership in the company as the employers have a tendency to ignore the union when taking decisions. The lessons learnt from Top Condor are that employers need not undermine the power of the union to participate in decision making and they need to recognise the union as part of the owners of the industry if production is to continue.

Another study conducted by Dr Richard Ruzicka on Participation and entrepreneurship as life values and social activity: after ten years of transformation supports the findings of this study. According to the findings of the study conducted by Ruzicka (1997:5), the responsibility of creating wealth is of course established in ownership. In essence this means that when workers participate and feel like owners of the company they will produce more.

8.2 Conclusion

From the discussion of results gathered from a questionnaire and other studies, it is noted that the concept worker participation is of importance for the companies in democratic worlds. Democracy as a political and economic tool itself allows for the company to have managers who are willing to practice it. This then entails that the companies must adopt the notion of worker participation not to please anyone but solely themselves.

(If worker participation is properly adopted and practiced most employees will develop a sense of ownership and become more productive. In the end the workers wont feel that they are being marginalised or oppressed in the company. However there must be certain rules and regulations drafted by both the management and the workers outlining the limitations to participation. Every practice should have its own limits, just like the idea of worker participation has its own limits. Parties involved in participation need to fully commit themselves as to avoid situations such as the Top Condor and Sea Harvest where mistrust led to work stoppages in the companies.)

CHAPTER NINE

CONCLUSION AND RECOMMENDATIONS

9.1 Conclusion

Noting the importance of worker participation in the employer-employee relationship in South Africa, more effort from both the employers and employees is necessary to bring about positive developments in the workplace. In this study the researcher has attempted to provide an understanding of the problems facing trade unions regarding worker participation and worker participation is systematically linked to the end process, that is productivity.

From the shop-floor level of the working environment there is an endless battle going on among employers, workers, community organisations and political parties in trying to get rid of misperceptions about worker participation. This battle has led to more confrontations between workers and the employers in the workplace in many industries especially here in South Africa.

Will the employers emerge victorious or will the workers defeat the employers? In this study it is concluded that in such engagement of the two parties, both parties should emerge as victors. It is evident that when the employers introduce worker participation it led to the problems such as discrimination, disempowering of workers and marginalisation of workers particularly from the black community.

Although this may be the challenging situation, but worker participation is predicted to improve productivity and also enhances the worker's sense of ownership and job satisfaction. More over the employers in this study are of the idea that the more employee participate in decision-making processes regarding their work situations the more they will identify themselves as they are important and well recognised.

When workers and managers feelings around worker participation were examined, the conclusion was reached that worker participation is related to productivity and that it also increases the workers sense of ownership. It thus became clear that the solution to the problems of worker participation could only be addressed by implementing a proper policy. Bendix (1996:225) argues that the present character of the South African labour market was influenced to a large extent by the apartheid policies of the state. This therefore produced a segmented or stratified labour market characterised by the existence of barriers which are already mentioned earlier that restricted the vertical mobility of blacks.

As already discussed that between 1950 and 1980 the state policy was slow to respond to the shifts in the demands of the labour market. It was only in 1979 on recommendations of the so called "Riekert Report and Wiehahn Commissions", that the government realised the need to revise its labour policies.

This study was initiated in response to the recognition of a rapidly approaching crisis in the South African labour market; a crisis which has as its roots some important issues that arose in the earlier discussion regarding the challenges facing worker participation programmes, issues such as discrimination and marginalisation of employees; particularly black community; disempowerment with regard to gender roles and moreover, the conflict existing between employers and employees relationship at the workplace.

Moreover, the strong racial divisions in South African labour market provides for a conflict between the majority of the labour force and the capitalists on the ideas of achieving high economic growth. Again this condition fights with the importance of the vision of worker participation programmes which ought to be implemented in the labour market.

Although South Africa is in a transition period, this conflict is still very strong and it has dominated in most South African companies; as a result workers particularly from the black community are being retrenched now and again because of the ideology that, "there is no job anymore".

In the long run, it is expected to diminish allowing the government to play a less dominant role in the labour market. South Africa has a very politicised society that has been led to believe that nationalisation is the only solution (Bendix,1996).

The deteriorating condition of the labour market, demand the government to play a crucial active role showing its commitment to the elimination of imbalances and other challenging factors which may oppose the ideology about implementation of worker participation programmes that will interact with productivity for economic growth and stability.

9.2 RECOMMENDATIONS

9.2.1 Review of the Labour Relations Act to be in line with worker participation

South Africa is a country in transition and the success of the Reconstruction and Development Programme depends on among other things finding answers to problems and issues uncovered by this study with regard to labour force. Further research is needed to investigate the relationship between capitalists and workers, thus employers and employees at workplace or in industries. One would recommend that the government needs to revise the Labour Relations Act with regard to the sustainability of worker participation schemes and moreover to continuously review the relationship between productivity and worker participation impacts in industry.

9.2.2 Hardworking as a strategy for ensuring effectiveness of worker participation

Trade unions have willingly accepted the values linked with the essence of worker participation. These values emphasise, amongst other things; that is "hardworking" is a ticket to success. Worker participation as an on-going process leading to effective participation of workers for good achievement at the end of the day will bring about the idea of hard working from workers will be essential in order to be productive. Sutermeister (1976:28) identifies both ability and motivation as essential ingredients to hardworking for good employee performance, which lead to effective productivity.

9.2.3 Creating an organisational climate that is suitable for worker participation

Trade unions should move forward and go beyond the talking stage and try to create a broader or wider scope of an organisational set up; or forming policies that will accommodate all workers being applicable in labour market; irrespective of gender, colour and race. Furthermore, policies that will continuously support the mission and vision of worker participation.

9.2.4 "UBUNTU" as vehicle to ideal vision of worker participation

The "Ubuntu" describe the significance of group solidarity at workplace and elsewhere on survival issues that is so central to the survival of trade union ideology with regard to labour force of which will result in the challenging of factors such as marginalisation of workers. The Ubuntu will also describe the significance of a brotherly group, and not individual self-reliance, which is the vision of worker participation at workplace.

Investigating such values,if possible incorporating them into the existing work situation would help increase the levels of productivity. As already mentioned earlier that the government action over the past half-century created many discrepancies in the labour force. This condition has made labour market an extremely inefficient mechanism. Such conditions do not only need the removal of discriminatory laws, but also calls for the government to bring about far reaching structural changes and the review of reconstruction and development programmes in the labour market.

One would strongly believe that, a stable economy cannot be built; unless serious attention is given to labour market related issues such as the cause of high rate of unemployment, poverty and inequalities related to dis-empowerment which slowly but surely destroy the ideology of solidarity at workplace.Any future government has to take action to correct the imbalances. Mere legislation is

inadequate, it is necessary to invest and redirect resources where there are needed most. Moreover, the government should play an important role in incorporating with trade unions putting more effort in the labour market.

This is because there are some indications in industries here in South Africa, which show that management is still trying to maintain a system of authority with more powers over employees which leads one to conclude that employees do not have much to say as already mentioned earlier.

9.2.5 Promoting the relationship between worker participation and productivity

Both employers and employees in the workplace should make available whatever information is necessary to enable them to form a considered opinion on relevant issues to encourage the relationship between participation and productivity. This will enable both parties to reach an agreement on actions to be taken thus enabling to achieve their mutual objectives towards productivity.

In an event where participation is promoted, productivity in the workplace can be increased. Once productivity is increased, South Africa can be more competitive in the global arena.

9.2.6 Creating a sense of ownership

Gone are the days when workers were alienated from work, managers are now duty bound to consult workers and involve them in every aspect of change in the workplace. This entails the planning phase, implementation and monitoring of the process.

Eventually such participation approach will create a sense of ownership among the workers and they will always work harder as they will identify themselves with the proceedings of the company.

9.2.7 Sharing of productivity

Both the employers and employees should again make available whatever information is necessary to enable them to form a considered opinion on relevant issues related to productivity, and devise a proper strategy of ensuring that the fruits of productivity are shared in the workplace. The essential condition for effective implementation of the sharing process is that both the employer and employees must be willing to share the fruits of productivity.

The lesson learnt about productivity from the South African companies and other countries act as a base search for South African model. Good experiences should be copied and bad experiences converted to good experiences. However that can only be achievable if both the employers and employees are willing to accept each other.



QUESTIONNAIRE

PERSONAL DETAILS

Home Language

Zulu

Afrikaans

English

Sotho

Others

Age group

15-24

25-34

35-44

45-54

55 and above

Gender

Male

Female

Marital Status

Married

Single

Divorced

Widowed



Race

Black

White

Coloured

Indian

Level of Education

Grade 1-4

Grade 5-8

Grade 9-12

Certificate

Degree/Diploma

Employment

Permanent

Temporally

Categories of Staff

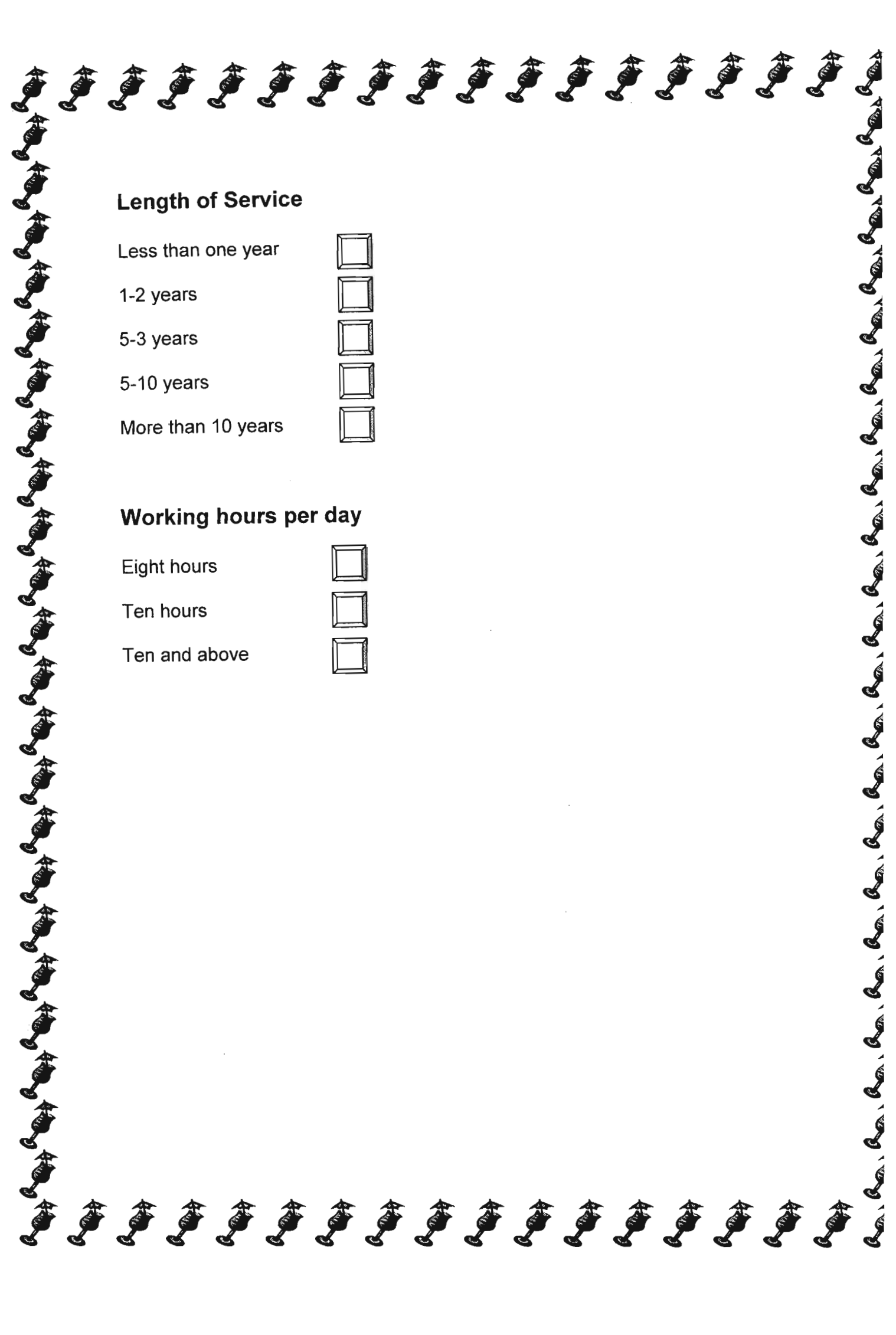
Supervisor

Manager

Administrator

Clerical

Unskilled



Length of Service

Less than one year

1-2 years

5-3 years

5-10 years

More than 10 years

Working hours per day

Eight hours

Ten hours

Ten and above

1. Are you satisfied with your job? Explain

Yes

No

.....

.....

.....

.....

2. Do you feel some sense of ownership with regard to your work? Explain

Yes

No

.....

.....

.....

.....

3. Have you ever been promoted since you began working here?

Yes

No

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