

UNIVERSITY OF KWAZULU-NATAL

**Effects of Non-existence of Unions on Employer-employee Relations within
Land Restitution Programme Farms: A Case of Kranskop, (Eyethu Farming
and Ikhasi Agri Farming).**

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ABSTRACT

Farming sector in South Africa is not unionised as other sectors. In most cases, farms are union free and this eliminates negotiation and consultation processes on matters of mutual interest, which other sectors enjoy in terms of various labour prescripts enacted by South African Government. The intention of this research was to look at the effect of non-unionized environment on employer-employee relationship in Kranskop farms, Kwazulu-Natal. Special attention was paid to Kranskop area, in particular, land restitution farms, namely; Eyethu Farming and Ikhasi Agri Farming. These farms were bought by government through Land Restitution Programme and handed over to their original rightful owners, which are: eMabomvini and KwaHlongwa communities. The land returned was productive farms, therefore communities were expected to continue with farming practices to ensure that employment rate is maintained and stabilized within these areas as well as ensure that farms remain sustainable. These farms are non-unionized and are still fully operational and functional, hence the research focused on them. The mixed research methodology was applied and data was collected by the researcher through questionnaires. Due to educational level of majority employees, the questionnaires were completed by one hundred and seventy-two (172) respondents. A step-by-step completion of the questionnaires was undertaken with the assistance of the researcher. The sampling technique adopted was non-probability sampling, where all participants were given an equal opportunity to be considered as a sample during the study. The audience, in this regard, were employees cutting across all ranks available within each independent farm. In analysing data, all information sourced from both farms was grouped, analysed and portrayed in tables and graph illustrations. Investigation discovered that employees are not represented in any forum that deals with matters of mutual interest at the workplace, thus leaving the employer to take decisions unilaterally, without any consultation and inputs from labour. Findings showed that these employers are in compliance with most of labour legislations and regulations which is seen as a source of dispute, free environment resulting in high productivity and growth. Although these companies comply with labour laws, it is recommended that employees be involved on issues affecting them so that they can make meaningful inputs that might help the organisations to be more effective and efficient, resulting in overall growth.

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Chapter One

Introduction

1.1 Introduction

Most organizations are keen to avoid having unions in their workplaces. The main reasons are the constraints they place on management's operational flexibility work rules, compensation, hiring and staffing practices, conflict resolution, procedures, sub-contracting, staffing levels and much more; which automatically become part of collective bargaining. With a union contract in place, management cannot act unilaterally on these and many other issues (Levenberg, 2017).

In South Africa, there are union federations wherein each has a number of affiliates consisting of its own leadership; starting from National, Provincial, Regional and local where there are shop stewards and ordinary members. These union hierarchies are established for the purposes of engaging employers to ensure fairness in workplaces, in a form of collective bargaining. According to Nwankwo (2016), collective engagements refer to the negotiations, administration and interpretation of written agreement between two parties that covers a specific period of time. The terms of that agreement serves as a contract defining the rights and obligations of each party (Nwankwo, 2016).

According to Visser et al (2015), employees have a constitutional right, through Labour Relations Act of 1995, to belong to a trade union; however, trade unions are relatively absent in farming sector which results in adoption of various worker representation models constituting to non-unionised environment. As a result, working conditions has become the fundamental role of government and such has necessitated South African government to pass Sectoral Determination for Farm Worker Sector (2013), governing the conditions of service as well as salaries in the sector.

Even though regulations are in place, it has been discovered that there is no one monitoring their implementation for the benefit of employees. Since there are a number of new farmers with limited resources who had recently acquired land in Kranskop, investigating the effect of union free environment in relation to them became an area of interest.

1.2 Motivation of the study

The existing gap in relation to research study by Visser et al. (2015): (Farm Workers' living and working conditions in South Africa: key trends, emergent issues and underlying and structural problems) which has been conducted is that it did not focus on non-unionised sector regulated through sectoral determination, developed by the government. The absence of unions across KwaZulu-Natal agricultural sector has necessitated and opened an interesting area to be investigated. The challenge now, as always, is to enforce the employers to comply; far too often farmers simply ignore such laws or circumvent them by making illegal deductions from wages and imposing charges on workers, (Vavi, 2007).

The main challenge in this regard is centred around the issues of how compliance to legislations, regulations and policies can be ensured and sustained, in the absence of unions as watchdogs. Another dilemma is that, to whom is the non-existence of unions benefiting between employers and employees. It is also of vital importance to understand how the farms under study deal with matters of mutual interests, including the representation of employees, during disciplinary hearings.

Studying this subject matter was significant as it was going to influence the manner in which decisions are taken within these organisations and give strategic direction on how the farms in question should conduct themselves in doing their operations in line with labour laws, even though unions are not in the picture. Moreover, the detrimental factors; either to employer or employees; were revealed which required

mitigation mechanisms in order for the farms to improve and maximise their profit margins; whilst there are good relations with its staff in order to ensure job security.

1.3 Focus of the study

The primary focus of the study was to look at the effect of non-unionised environment in newly reinvented farms run by black farmers, who are beneficiaries of government land reform programme. Various scholars; such as Madlala, Pietersen, Styne, Visser, and Babalola; have researched on union related subject, paying special focus on organizations and the roles to be played by the organized labour towards pushing the employers to meet the requirements and the needs of the employees, as well as the legislative rights and working conditions of employees.

The research focused on the effect of non-existence of unions on employer-employee relations in Kranskop land restitution farms, with special reference to Eyethu Farming and Ikhasi Agri Farming. The study investigated how the employees are treated in the absence of organised labour in these farm workplaces with special focus on employer-employee relations.

The investigation covered the details regarding who benefits directly or indirectly between the employer and employees. The study outcomes determined the importance and value of unions in Kranskop land restitution farms.

1.4 Problem Statement of the Study

The effect of non-existence of unions on employer-employee relations in Kranskop land restitution farms, KwaZulu-Natal, a case of Eyethu Farming and Ikhasi Agri Farming is the focus of this study. These two farms have been running for the past eight years without some sort of organized labour. It was difficult to understand how they deal with labour issues unilaterally without any involvement of and certain

direction given by unions. Visser et al. (2015:54) also argued that in most of farming organizations, there are no unions and workers have opted to adopt their own models of representations. It was then important that a study on the current abnormal situation be conducted, in order to determine the effects and impact of non-existence of unions to both parties.

Farming industry is very important since it is the main source of food security. Muimba-Kankolongo (2018), argues that in order to achieve food sufficiency and security and economic growth in the Southern African region, heads of the states have committed themselves to provide the framework for restoring agricultural growth by adopting a plan of action that allocates at least ten percent of the national budgets for agricultural development and addressing the food crisis. Any disputes and challenges emanating from employer-employee relations might be detrimental to the nation as a whole, and where the produce is supplied abroad, gross domestic product supply might be affected as well.

1.5 Objectives of the study

The objectives of the study were as follows:

- To determine the extent to which farm workers suffer prejudice in the absence of representative trade union in their respective land restitution programme farms.
- To discover the consequences of non-representation of farm workers by unions in land restitution farms.
- To evaluate the level of non-compliance by land restitution farming organization employers with labour laws and regulations in a union free environment.
- To measure the level of involvement of farm workers in decision making, on matters of mutual interest between the land restitution farming employers and employees.

- To evaluate the manner in which decisions are taken on a union free land restitution farming environment.
- To determine the benefits enjoyed by farming employers in a non-unionised environment.

1.6 Research questions

Research questions derived from problem statement gave the direction as to what the study had to investigate and reveal in relation to the land restitution farming organisations in Kranskop. Following were the research questions:

- To what extent do farm workers suffer prejudice in the absence of a representative trade union at the workplace?
- What are the consequences of non-representation of employees by unions in a workplace?
- How does non-existence of unions enhance the non-compliance by employer with labour laws and regulations in a union free environment?
- How do farm workers partake in decision making on matters of mutual interest between the farm employers and employees?
- How decisions are taken on a union free environment?
- What benefits do employer enjoy in non-unionised environment?

1.7 Methodology

The data collection was done in a form of questionnaires which also involved face to face consultations where the sampled group of respondents responded and were recorded on a pre-developed template by the interviewer. According to Saunders et al. (2016:440), this method of data collection is known as “Face to face questionnaire”, because it is where the interviewer physically meets the respondents and ask the questions face to face. The data collection method applied yielded

positive results as sampled respondents answered and the intended feedback was indeed obtained.

Due to the fact that the study was dealing with employer-employee relationship in the absence of Organised Labour, some of the employees were not so keen and interested in answering questions during the questionnaire completion and interviews.

In order to overcome this issue, the management of these two farms were engaged and became front-runners on driver's seat in order to keep respondents at ease. Moreover, the purpose was clarified that this exercise is merely for study purposes and names as well as responses of respondents were not going to be disclosed to the employer. Further, this was addressed indirectly by management's confirmation to employers that they are also part of the sample and will be interviewed.

1.8 Chapter outline

The study has six chapters and each leads the sequential events of proceedings. The first chapter is the introduction, followed by a literature review on the study conducted appearing as chapter two. The research methods and design employed are considered in detail under chapter three. Chapter four focuses on presentation of results. Findings emanating from the results presented are discussed under chapter five; whilst conclusions and recommendations are made in chapter six.

1.9 Summary

The introductory chapter dealt with a number of topics aimed at illustrating direction the research has undertaken. A special attention was paid to the background of the study, focus, statement of the problem, justification or significance of the study, and purpose. Moreover, the research questions, methodology, and scope of the study were highlighted.

Literature review was conducted on relevant books, journals, articles written by various authors relating to employer-employee relationship and unions in general. Review was based on the study itself during the problem establishment and research area identification. Actual literature review looking at how consulted journals, articles and books considered and concluded about the effect of non-existence of unions in a workplace was conducted. During literature review, it was discovered that most of considered literature does not cover the issues relating to farming industry where the conditions of service are developed by government instead of being negotiated by both parties.

Number of journals, books and articles on relevant literature were considered even though those of other countries had limited relevant information due to the nature of the study. The primary theory which was also considered was the Maslow's Hierarchy of needs where the study looked at how hierarchy of needs influences and enforces employees' behaviour and cooperation in the absence of Unions.

Chapter Two

Literature Review

2.1 Introduction

Good employer-employee relations play an integral part in the smooth running of an organisation. Good relations ensure that employees are performing exceptionally well for the betterment of themselves in terms of conditions of service and rewards as well as for the company growth, which is obviously the underlying factor for company establishment by the shareholders, that is, to make profits.

This implies that in an environment where there are no collective engagements, relations are not properly managed. Such environments are most likely to be characterised by disputes that could advance to strikes and lockouts, which negatively affects production. This is often caused by minor misunderstandings between the employer and employees on matters of common interest, which drastically develop to serious disputes resulting in production disruption and halt in some cases. To counter such situations, union support may be taken as a job resource, wherein unions protect their workers from potential unethical treatment and ensure they are treated in a fair and humanistic manner (Smit et al., 2016).

In agricultural sector/industry, in particular, sour relations between employers and employees can adversely affect agricultural farming production value chain, resulting in a decrease of food security to both domestic supply and exports. The situation where there is no balance between the demand and supply of agricultural produce attracts unnecessary food price increase, affecting more the poorest of the poor. Okia (2018:20) concurs with this idea and argues that as far as agricultural bottleneck is concerned, food supply in the absence of improved technological advances will not be able to meet the demand, thus causing inflationary price rises.

In the study by Visser et al. (2015), titled: 'Farm Workers' living and working conditions in South Africa: key trends, emergent issues and underlying and structural problems', focused more on working conditions for farm workers and did not consider what happens when the employer-employee relations exist in the absence of unions. In reaching the intended destination of understanding the relations in union free environment, the researcher will consider and discuss literature relevant to this subject matter.

Through the discussion, the researcher will look at unions and their role in a workplace, where the concept of unionised and non-unionised environment is derived. Such literature would then give guidance of what is a well-managed employer-employee relation in comparison with a union free setup, as in the two farms under study, namely, Eyethu Farming and Ikhasi Agri Farming.

2.2 Understanding of representative trade union

According to Sinha et al. (2009) the term 'trade union' bears different meanings for different authors on the basis of union evolution; in terms of origin, growth, structure and functions. For the purpose of this research project, the definition of 'union' is taken from Labour Relations Act No. 66 of 1995, section 11, which defines it as: "A registered trade union or two or more registered trade unions acting jointly, that are sufficiently representative of employees employed by the employer in a workplace".

In terms of the Labour Relations Act No. 66 of 1995, section 14 (4) of the Act further assigns trade union representative the following functions:

- a) Assisting and representing employees during grievances and disciplinary proceedings upon request.
- b) Monitor employer's compliance with workplace related provisions of the Act, any law regulating terms and conditions of employment and any collective agreement binding on the employer.

- c) Reporting any alleged contravention of the workplace related provision of the Act, any law regulating terms and conditions of employment and any collective agreement binding on the employer to: -
 - I. The employer
 - II. The representative trade union, and
 - III. Any responsible authority and agency

- d) Perform any other function agreed to between representative trade union and the employer.

The implication of the Labour Relations Act, in terms of defining union and assigning powers and functions, is that representative trade union is primarily made available in a workplace to ensure that employers do comply with any workplace related legislation prescripts and regulations as well as representing the interest of employees, either on their individual capacity or as a collective. This dual support to employees and employers is made primarily to promote labour peace and alleviate disputes emanating from sour employer-employee relations.

The grey area, in this regard, is that the Act is silent as to how the employer should handle matters of interest, where there is no trade union representative. This gap, in particular, exists in the two farming organizations under study, where employees are on their own without any kind of representation. This gives employers leeway to do as they want, knowing very well that no one will challenge them in terms of single or collective efforts.

2.3 Process of collective bargaining

As stated by Ghosh et al. (2015), the process of actual bargaining involves three steps, namely; pre bargaining preparations by employers and unions, bargaining, and contract administration. In pre bargaining stage, unions formulate their demands to be presented to the employers and the employers carefully consider

Even though during the bargaining process, the situation becomes tense, it is important to take into cognisance that once the negotiations are finalised, both parties that were involved in engagements reap benefits in terms of outcomes.

the submission from unions and prepare to make informative responses to all issues tabled. Bargaining stage is the gist of matter, where actual discussions and debates take place. Once negotiations are finalised, the last stage kicks in where everything that was agreed upon is documented to form a formal written agreement. The validity of the agreement is based on the signing of the written agreement by authorised signatories.

2.4 Various levels of bargaining by employers and representative trade unions

There is growing evidence that both workers and employers can benefit under the conditions of fair collective bargaining system. Babalola (2017), in his study, showed that collective bargaining is a significant event which normally leaves deep scars in the workplace, such as reducing job satisfaction, and organizational commitment beyond the end of collective bargaining process. On the other hand, it could also provide positive influence on productivity due to workers' higher motivation and satisfaction.

According to Madlala (2018), there are two levels of Statutory bargaining in South Africa. These levels are presented in Table 2.1 below:

Table 2.1 – Levels of Bargaining (Adapted from Madlala & Govender, 2018:2)

Governed by the statute	Functions and powers	Registrations
Bargaining Council	<ul style="list-style-type: none"> • Make and enforce collective agreements • Prevent and resolve labour disputes 	<ul style="list-style-type: none"> • May be formed by one or more registered trade union/s and / or one or more registered

	<ul style="list-style-type: none"> • Establish and manage dispute resolution funds • Promote and establish training and education schemes • Establish and manage schemes or funds to benefit its parties or members • Make and submit proposals on policies or laws that affect the sector or area. 	<p>employer's organization/s given that these parties are sufficiently representative.</p> <ul style="list-style-type: none"> • NEDLAC is assigned the task of determining their scope and the area of their justification.
Statutory Councils	<ul style="list-style-type: none"> • Resolve labour disputes • Promote and manage training and education scheme • Form and manages schemes or funds for the benefit of its parties and members • Make collective agreements • May perform any other bargaining council functions 	<ul style="list-style-type: none"> • May be formed by a registered trade union or employer's organization that does not boast sufficient membership to meet representation requirement to form bargaining council. • Registration is thus unilateral.

In terms of the table reflected above, sourced from Madlala & Govender (2018), employee representation by representative trade union is governed either through

bargaining councils or statutory councils. The governance of bargaining level depends on the volumes of membership that determine the level of belonging.

Further to Levels of Bargaining, Madlala et al. (2018) also talk about current levels of workplace collective engagements. Table 2.2 reflects the details of such levels.

Table 2.2 – Current Levels of Workplace Collective Engagements (Adapted from Madlala & Govender, 2018:2)

Outside of statute	Functions and powers	Description
Plant or firm level bargaining	<ul style="list-style-type: none"> • Bargain over issues otherwise covered by Bargaining or Statutory councils 	<ul style="list-style-type: none"> • Collective bargaining between an individual employer and the trade union/s representing the employees of the particular employer.
Workplace forums	<ul style="list-style-type: none"> • Promoting workers' interest by consulting and making joint decisions. Employers must provide relevant information to workplace forums • Workplace forum has the right to be consulted by the employer on: <ul style="list-style-type: none"> ✓ Restructuring existing and new work methods ✓ Partial or total plant closure 	<ul style="list-style-type: none"> • Workplace forums may be formed where there are more than 100 people by applying to the Commission for Conciliation, Mediation and Arbitration.

	<ul style="list-style-type: none"> ✓ Measures and ownership transfers ✓ Retrenching workers ✓ Job grading ✓ Criteria for merits and bonuses ✓ Education and training ✓ Product development plans ✓ Export promotions ✓ Health and safety measures 	
--	---	--

These two levels directly cover what normally governs employer-employee relations within the workplace environment. Wherever there are workplace forums consisting of both the employer and representative trade union, such workplace can be regarded as unionised environments; whilst on the other hand, where there are unions and forums where all the matters contained in Table 2.2. above are unilaterally dealt with by the employer, such workplaces are considered as non-unionised environments.

2.5 Collective Bargaining failures

According to Heald (2016), collective bargaining failures in South Africa can be associated with misdiagnoses of deeply wounded conflict which is normally ignored and taken as normal conflicts. He further argues that trivialisation of deep rooted

conflicts into normal conflicts is experienced by counter parts in negotiations, who act in gross arrogance if not inevitably or escalatory.

This type of attitude by the negotiating parties destabilises and ruin employer-employee relationship and this results in negotiations to take positional bargaining instead of interest based bargaining. According to Barrett et al. (2005) positional bargaining is where negotiating parties focus on their stand or position whilst in interest based bargaining parties seek amicable solutions; and compromise for the benefit of reaching consensus at the best interest of the company and themselves as bargaining parties.

Perry et al. (2015) concurs with Barrett et al. (2005) who define positional bargaining as confrontational and competitive. This takes an adversarial or oppositional approach to ensure that one party in a negotiating table wins. Interest based, on the other hand, refers to where bargaining is collaborative, and one party allows the other to make submission which is digested in order to ensure that discussions are not driven by emotions but are aimed at amicable solutions which give rise to a win-win situation. In terms of Du Toit et al. (2016), win-win bargaining outcome refers to where the negotiations are holding positive sum results for both parties.

2.6 Challenges of employees in non-unionised environment

Where there are no unions in place, management can take unilateral decisions that affect employees and also act unilaterally in any other issues (Levenberg, 2017). In doing so there are no guarantees that such decisions will be in favour of employees since companies are established by owners with a primary focus of making profit. Generally, such decisions favour management.

Although, Levenberg (2017), states that where there are no unions, employers normally take unilateral decision, Schreiner (2017) argues that the unionised environment does not only help to protect employees but it ensures workplace

stability, productivity, workplace safety and disciplined employees who make positive contribution, i.e. high quality performance, towards the main purpose of the employer.

Schreiner's (2017) argument is in line with the practices in the farms under study, as trade unions are non-existent but employees have never raised any formal dispute in a form of grievances, mass action or strike. Instead the high productive margins are prevailing and positively contribute to the company growth. This growth ensures that employees are paid their monthly salaries as per their engagement contracts.

On the other hand, the exclusion of employees in decision making on matters of mutual interest cannot be ignored as this could enhance employee satisfaction when they know they own some of the activities introduced by the employer and thus live up to them.

2.7 Consequences of non-representation of employees

In an environment where there are no trade unions, it is highly possible that employees may suffer unfair treatment by the employer. Concurring to that was the introduction of Labour Relations No 66 of 1995 as amended to eliminate such challenges. The purpose of this Act is to advance economic development, social justice and labour peace and the democratisation of workplace by fulfilling the primary objective provisions of the act.

The implication of the Act, is that where there are no unions in an organisation, there are more chances of instability and lack of labour peace. In terms of Grogan (2014), there are three principal duties of the employer. These duties are: to receive employee into employment services thus creating employer-employee relationship; to pay employee remuneration, which is a way of rewarding a worker for services rendered; and also to ensure that working conditions are safe and healthy.

Sometimes a push towards compliance and enforcement is required to ensure that the employer fully honours these primary responsibilities. According to Sinha (2009:01), the route to follow in enforcing the employer is to have the unions in place as they serve as employee organizations established for the purposes of protecting and improving, through collective action, the economic and social status of their members. This implies that such advisory or engagement services cannot be provided where there is no trade representative union in the workplace, as the employer might ignore some important aspects of engagement.

Williams (2017) argues that in the absence of a trade union representative, a non-union system of employee representation can be adopted. The system can be used by employers as a long term sophisticated human resources strategy designed to encourage employee participation in all matters of mutual interest without affiliation to any union. Surely this yields results benefitting both the employer and employees in a workplace. In this regard, there are employee forums which are identified by human resources to engage in a form of bargaining with managers in a way that helps to protect the interest of the workforce.

Even though non-union system of employee representation allows employees to have a voice in a workplace, employees do not have any powers to enforce any agreement, simple because the forum has no terms of reference regulating binding nature of forum decisions. Visser et al. (2015: viii) argues that in order to bolster the bargaining power in agricultural value chains, the state shall facilitate the appointment of labour representatives on farms, provides or facilitates labour rights training and give them access to regularly updated data basis of organisations that offer assistance to farm workers. Again, as forums are established by employers, they are more likely to be management tool to use in order to get buy in from employees rather than create a platform for real engagements.

2.8 Benefits enjoyed by employer in non-unionised environment

Trade unions have the bargaining power on behalf of employees and they represent workers' interests in the employment relationship. It is through unions that employees get better pay and working conditions. They are also treated with respect and dignity (Schreiner, 2017). This simple means where there are trade union representatives, employees are well represented and taken care of in terms of involvement through consultation and making meaning inputs in employer decision making processes.

In the absence of representative unions, the employer will be free from all the pressures identified and indicated above aimed at ensuring employee welfare. In short, the employer will take the decisions favouring the management representatives at the expense of the employees.

2.9 Union federations and affiliates

In terms of Wage Indicator (2019), most of the trade unions in South Africa are affiliated to one of the three main trade union centres. This means that if you join a trade union at work, whether you are in catering, nursing, mining, teaching or any other work sector, that trade union will most likely be affiliated to a specific trade union centre. The following table reflects the three trade union centres:

FEDERATION	MEMBERSHIP	ALLIANCE	AFFILIATION
COSATU	1 800 000	ANC & SACP	ITUC
FEDUSA	560 000	None	ITUC
NACTU	400 000	None	ITUC
Total membership 2 760 000			

FIGURE 2.1 - Trade Union Centres (Adapted from Wage Indicator 2019. Mywage.co.za – Trade Unions. South Africa: p01.)

The Congress of South African Trade Unions (COSATU) is the largest of the three with a membership of 1.8 million, and is part of the Tripartite alliance with the African National Congress (ANC) and the South African Communist Party (SACP). The Federation of Unions of South Africa (FEDUSA) has 560,000 members and the National Council of Trade Unions (NACTU) has almost 400,000 members. All three are affiliated with the International Trade Union Confederation (ITUC). There is also a smaller, fourth national trade union centre; the Confederation of South African Workers' Unions (CONSAWU) that is affiliated with the World Confederation of Labour (WCL).

2.10 Benefits of being a union member

Workers who join a trade union have the benefit of being part of an organised group that pulls together around workplace issues. Topics ranging from paid maternity leave to salary increases to safety in the workplace are all dealt with as a group. Employees do not have to tackle issues individually. They also stand to get better protection from unfair treatment and victimisation and also get increased job security (Wage Indicator, 2019). Moreover, employees get the benefit of skilled negotiators and trained labour specialists who strive to get the best possible deal for workers in their workplaces. Unions can also help with other aspects of working life, such as accompanying employees to a disciplinary hearing and representing them if they are in dispute with employers. Some unions run training, professional development and networking events.

2.11 Significance of collective bargaining

In terms of Ghosh et al. (2015), collective bargaining is significant in various ways for employers, employees, and the industry as a whole. Figure 2.2 below reflects significances in terms of these categories and further provides details of the importance of each element.

PARTY	SIGNIFICANCE	EXPLANATION
1. Employer	A means to resolve issues peacefully	Collective bargaining is a very helpful mechanism in resolving and addressing issues of mutual interest between employer and employee in a peaceful manner. This saves a lot of time that might be wasted on unnecessary disputes which should have been used gainfully for production.
	A chance to understand workers' perspective	Engaging workers by the employers helps a lot in getting workers' perspective on various issues and problematic matters that need attention. This ensures that the decisions taken by the employer are informed by inputs from workers, sourced through consultation
	Belief in participative management	Employees are allowed to participate in finding solutions to identified problems thus increasing the element of trust as workers believe that the employers them and their rights.
	A means to increase productivity	Conflict resolution through courts consumes a lot of time that compromises production. Where the employer engages workers and addresses all issues internally, the organisation becomes productive as no time gets wasted.
	A mechanism to improve public image	If the organisation manages to resolve issues within, such improves its image to outside world.

2. Workers	A legitimate platform	It provides the opportunity and platform for workers to present their concerns and demands to the employer, in a lawful and legitimate manner.
	Equal status	It provides equal status and eliminates the notion that workers are just tools for increased production. Employees have the opportunity to have a say on working conditions and recommend improvements.
	Exercising rights	It allows employees to exercise their statutory rights in terms of benefits and conditions.
	Solidarity among workers	It creates the spirit of oneness and unity amongst employees as they deal with issues collectively which gives them the bargaining power.
	Improved facilities	Through collective bargaining, their voice has weight in influencing the employer to improve facilities for the purposes of getting improved production.
	Strengthening the positions of trade unions as bargaining agents	During bargaining, the unions voice out employees' issues collectively not as individual employees. Such sends a clear message to the employers that unions are legitimate employee representatives, constituted by legislation.
	Improved quality of work-life	As the bargaining is underpinned by the issues of mutual interest between workers and employers, the

		engagements between these two parties positively contribute to the quality of work life of workers.
3. Industry	Means to industrial peace	It helps to promote peace and harmony within the industry, as all issues are resolved through discussions without any forceful practices.
	Facilitation of modernisation and restructuring	Multi-employer bargaining may facilitate modernisation and restructuring. Occupational training for workers may be regulated through bargaining process, involving multiple employers. Training for modernization may be funded through collective employers which forms the industry.
	Continuous production and profits	Unrest in industries has a potential threat to growth on any industry. Strikes and lockouts results in high losses in productivity and ultimately affects profit margins.

FIGURE 2.2. - Significance of collective bargaining (Adapted from Ghosh & Nandan, 2015: p189)

In terms of the above Figure 2.2, collective agreement is of high benefit to all parties involved; i.e. employer and employees; in a form of representative trade unions. Such positive engagements also indirectly benefit related industries thus contributing to the nation as a whole. This simple means that whenever there is peace in workplaces, the industry will also follow the same pattern, which in a broader picture, contributes positively to economic growth and saves the country's infrastructure that is usually damaged during employee strikes and picketing.

With regards to farming organisation under study, who are union free, it is clear that even though these organisations are productive and profitable, there is still a need for collective bargaining to ensure that employees are not deprived their individual and collective rights to be part of the decision making on issues affecting themselves. According to Ghosh et al. (2015:189), this will be a win-win situation because the employers on the other hand will be benefitting on improved production which maximise the profit margins and on the other hand employees will be satisfied as they will be partaking in all issues affecting their employment.

2.12 Impact of collective bargaining structures in unemployment

According to Godfrey et al. (2010:28), structures of collective bargaining have effect on macroeconomic status of the country. The impact is portrayed in terms of wages and the rate of unemployment. The argument further reveals that wages in a country are low when the bargaining is completely centralised at a national level or decentralised at a company level. Where the bargaining is occurring at an industry level, wages are higher and are also paired with high unemployment rate. This implies that when the industry pays too much, it is not able to employ a high number of people as the salary industry bill becomes very high leading to lack of affordability.

As the farming organisations under study are not part of any bargaining council either in industrial or national level, their salary seems to be low and the employment rate in farming industry is quite reasonable. This is indeed in line with Godfrey et al. (2010:28) argument's that existence of collective bargaining structures has an effect on macroeconomic status of the country. In the absence of both statutory bargaining or bargaining council, South African government enacted sectoral determination which is in force in agricultural industry. The question of who ensures the enforcement and compliance to the sectoral determination, remain unanswered as there are no unions to monitor the adherence, instead employers are complying at their own accord.

2.13 Sectoral determination for farm workers

In terms of Section 56(1) of the Basic Conditions of Employment Act, No. 75 of 1997, a Sectoral Determination establishing conditions of employment for employees in the Farm Worker Sector, South Africa, which appears in the schedule hereto and fix 1 March 2013 as the date from which the provisions of the said Sectoral Determination shall become binding.

The determination applies to the employment of farm workers in all farming activities in the Republic of South Africa. Without limiting its meaning, 'farming activities' includes primary and secondary agriculture, mixed farming, horticulture, aqua farming and the farming of animal products or field crops excluding the Forestry Sector (Oliphant, 2013).

In terms of Sectoral Determination (2013), a farm worker includes a domestic worker employed in a home or a farm; and a security guard employed to guard a farm or other premises where farming activities are conducted, who is not employed in the private security industry. This determination does not apply to any person employed in activities covered by another sectoral determination or by a bargaining council agreement in terms of the Labour Relations Act, 1995.

To be precise, Sectoral Determination for Farm Workers (2013) provides and gives special regulation on the following matters relating to farm workers: minimum wage levels including those under 18 years of age; calculation of wages or remuneration; payment of remuneration; information concerning pay; prohibited acts concerning pay; deductions; written particulars of employment; hours of work; overtime and payment thereof; compressed working week; night work; leave regulations; prohibition of child and forced labour; as well as termination of employment.

2.14 Enforcement of Sectoral Determination for Farm Workers

In terms of Labour Relations Act No 65 of 1995, section 14(4) as amended, one of the primary roles and responsibilities of a representative trade union is to ensure employer compliance and adherence with workplace labour related policies, regulations, and any statutory obligations. In the main, within farming environment, there is Sectoral Determination which was enacted by government during the year 2013, where all farming organizations are expected to comply fully. In coming up with the determination, there was no zero bargaining amongst parties of interest, namely, farming organisations and organised labour.

In this regard, representative trade unions are expected to monitor and evaluate the implementation and compliance of this particular regulation for the benefit of its members. Unfortunately, looking at these two farms where the study is based, there are no unions, and such allows the employer to implement the determination without some kind of monitoring and enforcement coming from anyone, except minimal inspection from the government. This is risky in terms of sharing and implementing the determination in a distorted manner.

2.15 Theoretical framework

The theory applicable in this study is Maslow's Hierarchy of needs which was developed by Abraham Maslow (1943), in a paper, "A Theory of Human Motivation", and it was used to study human innate curiosity and stages of growth in human. This theory indicates that human needs are in a hierarchical order; in a form of pyramid with more basic needs at the bottom. Figure 2.3 reflects this hierarchy of needs.

Maslow's Hierarchy of Needs

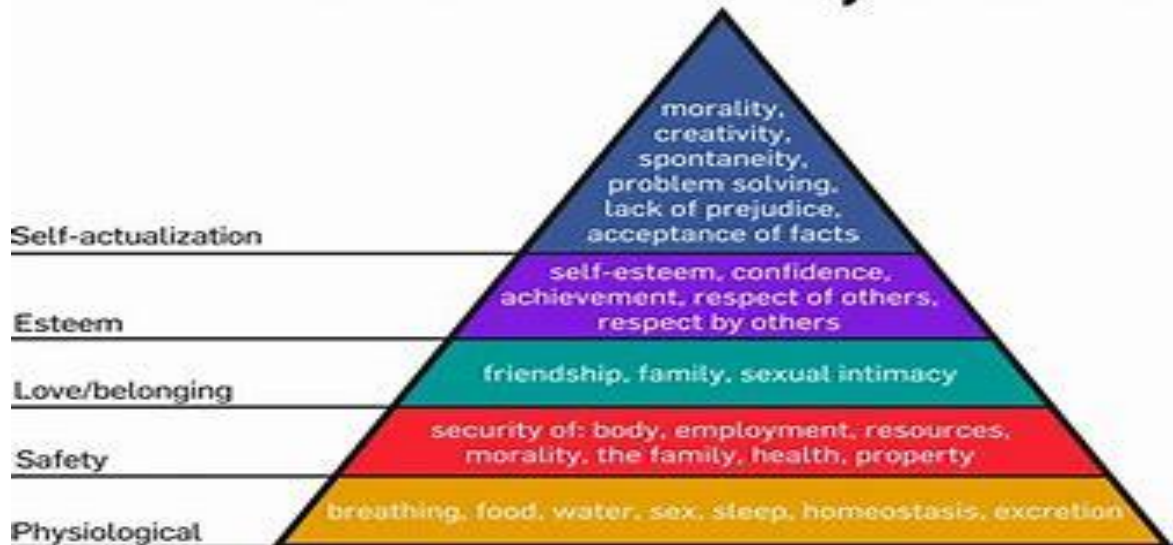


Figure 2.3 Maslow's Hierarchy of needs (*Adapted from Awritespot, 2012: p1.*)

This theory holds that the independent variable, which is the effect of non-unionised environment, should influence or explain the dependent variable, which is employer-employee relations, because the manner in which the employees behave and conform to rules and regulations is shaped by their needs which can be fulfilled by the resources obtained as remuneration from the employer.

In a nutshell, basic needs influence the manner in which employees think and lead them to a company with company regulations made available by the employer without challenging them. They just want to ensure that the bread is always on the table.

Another theory used in conjunction with Maslow's Hierarchy, is the McClelland achievement and acquire needs theory. This theory was developed by David McClelland during the year 1961 in his book, "The Achieving Society". He proposed that an individual's specific needs are acquired overtime and are shaped by one's life experiences. The theory further states that a person's motivation and effectiveness in a certain job is influenced by three needs, which are achievement

motivation; authority/power motivation as well as affiliation motivation. These intrinsic motivators are rewards themselves and the importance of each of these needs varies from person to person (Lilly et al, 2006:3)

In relation to the study, the theory shows that other than being represented by unions, the employees can have a harmonious relationship with the employer. Such relationship can also influence the employer not to exploit its primary resources, which are employees, rather ensure that they are taken care of in order to be able to fulfil their basic needs as contained in Maslow's Hierarchy of needs theory.

2.16 Summary of literature review and research gaps

Looking at the available literature regarding the effects of non-unionised environment, it focuses more on what the unions were established for; including the role they play in a workplace. It is silent in terms of what benefits a union free environment enjoys from an employer's perspective. One can then conclude that there is a shortfall, since there are organizations within farming sectors which do not have unions at all.

In order to investigate the gaps identified during literature review, research methodology applied during the research will be discussed in detail in the following chapter. Methodology adopted in this study is the most relevant and appropriate one that will easily ensure that the study does come out with sound and proper research outcomes.

Chapter Three

Research Methodology

3.1 Introduction

This chapter focuses primarily on research methodology which explains how the study was conducted. The underlying factor where the methodology was based, is the effects of a union free environment on employer-employee relations. In this regard, the researcher took into consideration the purpose of the study; determining what the study was seeking to achieve; research design and methods applied in collecting and analysing data; research paradigm which is the manner in which data was interpreted; as well as geographical location. Details of study participants and sampling strategy incorporating techniques and reasonableness of sample size to obtain sound responses are also thoroughly dealt with.

The manner in which the data collection instrument was constructed, in line with research objectives, will be touched on, which obviously informs the data collection proceedings. Such gives rise to the issues of data validity and reliability which gives a clear direction towards data analysis. The factors that affected respondents in terms of moral and ethical consideration values are also taken into cognisance and discussed.

3.2 Aim of the Study

As the purpose of this study was to determine, examine, and evaluate effect on non-existence of unions on employer-employee relations in Kranskop land restitution farms. The research questions were aimed at discussing and enabling the study to:

- To determine the extent to which farm workers suffer prejudice in the absence of representative trade unions in their respective land restitution programme farms.
- To discover the consequences of non-representation of farm workers by unions in land restitution farms.
- To evaluate the level of non-compliance by land restitution farming organization employers with labour laws and regulations in a union free environment.
- To measure the level of involvement of farm workers in decision making on matters of mutual interest between the land restitution farming employers and employees.
- To evaluate the manner in which decisions are taken in a union free land restitution farming environment
- To determine the benefits that the farming employers enjoy in a non-unionised environment.

3.3 Research design and Methods

There are three types of research methods which are usually used by researchers. In terms of Saunders (2016), research methodology can either be quantitative, qualitative, or possibly a mix of both qualitative and quantitative, and such is known as mixed method. In defining methodological choices, Saunders (2016), characterises and associates “quantitative techniques” with the use of numerical data whilst “qualitative technique” is associated with the usage of non-numerical data. Figure 3.1 below shows methodological choices.

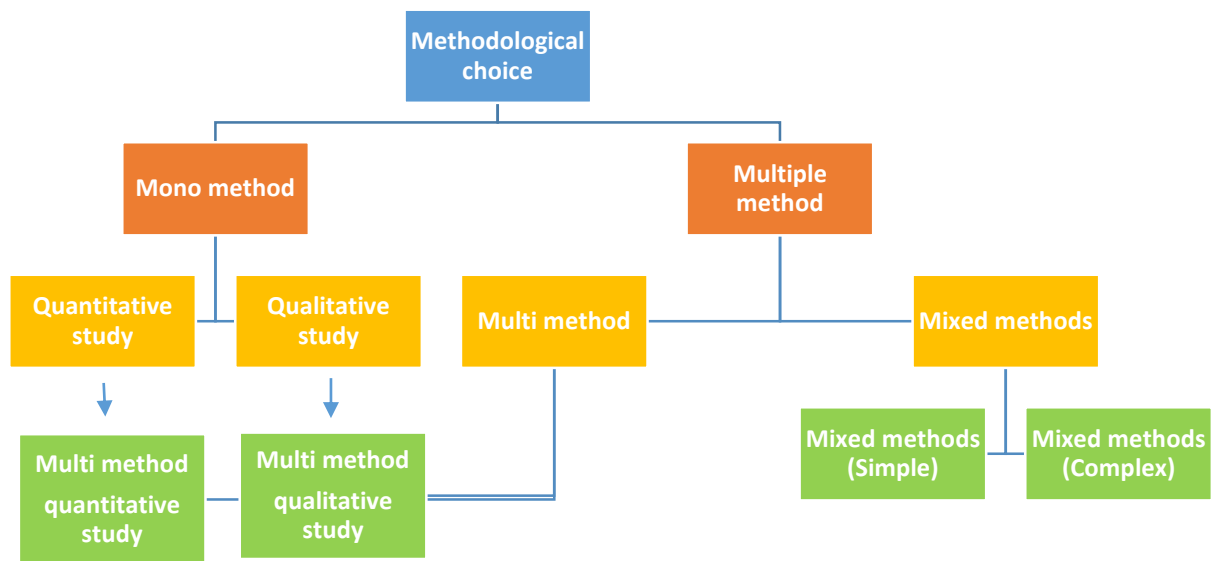


FIGURE 3.1: Methodological Choice (Adapted from Saunders & Lewis, 2016: p167)

In giving the distinction between quantitative and qualitative data, Saunders et al. (2016:569) characterised quantitative as data based on meaning derived from numbers, collection of results is numerical and standardised data as well as analysis conducted through the use of diagrams and statistics, whilst qualitative data is based on meanings expressed through words (spoken and textual) and images, collection of results is non-standardised data requiring classification into categories, and the analysis is conducted through the use of conceptualisation.

Having considered the characteristics for qualitative and quantitative data in comparison with the nature of the study, the researcher opted to choose a mixed method. According to Saunders et al. (2016), a mixed method research is the branch of multiple methods research that combines the use quantitative and qualitative data collection techniques and analytical procedures. Creswell (2014:4) concurs with Saunders et al. (2016) by arguing that the core assumption of this form of enquiry is that the combination of qualitative and quantitative approaches provides a more

complete understanding of research problem than either approach alone. Mixed method was chosen to ensure complementarity which allowed meanings and findings to be elaborated, enhanced, clarified, confirmed and illustrated.

The strategy adopted in doing the study is, “Ethnography”, where the effects of non-unionised environment was studied. In terms of Creswell (2014), an ethnographic study aims at obtaining a holistic picture of the subject of the study with emphasis on portraying everyday experience; and such include in-depth interviewing and participant engagement and observation at a situation; in an attempt to capture the whole picture, revealing how people describe and structure their world.

Furthermore, the investigation was on the sequence of events as well as employer-employee behaviour in relation to the union free environment. This allowed the researcher to attend and deal with every aspect including advantages and disadvantages of non-existence of unions and its effects.

3.4 Research paradigm

The research paradigm relevant to the study and topic is, “Interpretive paradigm”. This approach is concerned with the way humans attempt to make sense of the world surrounding them for the purposes of understanding of the fundamental meanings attached to organisational life (Saunders et al, 2016). This approach is most appropriate in the sense that research required responses from respondents, which need to be clarified and interpreted prior to formal analysis.

3.5 Study participants

Identified participants who were interviewed for the study were employees with the minimum of at least one-month upward service with each farming company. A minimum of one month was set to ensure that sampled respondents are able to respond to all questions as most of them required someone who has at least been

paid once. In this regard, all employees with the minimum indicated experience across various levels had an equal chance of participating in order to ensure that quality, sufficient and reliable information is sourced.

3.6 Sampling strategy and size

In terms of Saunders (2016), there are two types of sampling; that is; probability and non-probability sampling. These two vary in the manner in which respondents are sampled. Probability sampling is linked with research strategies where a researcher makes inferences from the sample regarding the population in order to address the study questions for the purposes of meeting objectives. Non-probability sampling includes the selection of sampling techniques in which the chance or the probability of each case selected is unknown (Saunders, 2016).

Non-probability sampling with specific consideration of quota sampling was adopted for this research since it is aimed at acquiring as much accurate information as possible. Since the employee categories within Kranskop farms are four, the following sample was considered, based on various employee categories:

- Management – three out of five per company
- Supervisors – eight out of ten supervisors per company
- Operators and drivers – ten out of fifteen operators and drivers per company
- General workers – sixty-five out of eighty-five employees per company.

The total population, where sampled respondents is based, is two hundred and thirty-three; translated into one hundred and seventeen in one farming organisation and one hundred and sixteen in the other. All employees within each category were given an equal chance of being part of the sample. This means that each farm had eighty-six participants who were interviewed, totalling to one hundred and seventy-two across the two farms. Such a number also confirms that indeed the research strategy is ethnographic as the sample constituted (73.8%) percent of the total population.

3.7 Construction of the Instrument

The questionnaire was developed in line with the research objectives. It was also directly linked to the research questions, which are the strategic drive of what the research seeks to achieve for the companies involved, the farming industry, and every non-unionised environment in general. Each research question was broken down into number of sub questions to ensure that detailed information is solicited from the participants.

3.8 Data collection method

The data was collected through contextual data collection method. Contextual data is an additional data recorded when collecting primary or secondary data that reveals background information about the setting and the data collection process (Saunders 2016:713). This type was applied because the study is based on the context within which the participants work. Data collection was in a form of face-to-face questionnaires where the responses were recorded on a pre-developed questionnaire. This obviously allowed further engagements between the researcher and respondents where there was a need for clarity, in an effort to ensure that the information obtained is precise and accurate for the purpose of coming up with credible data or information to be analysed.

The procedure which was followed was that, data from the sampled target group within the identified Kranskop farming organizations was collected through the use of face-to-face questionnaires. Responses were recorded on the questionnaire which obviously was aimed at addressing problem statement. Collection of data took the period of three weeks, starting from the 19th of November to 7th December 2019. After the data was collected, it was analysed using tables, figures and graphical presentation in order to portray clear research outcomes and findings.

3.9 Data analysis

In analysing data, separate template clustering the responses of the same questions was developed, where all responses relating to each research question were captured. As there were close and open ended questions within the questionnaire, a spreadsheet was used to analyse closed questions while open ended ones were analysed using a different template. At the end, the two forms of data were merged in a table and graph. According to Creswell (2016:223) the merger of two forms of data is called joint display of data which is part of mixed methods data analysis. The captured data was then coded as per each question and common response, to give a complete picture of how all respondents answered. The data was further interpreted and findings were recorded. Having done all questions, the comprehensive findings per question resulted to a research outcome.

3.10 Validity and reliability

Validity of the study can be at risk due to various threats. There are two types of threats, which are internal and external. Internal validity threats refer to experimental procedures, treatments or experiences of the sampled and participating respondents that threaten the researcher's chances to draw correct inferences from the data about the population under study. On the other hand, external validity threats come into effect when researchers draw incorrect inferences from sample data to other persons, other settings, past or future situations (Creswell, 2014).

These validity threats did not rise and affect this study as validity and reliability was ensured since the data collection method involved face-to-face interviews, which allowed the chance of making a follow up and positive enforcement of repetitive responses. The summary of responses was also confirmed with the interviewees to ensure the credibility of information sourced or obtained. Moreover, where necessary, the participants were revisited and asked the same questions contained in the questionnaire to ensure that their responses were similar to the ones they gave in the first round. The intention of repetitive exercise was to establish the

consistency on responses to test the validity and reliability of the information obtained during the initial engagement.

Repetitive practice employed in getting confirmation and assurance that respondents are giving consistent responses evidenced that the data collected is reliable and was in no way influenced by either internal or external threats. Since face-to-face interviews are usually used by researchers and prove to be reliable; it is therefore concluded that even the outcomes of this particular study are indeed reliable because they have been obtained through the usage of reliable data collection techniques.

3.11 Biasness

Considering that face-to-face interviews involve direct interaction with participants, initially some of them were not keen to disclose some information, fearing that such may be divulged to their superiors. Such biasness to the employer was eliminated through giving assurance that the questionnaire is not named therefore no one was going to know as to who has said what on each interview question. Moreover, the senior officials of each farming organization encouraged employees to be as honest as possible in their responses since the research outcomes were going to benefit both the employer and employees in handling their relations in the absence of the representative trade unions.

3.12 Ethical Consideration

In designing the interview questions, a serious consideration was put on ethical issues. This was done solely to ensure that there are no questions that might sound unethical and immoral to sampled respondents. Over and above this, during the interview session, moral values and beliefs of interviewees were taken into cognisance and respected, that is, questions were explained in a manner that is not undermining norms, customs and cultural sentiments.

Additionally, ethical clearance was applied for and approval appearing as Appendix C was obtained from University of KwaZulu-Natal. Letters from gatekeepers granting the researcher access to premises and allowing involvement of employees in the study were also obtained from both farming organizations involved. The organisations satisfied themselves in terms of serious consideration and scrutiny of the questionnaire in relation to the respect of participants' moral and ethical values.

3.13 Summary

In getting to the bottom of what is happening in non-unionised environment, the data collected from union free organisations was analysed for the purposes of assessing the manner in which compliance issues are dealt with. Analysed data will reveal whether employees are fairly treated in the absence of unions or employers are taking advantage of them.

The data collected from the respondents was configured and analysed so that it forms a formal source of research outcomes and findings. Considering that the methodological approach is mixed method, in the next chapter, the data will be presented in a descriptive and inferential statistics to ensure that each and every response is fairly, easily, and clearly presented.

Chapter Four

Presentation of Results

4.1 Introduction

This chapter is aimed at presenting the data that was collected from the target agricultural companies, namely, Ikhasi Agri Farming and Eyethu farming located in KwaZulu-Natal, Kranskop area. The data was collected through face-to-face interviews, where the researcher was recording all participants' responses to the questions. The study outcomes are expected to be of a high value to both organizations as they are likely to enhance the manner in which employer-employee relations are handled thus eliminating disputes and resulting in increased productivity.

This chapter presents detailed information about study participants and their demographics. Demographics are presented in terms of race, gender, age, location, occupational level, experience and nature of appointment contract. All information discussed within the context of demographics will fall within the descriptive statistics, which forms part of quantitative methods applicable within the ambit of a mixed research methodology. Descriptive statistics enable the researcher to describe and compare variables numerically (Saunders, 2016:527).

Once the descriptive statistics are presented, the inferential information will follow. Further, information related to the research topic that sets the tone for findings will be presented. Information will also be presented in a form of graphic and diagram presentation to ensure that it is easily analysed and understood.

4.2 Participants

The overall staff compliment for both agricultural companies under study is two hundred and thirty-three (233). The sampled target was one hundred and seventy-two (172) of the total population. The response rate was hundred (100%) percent of sampled respondents. The summarised version is contained on Figure 4.1 below.

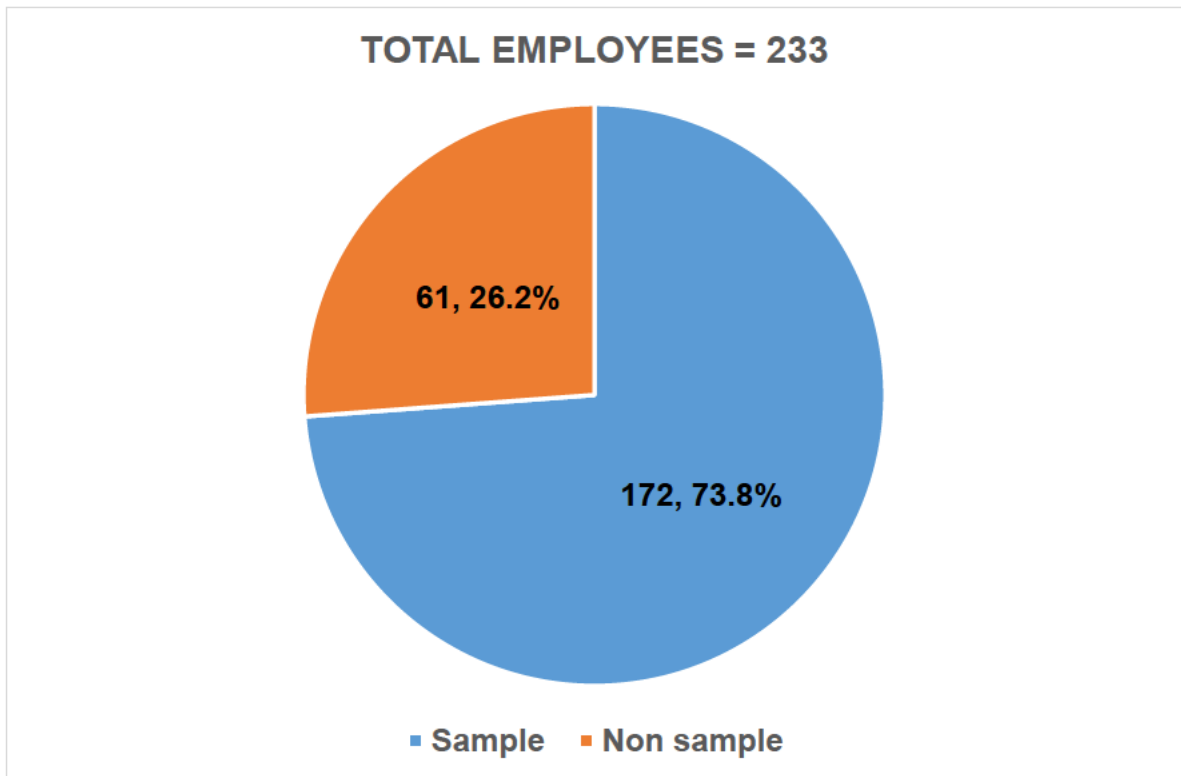


Figure 4.1: Total number of employees of organisations under study

The above figure, which is 4.1, shows that the sampled target was 73.8% percent of the total population. Due to the fact that all the participants availed themselves and participated in the study, one can conclude that responses received confirmed that the sample was appropriate to give rise to reliable research outcomes and findings.

4.2.1 Gender representation

Figure 4.2 below reflects the study participants in terms of gender. All employees who were also part of the sample are Africans, and this means that there is no other race in these two targeted farming organisations. Majority of the participants were females as these farms are female dominant. There were three categories regarding gender; that is; male, female, and other. The responses showed that the staff compliment for these companies are only made of males and females as per Figure 4.2.

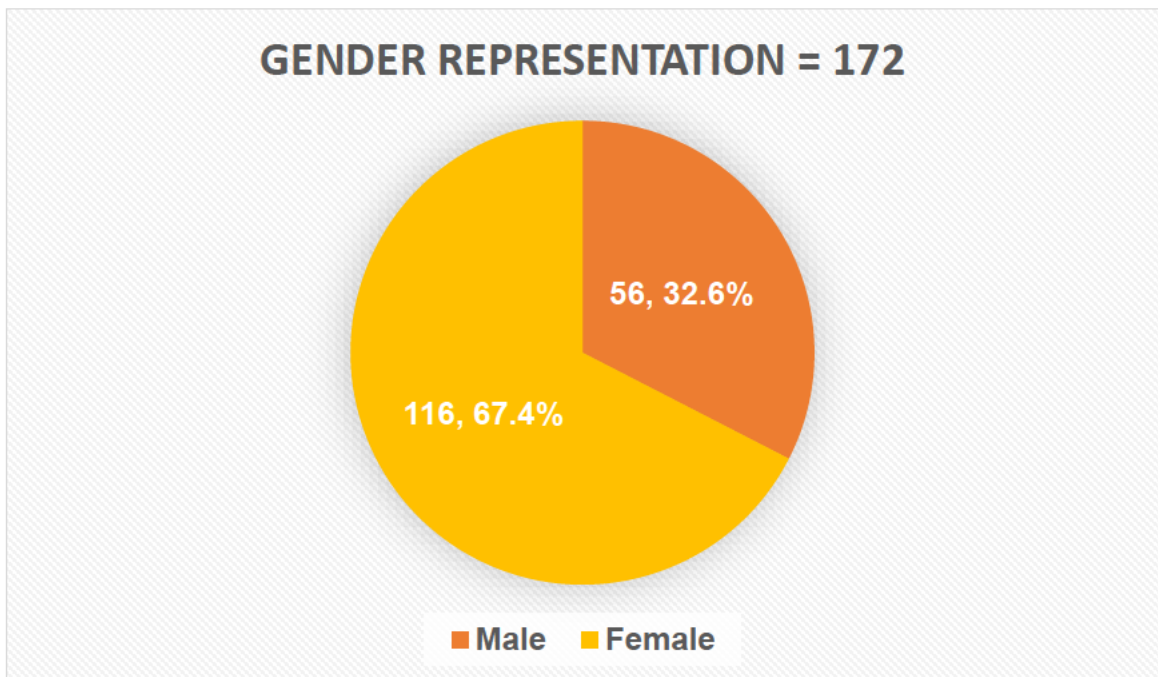


Figure 4.2: Gender representation of sampled population

4.2.2 Employee age groups

Figure 4.3 below shows various age groups which participated in the study. The majority of the respondents belong to category 'forty-six years and above', and they are elders within the companies. Those who are below the age of twenty are the smallest group of the population. Figure 4.3 reflects various age groups.

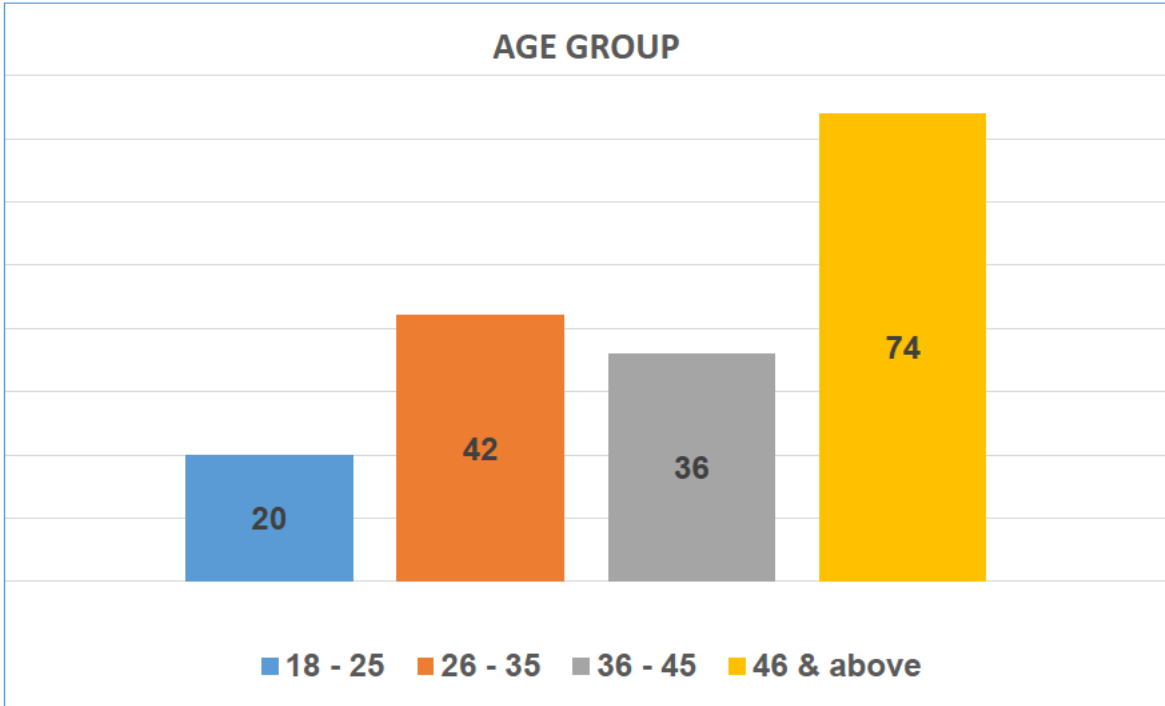


Figure 4.3: Age groups for participants

4.2.3 Occupational levels

Occupational categories range from the highest level; that is; level of Directors/Managers to the lowest level; that is; general workers. Table 4.1 reflects the total number of employees across occupational categories where the sampling within each level was based.

Table 4.1: Total staff compliment vs sample per occupational level

OCCUPATIONAL LEVEL	TOTAL EMPLOYEES	SAMPLE
Manager/Director	10	6
Supervisor	20	16
Operator/Driver	30	20
General Worker	173	130

The following Figure 4.4 shows various employee occupational levels, including percentages, in which the participants in the study were. The survey was dominated by lower level employees that are also the majority employees within the organizations under study.

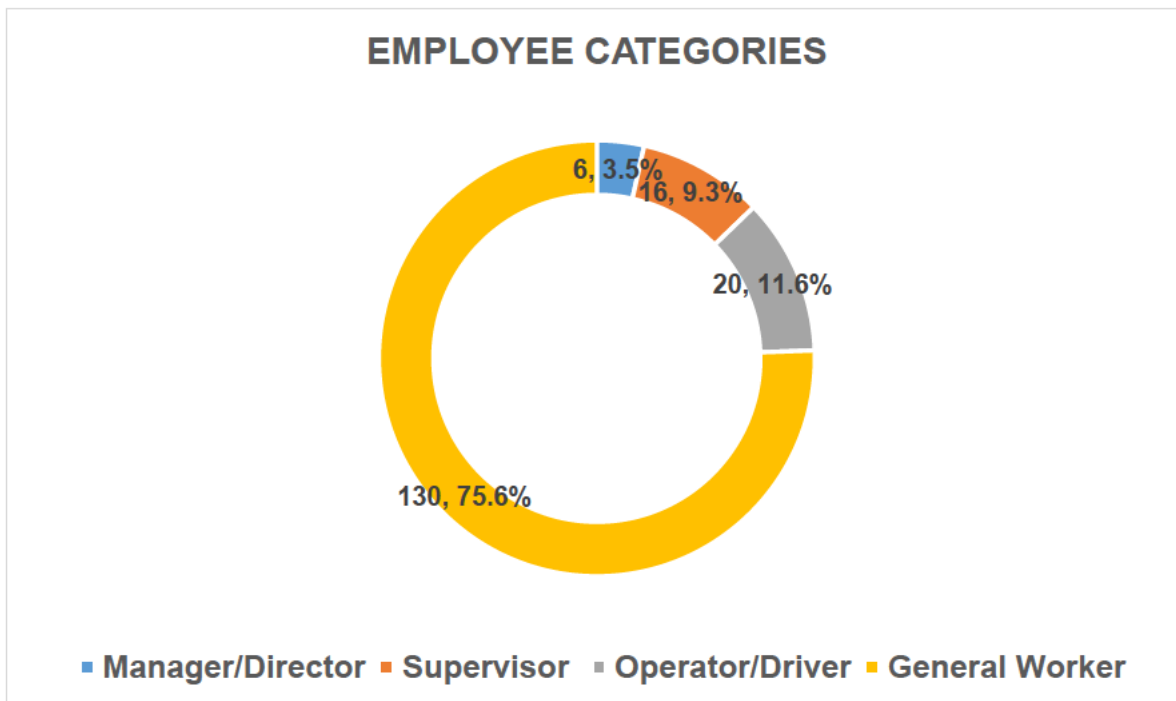


Figure 4.4: Occupational levels for participants

4.2.4 Experience in farming industry

The dominant respondents amongst sampled population were the most well experienced employees, who have worked in farming organizations more than five years. This includes farm experience within the farms under study as well as other previous employment farming experience. The second ranked category was made up of employees with two to five years of experience.

The least number of respondents came from employees with two years of experience and less. Looking at Table 4.2 below, one can conclude that the information was sourced from relevant target groups since those with experience that is under two years constitute only nine percent of the total respondents.

Table 4.2: Experience categories for respondents

EXPERIENCE	MALE	FEMALE	TOTAL	PERCENTAGE
1 – 2 years	8	8	16	9.3%
2 – 5 years	14	36	50	29%
5 years & above	34	72	106	61.7%
TOTAL	56	116	172	100%

4.2.5 Nature of appointment

Amongst the respondents, there were three categories of employees in terms of the nature of their contract. Some are employed on a permanent basis; some on a fixed term contract; and others are seasonal employees. Seasonal employees are those who are employed to perform a certain function aligned with a particular season. Their term of engagement is solely based on the seasonal task and they are terminated immediately once such a task is completed.

Figure 4.5 below, depicts the nature of appointment contracts for all employees who were partaking in the study. Majority respondents are those who are permanent, followed by seasonal, then those who are on contract. This implies that the data collected was mainly from permanent employees, and such confirms that indeed the feedback is reliable as permanent employees are assumed to be brave, and are less likely to share incorrect information because their jobs are secured.



Figure 4.5: Nature of appointment contracts for respondents

4.3 Research Related data

Data collected in relation to the research questions, excluding demographical data, is clustered into six categories and are coded from cluster 01 up to cluster 06. Each cluster contains a set of related response reflection, showing the manner in which respondents responded to each question. For ease of reference, clusters are labelled as follows:

- Cluster 01 - Union membership and general terms of employment
- Cluster 02 - General statutory compliance
- Cluster 03 - Compliance with Sectoral Determination for Farm Workers, 2013
- Cluster 04 - Compliance with Occupational Health and Safety Act No. 181 of 1993
- Cluster 05 - Employer-employee workplace engagements
- Cluster 06 - Employer strengths and weaknesses in determining the need of trade union representation

4.3.1 Cluster 01 - Union membership and general terms of employment

Cluster 01 contains five questions where respondents were expected to give feedback using yes/no. These questions were aimed at determining the number of employees who are union members; find out if there are any employees who are represented on matters of mutual interest in a workplace; check if employees have employment contracts; find out if employees are aware of Sectoral Determination for Farm Workers; and also to find out if they get payslips on a monthly basis.

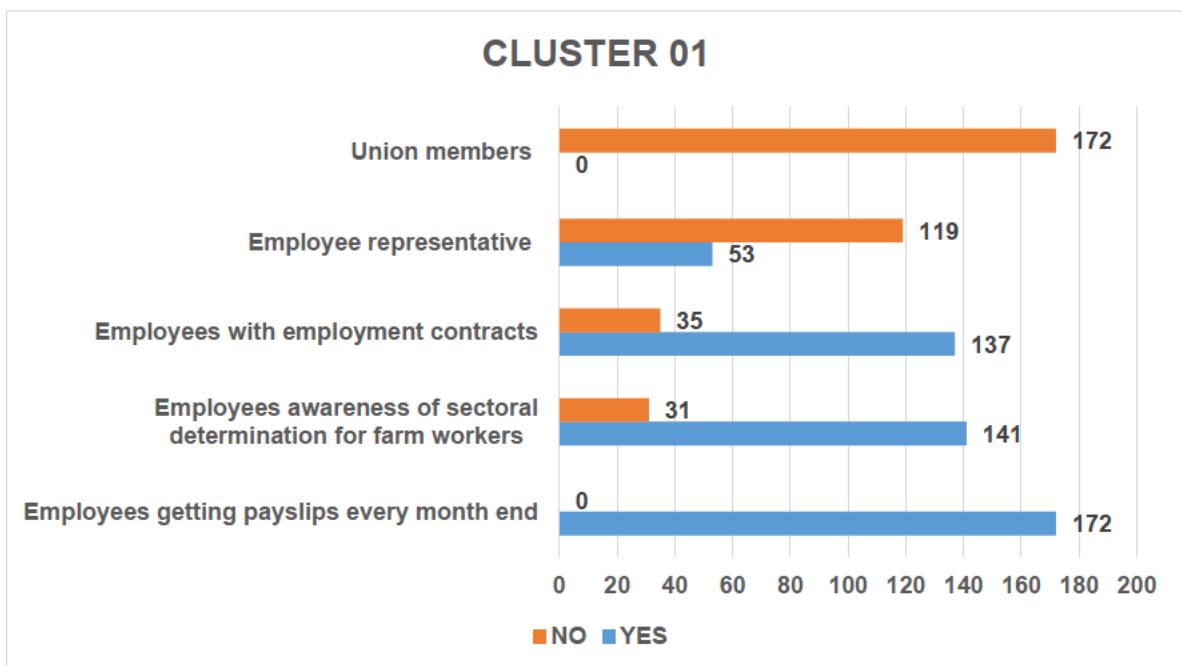


Figure 4.6: Cluster 01 - Union membership and general terms of employment

Figure 4.6 above reflects that all sampled respondents are not affiliated to any trade union, and they all get payslips at the end of every month. More than seventy-seven percent of respondents indicated that they are aware of Sectoral Determination for Farm Workers; and such is confirmed by the fact that they are in possession of employment contracts, which outline their conditions of service and employment terms. Sixty-nine percent revealed that there is no representative representing them in the affairs of the employer.

4.3.2 Cluster 02 - General statutory compliance

Under this cluster, there were five questions where respondents were expected to give a yes or no answer. The focus of these questions was on getting an indication of whether or not the employees get annual salary increase as per Sectoral Determination for Farm Workers; to understand the nature of work done, that is, is it task-driven or daily-rate based; to determine they get training, contribute towards UIF and provident fund.

Figure 4.7 below reflects the data collected in relation to the above stated questions. The data clearly shows that all respondents always receive annual salary increase determined through Sectoral Determination, and they are also contributing towards Unemployment Insurance Fund (UIF) which is one of the statutory requirement. It appeared that none of them is getting provident/pension fund. In terms of training, the majority have undergone training. Most of the respondents are payed based on the daily rate whilst minority's pay is task-driven.

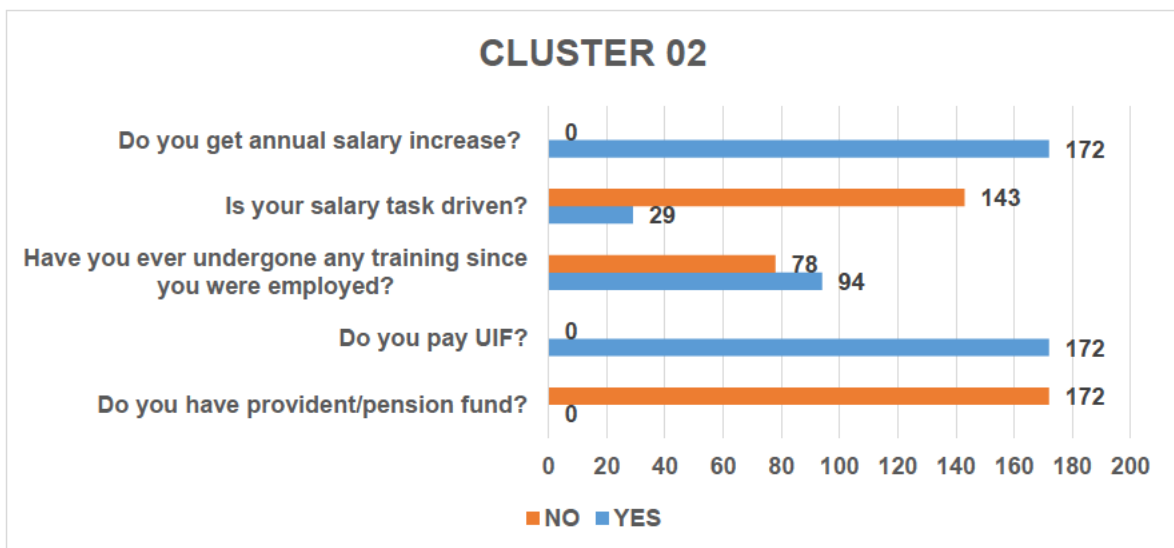


Figure 4.7: Cluster 02 - General statutory compliance

4.3.3 Cluster 03 - Compliance with Sectoral Determination for Farm Workers, 2013

The cluster contains questions aimed at assessing the compliance level by employer on Sectoral Determination for Farm Workers in terms of provisions regulating annual leave, sick leave, family responsibility leave, standby as well as overtime payment. Moreover, it also highlights the issue of subsidizing funeral plan which is covered nowhere in the Sectoral Determination. Respondents were given just a yes or no option in responding to these interview questions.

Figure 4.8 below shows that the employers of farms under study are in full compliance with the above mentioned provisions, and they also go an extra mile in subsidizing funeral plans for the employees.

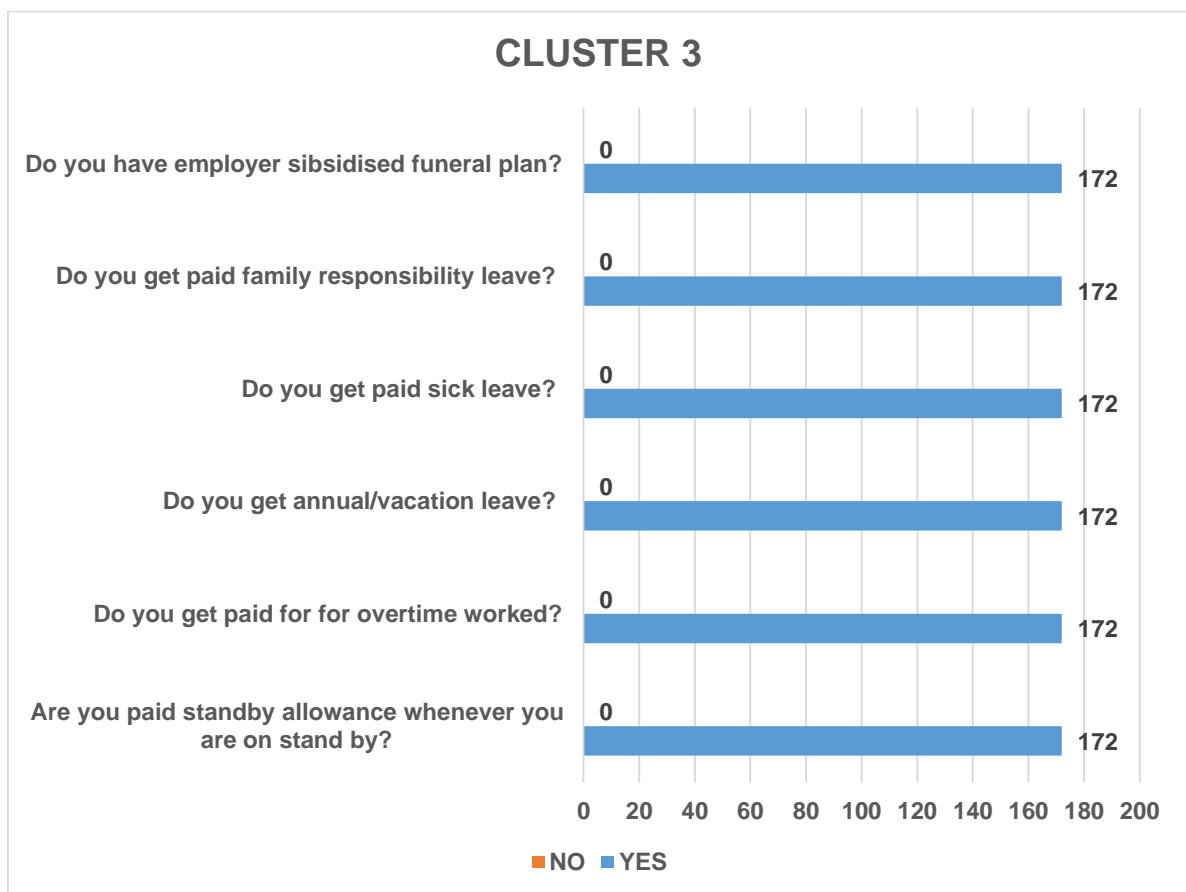


Figure 4.8: Cluster 03 - Compliance with Sectoral Determination for Farm Workers, 2013

4.3.4 Cluster 04 - Compliance with Occupational Health and Safety Act No. 181, 1993

Questions in this cluster related to protective clothing and health and safety committee. Four out of five questions required a yes or no answer while the other one needed a period. These questions were aimed primarily at assessing the compliance level by the employer with health and safety issues as contained in the Occupational Health and Safety Act No 181 of 1993.

Responses addressing the question of how often the employer issues protective clothing showed that the majority respondents totalling to ninety-six percent receive protective clothing on an annual basis whilst the balance indicated that they have never been given uniform as they were new comers. Figure 4.9 below depicts on various responses obtained from respondents.

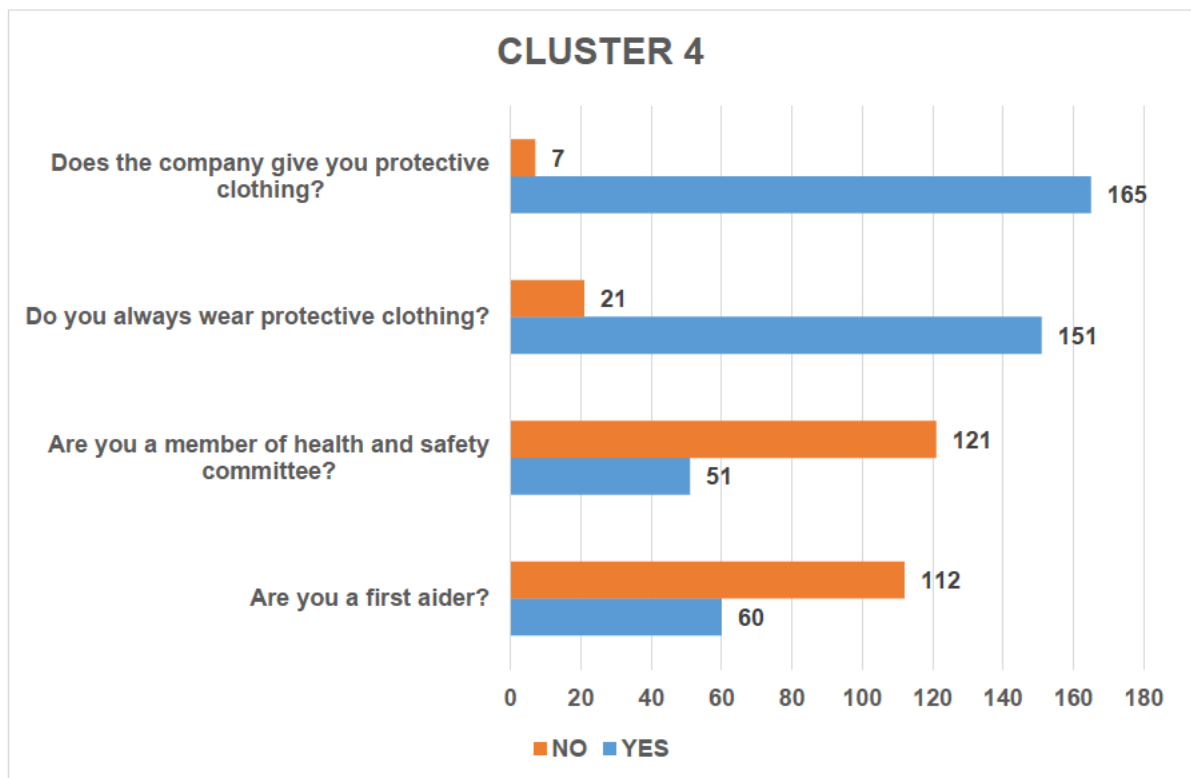


Figure 4.9: Cluster 4 - Compliance with Occupational Health and Safety Act No. 181 of 1993

4.3.5 Cluster 05 - Employer-employee workplace engagements

Under this cluster, questions were aimed at getting information about employer-employee engagements within the workplace. Three questions were in a yes or no answer format whilst the other two related to grievance and discipline; here three options were made available for respondents to choose from. This cluster is separated into two separate figures; 5(a) and 5(b). Figure 4.10 talks to labour engagements between employer and employees.

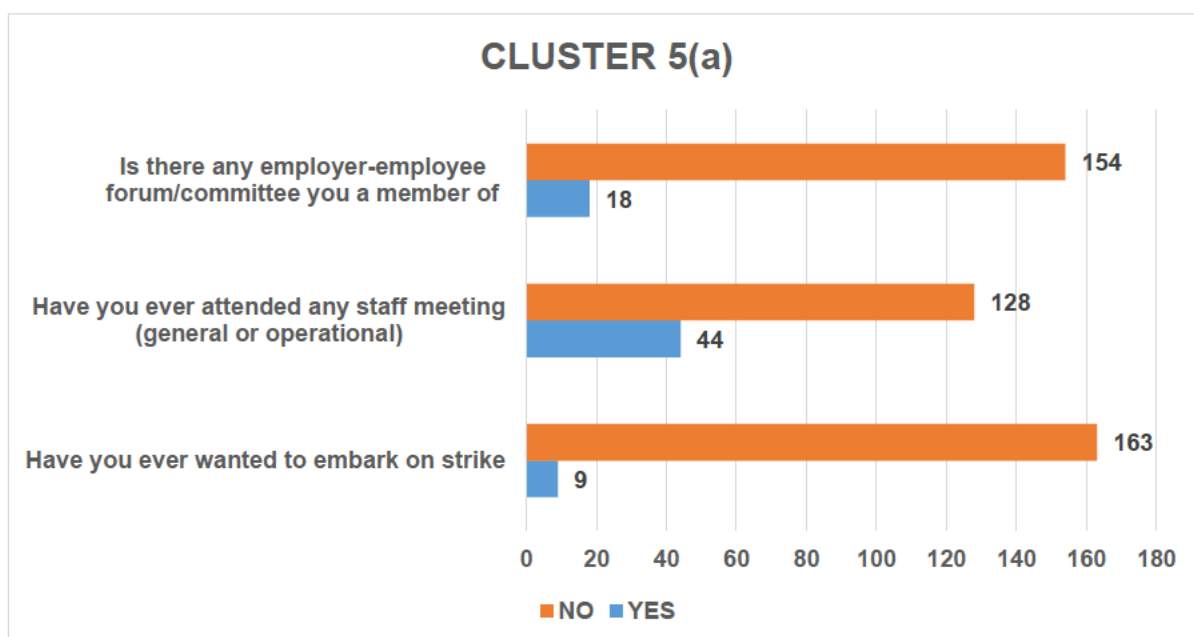


Figure 4.10: Cluster 5 (a) - Workplace engagements

Following is Table 4.3 relating to the issues of grievance and discipline.

Table 4.3 Cluster 5(b) – Procedural matters on grievance and discipline

QUESTION	FORMALLY	INFORMALLY	OTHER
How do you report your grievance?	98	11	63
How are you notified if you have done something wrong?	122	19	31

The above table 4.3 paints the picture that grievances and disciplinary matters are handled in a formal manner in comparison with those which are dealt with in an informal level. Some respondents indicated that their matters relating to grievance and discipline are not dealt and reported neither in a formal nor informally rather using some reasons reflected in figure 4.11 below.

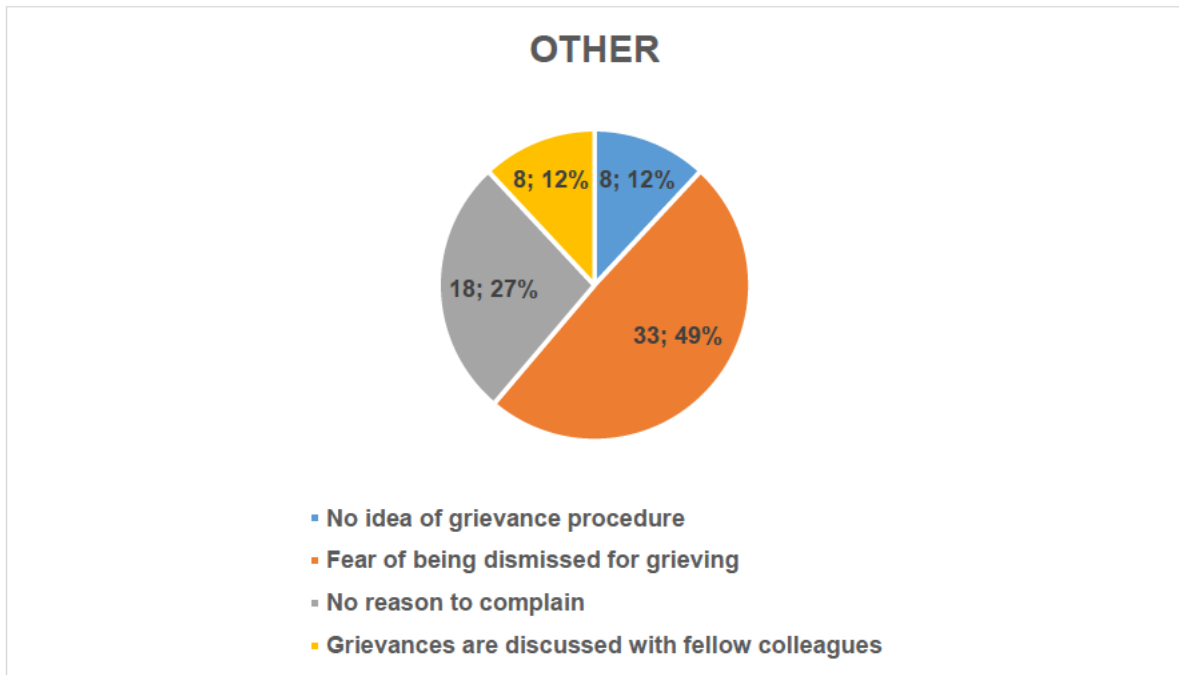


Figure 4.11: Other ways of grieving or reasons behind non-grieving

The above Figure 4.11 reflects the reasons, which were raised by the respondents for reluctance in making open grievance either formal or informal. The percentage is based on the total number of respondents, which is sixty-three as reflected in Table 4.3 above. The majority of respondents in this regard are those who are not aggrieved because of fear that they could lose their jobs.

Again on the issue of how the employer advises employees about alleged misconduct; some respondents revealed that they are not advised either formally or informally. The following Table 4.4 below shows other means used by the employer

to communicate with employees to address any identified shortfalls within the workplace.

Table 4.4 – Other means employer uses to communicate operational shortfalls

MEANS OF COMMUNICATION	RESPONDENTS	PERCENTAGE
Shouting to employees at the time of incident	24	77
Have never been exposed to disciplinary proceedings	7	23

4.3.6 Cluster 06 - Employer strengths and weaknesses in determining the need of trade union representation

This cluster of questions is made up of open questions, where respondents were expected to express their views in terms of; recommended improvements, employer's strong points, need for trade union representatives, and general comments on a unionised farming environment. The following Table 4.5 reflects respondent's views on matters relating to cluster 06.

Table 4.5: Cluster 06 - Employer strengths and weaknesses in determining the need of trade union representation

Recommended improvement

RECOMMENDATION	RESPONDENTS	PERCENTAGE
Permanent employment of seasonal workers	11	6.5%
Granting annual leave to employees	13	7.6%
Better working conditions	7	4.1%

Respect	8	4.6%
Pension fund	3	1.7%
Regular staff meetings	15	8.7%
Getting operational tools early	3	1.7%
Getting protective clothing on time	7	4.1%
Sufficient or increased salary	50	29.1%
Performance planning and monitoring	10	5.8%
Resolving disputes promptly	4	2.3%
No comments	41	23.8%

Employer strong point

RECOMMENDATION	RESPONDENTS	PERCENTAGE
Team work and working relations	32	18.5%
Respect and recognition	48	29%
Commitment to work	20	11.5%
Communication	32	18.5%
Visibility of management	8	4.5%
Working conditions	8	4.5%
Fair treatment of employees	2	1.2%
Provision of protective clothing equipment	6	3.3%
Timeous salary payments	6	3.3%
No comments	10	5.7%

Any other comments on unionised farming environment

RECOMMENDATION	RESPONDENTS	PERCENTAGE
It is good and bad	2	1.2%
No comment	102	59%
Non-unionised encourages good employer-employee relations	10	5.9%
Unionised ensures employee participation	26	15.2%
Comfortable with non-unionised environment	32	18.7%

Another critical question was to determine the feeling of the respondents with regards to the need of trade union representation within the workplace. Although, this question was in a yes or no format, the employees were also expected to substantiate their responses. The responses are contained in the below Figure 4.12.

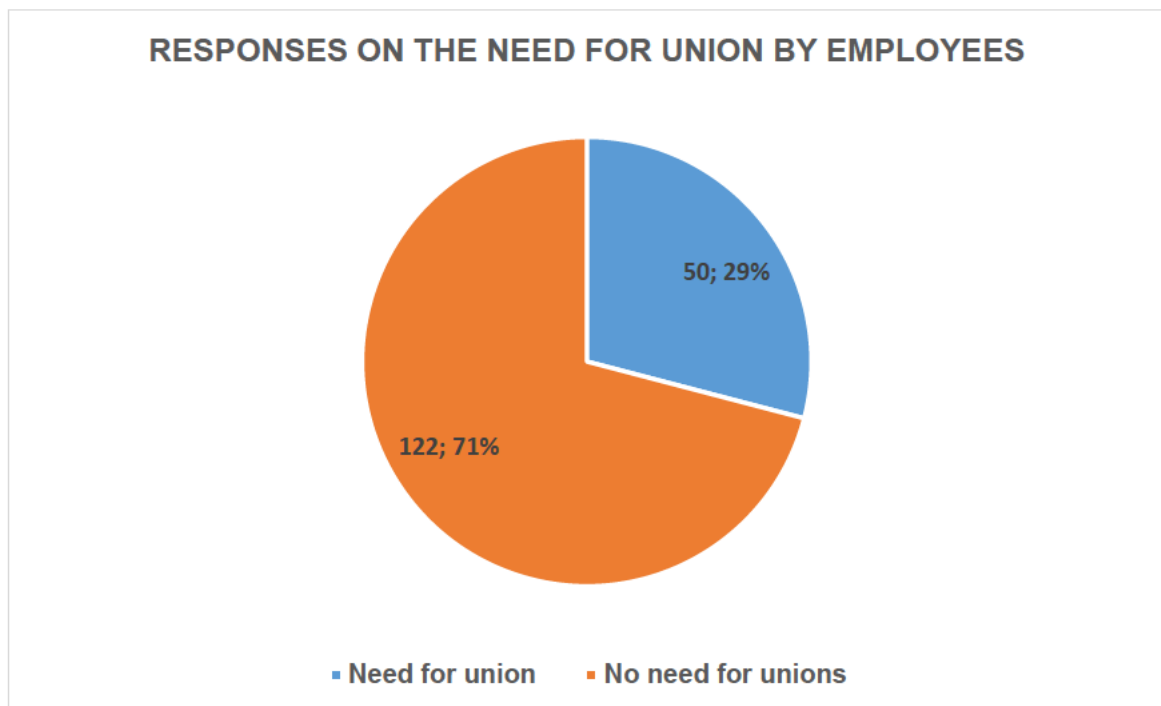


Figure 4.12: Responses on the need for union by employees

The majority of respondents totalling seventy-one percent believe that there is no need for trade union representative whilst twenty-nine have raised the importance of unionism. All respondents had their own reasons in support of their opinions.

The following Figure 4.13(a) and 4.13(b) depicts various reasons given by respondents. Figure 4.13(a) provides reasons given by respondents in support of unionised environment whilst 4.13(b) reflects those who are against the unionised environment.

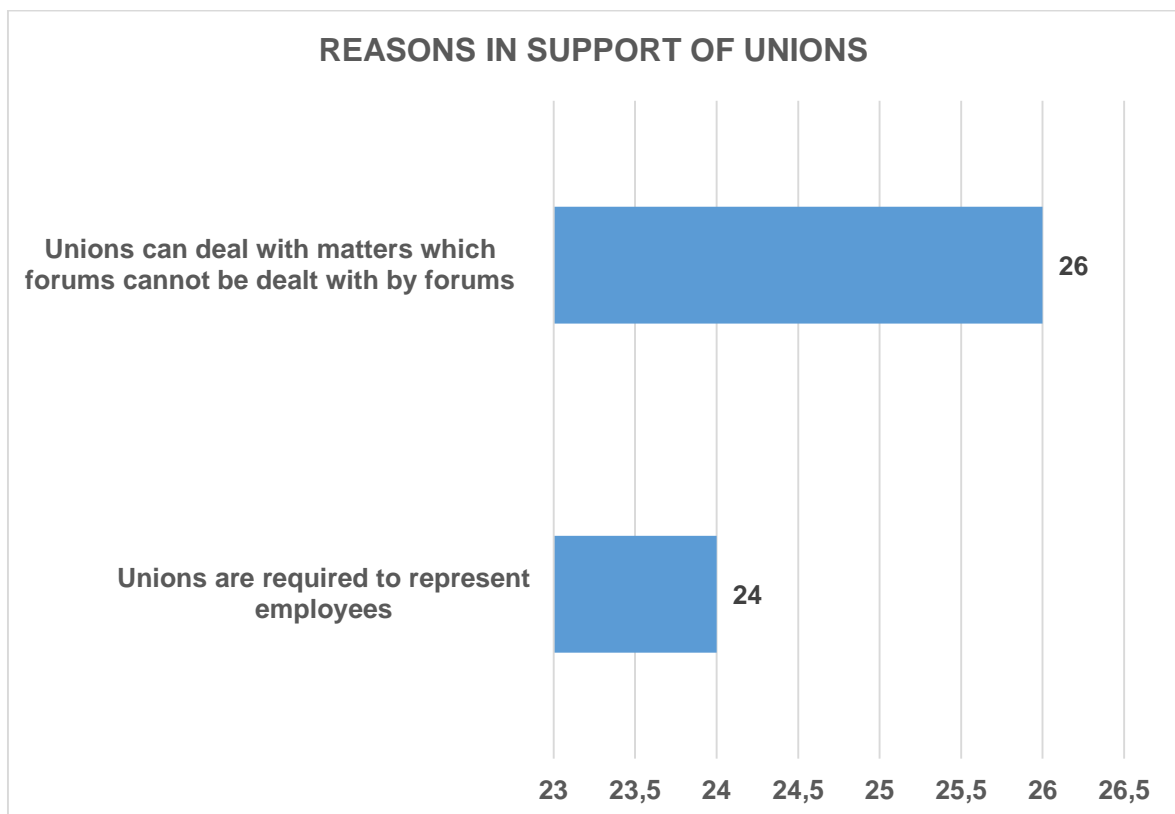


Figure 4.13(a): Reasons in support of unions

The majority respondents, in this regard, were of the opinion that unions, as independent representatives outside the employment of the employer, are needed primarily for the purposes of dealing with all matters which employer forums and internal committees cannot deal with.

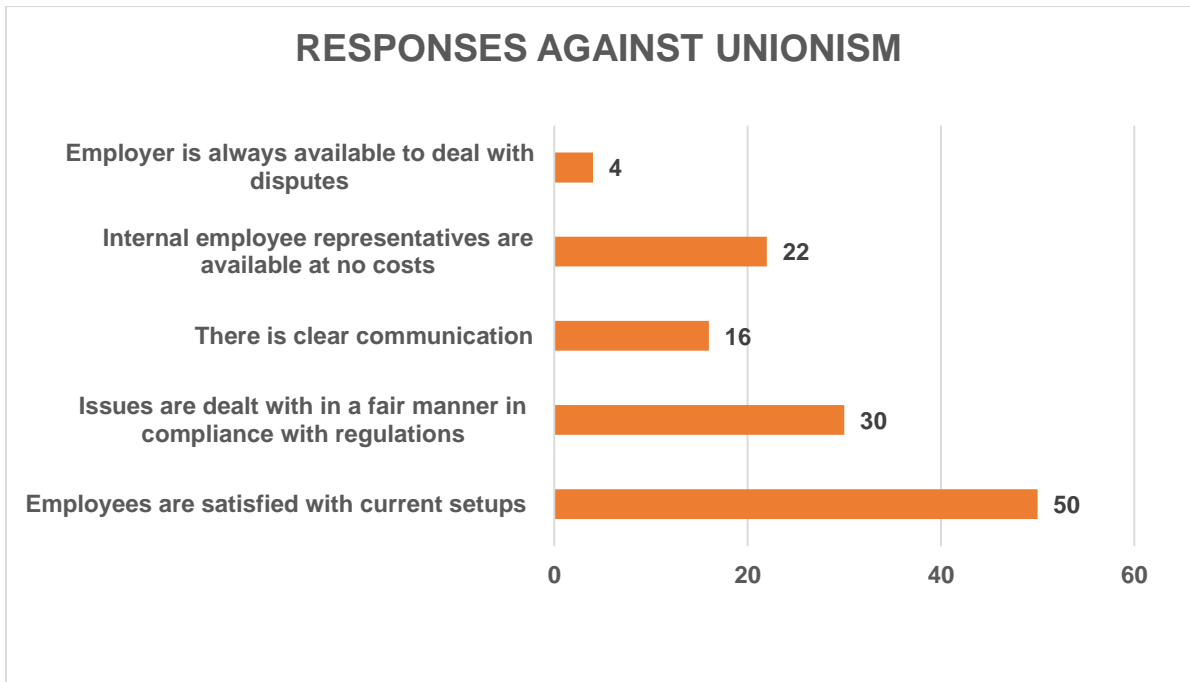


Figure 4.13(b): Responses against unionism

In this regard, most of the responses showed that employees are quite comfortable with the current setup within these workplaces where there are no unions. Second highest also confirmed that issues are dealt with in a fair manner, in compliance with applicable labour legislations.

4.4 Summary

In conclusion, the chapter has covered and projected the data sourced from the target audience as per information obtained from sampled respondents. A number of tables, graphs and figures have been used in order to portray the complete picture of what respondents provided in terms of interview questions, which were based on research objective and questions.

As the data collected has been clearly projected, the following chapter will primarily focus on analysing the data collected. The analysis of data will also be compared with relevant studies conducted by other researchers as well as any other literature available on the subject matter.

Chapter Five

Data analysis and findings

5.1 Introduction

The purpose of this chapter is to analyse data collected, which was presented in the previous chapter. The data analysis and findings will be interpreted and discussed in conjunction with literature reviewed in terms of chapter two. The collaboration will be done to ensure that the conclusion drawn is underpinned by available literature in terms of articles, journals, and books dealing with similar subject matter, relating to employer-employee relations.

Due to the fact that most of the available literature does not focus on non-unionised environment, the analysis of data collected will then paint a complete picture on what transpires within union free organizations. As the study's target audience is agricultural farming participants whose companies are growing, it will be quite interesting to understand the secret behind the drive of a dispute free environment in the absence trade union representative.

5.2 Research objectives

The purpose of the study was to get a clear understanding of the effect of non-existence of unions on employer-employee relations within land restitution programme farms, with particular reference to Eyethu Farming and Ikhasi Agri Farming situated in Kranskop area. The research was aimed at addressing six study objectives, which were:

- 1) To determine the extent to which employees suffer prejudice in the absence of a representative trade union at the workplace.
- 2) To discover the consequences of non-representation of employees by unions in a workplace.

- 3) To evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.
- 4) To measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.
- 5) To evaluate the manner in which decisions are taken on a union free environment.
- 6) To determine the benefits that the employer enjoys in a non-unionised environment.

In order to unpack research objectives, a set of research questions where face-to-face interview questions were derived from were developed. Interview questions were then clustered according to each specific area, leading to an understanding of the effect of non-existence of unions on employer-employee relations. The clustering of questions was constituted as follows:

- Union membership and general terms of employment.
- General statutory compliance.
- Compliance with Sectoral Determination for Farm Workers, 2013.
- Compliance with Occupational Health and Safety Act No 181 of 1993.
- Employer-employee workplace engagements.
- Employer strengths and weaknesses in determining the need of trade union representative.

This chapter is going to analyse data and conclude findings by following the manner in which questions were clustered. Such analysis will ensure that each response recorded is analysed and given meaning in relation to the study objectives.

5.3 Union membership and general terms of employment

Under this area, there were five interview questions aimed at getting the data on current setup within the target companies. Interviews in this category were centred around union membership, employee representation, signing of employment contracts, awareness of sectoral determination for farm workers, and monthly receipt of payslips.

5.3.1 Union membership

Hundred percent of respondents indicated that they are not affiliated to any union. This implies that the both organisations which were participating in the study are not unionised and that they subscribe to union free practices.

Implications

- The employees are not represented as there are no unions within the workplace.
- The issue of compliance is at the discretion of the employer as there is no one assigned to enforce matters/issues of behalf of the employees.
- This might have negative effect on relations, as employees will not be fully partaking on decisions affecting them.

5.3.2 Employee representation

It appeared that sixty-nine percent of respondents have never ever been represented on issues of mutual interest whilst thirty-one has been represented. The current situation, where some are represented and others are not, implies that there are workplace forums which do not cover the whole spectrum of employees in terms of representation.

It is assumed that these forums might be representing all employees in the employ of the employer without their knowledge, and if that is the case the communication between representatives and those who are under the impression that they are on their own shall improve. Good communication shall also prevail amongst employees in general to better understand as to how others accessed representation.

Implications

- Partial representation of employees as the bigger chunk is on their own.
- Workplace forums are in existence for the selected few.
- There is a lack of sound communication amongst employees themselves, which creates a situation where some are better off in terms representation.
- Employees are vulnerable as there is no agent responsible for enforcing compliance matters.
- Employer-employee relations are in jeopardy as there are huge chances of disputes emanating from dissatisfaction.

5.3.3 Employment contracts

Eighty percent of total respondents confirmed the signing and the availability of employment contracts. Such high number paints the picture that even though the environment under study is not unionised, employers are in compliance with relevant provision of Sectoral Determination for Farm Workers regulating the requirement of employment contracts.

Having said that, the failure of sampled farming organisations to comply fully with this requirement shows that some sort of compliance enforcement in this regard is required. The absence of employment contracts detailing appointment terms and conditions could negatively affect employees when it comes to the understanding of employer and employee obligations. In this regard, employees are not standing a

chance to get better protection from unfair treatment and victimisation and increased job security (Wage Indicator, 2019).

Implications

- Employers are not in full compliance with regulations as some employees are not in possession of employment contracts.
- There are limited chances of disputes since a majority of employees know their terms and conditions of appointment.
- There is a common understanding between both parties, which promote good relations.

5.3.4 Awareness of sectoral determination for farm workers

Eighty-two percent reported that they are quite aware and have clear understanding of Sectoral Determination for Farm workers, whilst eighteen percent are not exposed to it. The understanding of this key primary document gives the notion that respondents are also aware of their rights and employer obligations as enshrined in the Sectoral Determination for Farm workers. This further implies that there are minimal chances that employers can deviate from known and laid down regulations.

In this regard, the question of who and how enforcement of sectoral determination is done, where deviation is noted, remain unanswered. In closing this gap, Labour Relations Act No. 66 of 1995, Section 14 (4) assigns the regulation of compliance matters to trade union representative. It is then obvious that where there is no trade union representative, employees will always be found wanting in terms of enforcement of regulations as a forum is not vested with those powers.

Implications

- Employees are aware of the rules and regulations governing employment obligations.

- Both parties have the same interpretation and understanding of the statutory regulations.
- Employer-employee relations are sound, as every party clearly understands the expectation from one another.

5.3.5 Monthly receipt of payslips

Responses from all sampled participants showed that payslips are issued, distributed and received by employees every month. Issuing of payslips to all employees constitute compliance with Sectoral Determination for Farm Workers, as the employer has got statutory obligation to clearly state to the employee the breakdown of monthly income and deductions.

Implications

- Receipt of payslips by respondents on monthly basis shows that the employers, in this regard, fully comply with relevant regulation which offsets the need of trade union representative.
- This has positive effect on employer-employee relations as there will be no born of contention between these two parties on the matter at hand.

5.3.6 Concluding remarks

The sets of questions contained under union membership and general terms of employment reveal the following facts reflected in Table 5.1 below:

Table 5.1 – Research objectives and findings on union membership and general terms of employment

RESEARCH OBJECTIVE	FINDINGS
The extent at which employees suffer prejudice in the absence of a representative trade union at the workplace.	Employees are not suffering any prejudice as they are well informed about sectoral determination; they do have employment contracts; payslips are issued monthly; and employees are represented in employer forums.
Discover the consequences of non-representation of employees by unions in a workplace.	Non-union representation of members allows the employer to make unilateral decisions on matters of mutual interest and advise employees through forums, which do not have powers to renegotiate and enforce their stand.
Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	The level of non-compliance is very minimal as employees without contracts were about twenty percent, whilst those who are not exposed to Sectoral Determination were about eighteen percent.
Measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.	Employees are not involved in decision making, rather they are consulted for inputs through workplace forums.
Evaluate the manner in which decisions are taken on a union free environment.	Decisions are unilaterally taken by the employer and are later cascaded down in a form of consultation through forums.
Determine the benefits that the employer enjoys in a non-unionised environment.	Unilateral decision making which are binding employees. There is no independent powerful compliance enforcement agent and such benefit the employer to comply at its own discretion.

These findings concur with the argument that in an environment where there are no unions in place, management can act unilaterally on taking decisions that affect employees and on any other issues (Levenberg, 2017). However, they are in disagreement with Schreiner (2017), who state that the unionised environment does

not only help to protect employees but it ensures workplace stability, productivity, workplace safety and disciplined employees who makes positive contribution towards the main purpose of the employer.

The contradicting views in this regard is that even though employees are not participating in decisions on matters affecting them, but there is still stability, productivity, workplace safety and disciplined employees who make positive contribution towards the main purpose of the employer.

5.4 General statutory compliance

This section covered interview questions on statutory compliance in general. The questions were aimed at soliciting the facts around the issues of getting salary annual increase; to determine whether the salary is task-driven or is based on daily rate, to find out whether the respondents are benefitting in terms of training and development, whether they contribute towards Unemployment Insurance Fund (UIF), and finally to check whether they have pension or provident fund benefit.

Generally, these questions mentioned above were trying to determine the compliance level by the farming organisations under study on statutory regulations such as Sectoral Determination for Farm Workers, Unemployment Insurance Fund Act, as well as Skills Development Act.

5.4.1 Annual salary increase

In response to this section, all respondents indicated that they always get annual salary increase in terms of the percentage determined by the Minister of Labour. In a nutshell, employees confirmed that the employers of the sampled farming organizations are hundred percent compliant with Salary Sectoral Determination for Farm Workers in terms of salary increase.

Implications

- Labour peace is maintained as there could never be salary related disputes, which is normally driven by emotions causing potential harm to either company property or production in general.
- There is no need for any enforcement as the employers are voluntarily complying in full with the regulations.

5.4.2 Salary payment base

In this regard, eighty-three percent of total respondents revealed that their monthly pay is based on daily rate while seventeen percent of participants are paid based on the task allocated, which is normally linked to a daily rate pay. Once again, one can conclude that the farming organizations under study are in line with sectoral determination provisions. This is however in contradiction with COSATU (2007) statement, that the challenge now, as always is to force the employers to comply, far too often farmers simply ignore such laws or circumvent them by making illegal deductions from wages and imposing charges on workers.

Implications

- Peace and stability is ensured within the organizations as there are no daily rate or task driven dissatisfaction.
- There is no need for trade union representatives to undertake compliance enforcement.

5.4.3 Training intervention

In this regard, fifty-five percent reported that they have benefited in terms of on the job training intervention organised by the employer at its own costs. The balance of forty-five percent has never been trained, since their date of engagement. Due to the fact that the majority of employees have served five years or more, it is vivid that the employers need a push in increasing the number of employees undergoing

training for the purposes of complying with Skills Development Act. Through up skilling of employees, employer will reap benefits in terms of quality production and sophisticated ways of doing things.

Implications

- Employers partially comply with Skills Development Act.
- There is unfair discrimination as the training only caters for certain individuals.
- Trade union representative is required to engage the employers on issues of training discrimination.
- Trade union representative is required to sit on the training committee, which decides on all matters relating to training.

5.4.4 Unemployment Insurance Fund contribution

Hundred percent respondents confirmed that they are contributing towards Unemployment Insurance Fund. Such clearly shows that the employers in this regard are in full compliance with the relevant Act and Regulations.

Implications

- Employers are in full compliance with the relevant Act.
- There is no need for a trade union representative as everything is done correctly.
- Employer-employee relation is good due to hundred percent compliance by the employer.

5.4.5 Pension/provident fund benefit

All respondents indicated that there is no provident or pension fund benefits within the sampled farming organisations. These benefits would have been implemented at a sole discretion and affordability of farming organisations as there is no statutory requirement obligating employers to contribute towards them. Summarily, the employers cannot be judged in terms of employee engagement or compliance in this regard.

Implications

- No dispute may arise since the benefit is not regulated.
- No effect on employer-employee relations, as it is optional on the side of the employer.

5.4.6 Concluding remarks

Interview questions in general statutory compliance has drawn the following realities compared to research objectives contained in Table 5.2 below.

Table 5.2 – Research objectives and findings on general statutory compliance

RESEARCH OBJECTIVE	FINDINGS
The extent at which employees suffer prejudice in the absence of representative trade union at the workplace.	Employees are not suffering any prejudice as the employer is handling all employees affairs in line with statutory requirements.
Discover the consequences of non-representation of employees by unions in a workplace.	The only noted deficiency is that not all respondents are benefitting in terms of training and development and such constitute unfair discrimination, which needs union's attention.

Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	Employers partially comply with general statutory requirements.
Measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.	The level of employee involvement in decision making is very minimal and such is evidenced by the training intervention benefiting a slightly higher than fifty percent employees.
Evaluate the manner in which decisions are taken on a union free environment.	In this regard, decisions are taken unilaterally by the employer and employees are consulted later on through forums.
Determine the benefits that the employer enjoys in a non-unionised environment.	The employer does not seek consensus on matters, instead the final decision is taken without any serious consideration of employees' voice.

A lesson learned, in this regard; is that employers are in compliance with statutory requirements, even though there is still a room for improvement. Having complied in every respect, the issue of involvement of employees in decisions affecting them is still a challenge. There is an effort of employee engagement through forums, which, unfortunately, is not empowered to undo what is communicated by the employer. These findings are concurring with Wage Indicator (2019) that, should there be trade union representatives, employees would stand better protection from unfair treatment and victimisation leading to increased job security.

5.5 Compliance with Sectoral Determination for Farm Workers, 2013

In this area, a set of questions were aimed at determining the compliance level of sampled farming organizations towards the Sectoral Determination for Farm Workers. Interview questions were structured in a way that they source information relating to: subsidised funeral plan, paid family responsibility leave, paid sick leave, paid annual leave, paid overtime, and payment of standby allowance.

In all these areas, hundred percent respondents showed that the employer is in full compliance with the provisions, as the employees are paid in line with the prescribed provisions of Sectoral Determination.

Implications

- No possibilities of disputes by employees, which could affect productivity.
- There is no need for union’s intervention as everything is done according to the regulation provision.
- Consultation done through workplace forums to share information is enough.

5.5.1 Concluding remarks

Table 5.3 below reflects findings against research objectives, based on compliance with Sectoral Determination for Farm Workers.

Table 5.3: Research objectives and findings on compliance with Sectoral Determination for Farm Workers, 2013

RESEARCH OBJECTIVE	FINDINGS
The extent at which employees suffer prejudice in the absence of representative trade union at the workplace.	Employees do not suffer any prejudice as the employers are in full compliance.
Discover the consequences of non-representation of employees by unions in a workplace.	There are no negative consequences because the employers fully comply.
Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	Employers comply hundred percent with the regulations in this regard.
Measure the level of involvement of employees in decision making on matters	Not applicable under the set of questions in this category.

of mutual interest between the employer and employees.	
Evaluate the manner in which decisions are taken in a union free environment.	Employees are consulted through workplace forums.
Determine the benefits that the employers enjoy in a non-unionised environment.	No benefits in this regard as the compliance is in full.

The overall impression under compliance with sectoral determination for farm workers, emanating from five interview questions, is that employers comply in every respect. It also appeared that employees were consulted on all issues, as there were no decisions that had to be taken. Due to the fact that the employer has fully complied with regulations, one can conclude that there are no undue benefits by the employer due to non-unionised environment.

5.6 Compliance with Occupational Health and Safety Act No 181 of 1993

The focus of the interview questions appearing under this area were related to compliance with four broad issues of health and safety in the workplace. The specific consideration was directed to the issuing of protective clothing and wearing thereafter, and availability of health and safety committee including first aiders.

5.6.1 Issuing of protective clothing

Ninety-six percent of total respondents indicated that they receive protective clothing on an annual basis. The balance of four percent was made up of office workers who are not getting protective clothing due to the nature of their work.

Implications

- The employer is in full compliance with issuing of protective clothing.

- There are no chances of witnessing disputes in this regard, and such will ensure good relations between employer and employees.
- There is no need for a trade union representative since the employers have not deviated from the Act.

5.6.2 Wearing of protective clothing

Ninety-two percent revealed that they always wear their protective clothing in full whilst the balance of eight percent do not. The reasoning behind a portion of eight percent who were not fully complying with employer requirement of wearing full protecting clothing revolved around the issues of not having enough sets to wear whenever the other sets are dirty or have been washed. When drilling down on the factors contributing to not having enough sets, it was discovered that these employees belong to the group which is recently appointed, as a result they still have less than three sets as the employer issues one set per year.

Implications

- Employees are adhering to rules and regulations of the employer.
- Employer would have no reasons to discipline them, which will in turn require representation.
- There is no need for a trade union representative as employees are in full compliance with protective clothing rules and regulations.

5.6.3 Health and safety committee membership

Thirty percent of respondents reported that they are serving in the health and safety committee. This confirms that these sampled farming organisations have statutory health and safety committees which constitute compliance. It can be concluded that the employers in question are taking health and safety measures seriously, as the nature of work in a farming environment, more especially timber and cane (field of specialization of sampled organization) are of a high risk.

Implications

- The employers are in full compliance with the Act provisions and such ensures elimination of occupational injuries and diseases.
- There are no possible disputes around the issue of health and safety as all matters are dealt with through committee structures.
- There is no need for a trade union representative as the committee structure is constituted in line with the relevant Act.

5.6.4 First aiders

Thirty-five percent of total respondents indicated that they are serving as first aiders within the two farming organisations. Besides being appointed as first aiders, they further confirmed the relevant training intervention offered by the employers coupled with first aid kit allocated for each aider. The ratio in this regard is 1:3, meaning that one first aider is responsible for three people.

Implications

- The employers are in full compliance with the first aid regulations
- There are no possible disputes, which can emanate from insufficient first aiders as there are more than enough.
- There is no need for a trade union representative as the employers have made available excessive first aiders.

5.6.5 Concluding remarks

Table 5.4 below reflects findings against research objectives based on compliance with Occupational Health and Safety Act.

Table 5.4: Research objectives and findings on compliance with Occupational Health and Safety Act.

RESEARCH OBJECTIVE	FINDINGS
The extent at which employees suffer prejudice in the absence of representative trade union at the workplace.	Employees do not suffer any prejudice as the employer is in full compliance.
Discover the consequences of non-representation of employees by unions in a workplace.	There are no negative consequences because the employers are fully complying.
Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	Employers comply hundred percent with the regulations in this regard.
Measure the level of involvement of employees in decision making, on matters of mutual interest between the employer and employees.	Employees are hundred percent involved as they serve as first aiders and are also in health and safety committees.
Evaluate the manner in which decisions are taken in a union free environment.	Health and safety related decisions are taken jointly by both parties (employer and employees in a committee structure)
Determine the benefits that the employer enjoys in a non-unionised environment.	No benefits in this regard as the compliance was in full.

The picture painted by feedback from respondents is that the employers are in full compliance with Occupational Health and Safety Act provisions relating to interview questions which were asked. It also became clear that participants are fully involved in decision making regarding health and safety issues. This is shown through total number respondents serving in health and safety committees and the big number of first aiders with service kits.

5.7 Employer-employee workplace engagements

The aim of this section is solely to deal directly with the issues of platforms available for engagements between the employer and employees. Interview questions were then centred around workplace forums, staff meetings, grievance and disciplinary procedures, as well as determining whether or not the respondents ever thought of embarking on a strike.

5.7.1 Employer-employee forums

Ten percent of the total sampled respondents indicated that they are members of workplace forums within the workplaces under study. These forums exclude health and safety committees discussed above. The balance of ninety percent was made up of those who are not sitting in any forum where some were not even aware of the existence of these structures.

Implications

- There are some consultative forums used to communicate and seek inputs from the employees in the absence of unions.
- These forums are created by employers, as some of the employees are not even aware of them thus translating to the conclusion that they are not openly elected.
- The forums do not have bargaining powers, as they are perceived as communication tool for the employers.
- There may be disputes even though these forums are available, as majority of employees do not recognise them.
- There is a need for union representatives to enforce open and fair election of forum members; forums that will have bargaining powers rather than being mere consultative structures.

5.7.2 Attending staff meeting

Seventy-four percent of respondents indicated that they have never attended a staff meeting while, on the other hand twenty-six percent have confirmed attendance. As the sampled respondents were dominated by employees with experience of five years and more, one can conclude that staff meetings are very scarce.

Implications

- The employer convenes staff meetings for selected employees, who mostly come from top ranked positions and include less number of general workers.
- The information flow is poorly disseminated as the staff obtain it through fellow employees.
- Employers are running a risk of having disputes as the employees may claim not to know most of the things discussed during staff meetings.
- Trade union representatives are required to ensure that there is an official way of communication between the employer and employees.

5.7.3 Intention to strike

Ninety-five percent of study participants indicated that they have never thought and saw the need to embark on a strike since the employers are always complying with legislation prescripts regulating employer-employee relations. In their view, they believe that the treatment received from employers is fair, sound and reasonable; and does not violate their individual rights.

Implications

- There are no chances of employees embarking on a strike as the majority strongly believe that everything is order.
- The compliance and available forums fulfil the employees in engaging the employers thus seeing no need to strike

5.7.4 Grievance and discipline procedural matters

In response to this question, fifty-seven percent reported that whenever they have a grievance, such is officially channelled through the employer whilst six percent indicated that their grievances are resolved through following informal ways. The balance of thirty-seven percent showed that they use other ways to deal and address their dissatisfactions. Other than dealing or cascading their grievances, some gave reasons as to why they just keep quite.

Thirty-seven percent respondents who do not follow either formal or informal grievance procedures provided the following reasons to support their stand:

- Twelve percent had no idea of the available grievance procedure.
- Forty-nine percent feared that they might get dismissed for stating a grievance.
- Twenty-seven percent felt that there is no reason for them to be aggrieved as they are satisfied with everything.
- Twelve percent discuss their dissatisfaction amongst themselves and come up with amicable solutions.

Looking at the reasons given above, one can conclude that what comes into respondents' minds before thinking about stating their grievance is their job security, which might cause income loss. This is in agreement with Maslow's Hierarchy of Needs Theory which states that, basic needs will influence the manner in which the employees think and lead them to comply with company regulations made available by the employer without challenging such to ensure that the bread is always on the table (David: 2018). This is because the employer is in a position to pay rewards, which will enable them to access basic needs.

With regards to the manner in which the employer advises them about alleged misconduct, eighty-two percent revealed that the employers use either formal or informal means of communication, and such depends on the weight of the

misconduct. The balance of eighteen percent indicated other means, such as shouting at them at the time of the incident whilst others have never ever done something wrong which calls for discipline.

Implications

- Employees are made aware of the available platforms to channel their grievances as well as procedural matters of discipline.
- In the absence of trade union representatives, some employees are afraid to voice out their grievances.
- Trade union representatives are required to channel and represent employees during grievance and discipline.

5.7.5 Concluding remarks

Table 5.5 below reflects findings against research objectives based on grievance and discipline procedural matters.

Table 5.5: Research objectives and findings on grievance and discipline procedural matters

RESEARCH OBJECTIVE	FINDINGS
The extent at which employees suffer prejudice in the absence of representative trade union at the workplace.	Some employees are afraid to voice their grievances as they fear losing their jobs.
Discover the consequences of non-representation of employees by unions in a workplace.	Infringement of their rights in a workplace due to fear of taking action.
Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	Employer complied in terms of sharing the grievance and disciplinary procedure with employees.

Measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.	Employees have a right to be represented by one another during disciplinary proceedings.
Evaluate the manner in which decisions are taken in a union free environment.	Not applicable as there is no decision making in this regard.
Determine the benefits that the employer enjoys in a non-unionised environment.	Non-representation of employees by unions during grievance and discipline processes.

In terms of grievance and discipline procedural matters, it is learned that the employers fulfilled compliance requirements by sharing the available procedures with employees. The primary challenge facing employees is non-representation by capable and independent representatives when these grievances and disciplinary processes unfold. Such end up depriving employees their individual rights of raising some dissatisfactions within the workplace due to uncertainty of possible outcomes, which might lead them to lose their jobs.

5.8 Employer strengths and weaknesses in determining the need of trade union representative

In this regard, the study interview questions paid special attention to respondents' opinions in terms of their recommendations along the lines of improvements, noted employer strong point, general comments on unionised farming environment, as well the need for a union. As these were broad open-ended questions, various responses were sourced on each and every question.

5.8.1 Recommended improvement

Amongst a number of proposed improvements, those toping the group involved; sufficient and increased salaries, regular staff meetings, granting of consecutive annual leave, permanent appointment of seasonal workers, as well as respect. All

these improvement recommendations came from fifty-six percent of total participants.

Implications

- Employees have their own opinions and views on issues affecting them but there is no open platform to share them with the employer.
- Trade union representatives could help to take up their matter of interest with the employer, without fearing job loss.

5.8.2 Employer strong point

The responses, in this regard, totalling seventy-four percent commended the employers on the following areas: respect and recognition of employees, clear channels of communication, promotion of team work and working relations as well as commitment to work.

Implications

- Majority of employees are satisfied with the way employers handle their matters.
- They are comfortable with relations between themselves and employers.

5.8.3 General comments on unionised farming environment

The majority of employees had no comments, whilst the minority in the main indicated that the availability of unions in a workplace ensures that employees participate in all matters affecting them. They also raised the issue that unions promote good relations, resulting in mutual respect in every aspect.

5.8.4 The need for union

In this regard, the majority, totalling seventy-one percent, reported that there is no need for a trade union as they don't make any difference in benefitting employees, instead they become puppets for the employer. A minority percentage was in support of unionised environment.

Implications

- The majority of employees support the current setup where there are no unions.
- Employees are comfortable with the available means of engagement between the parties.
- Employees do not need trade union representatives.

5.8.5 Concluding remarks

Table 5.6 below reflects findings against research objectives based on employer strengths and weaknesses in determining the need of a trade union representative.

Table 5.6: Research objectives and findings on employer strengths and weaknesses in determining the need of trade union representative.

RESEARCH OBJECTIVE	FINDINGS
The extent at which employees suffer prejudice in the absence of a representative trade union at the workplace.	Employees are not feeling any prejudice from the employer.
Discover the consequences of non-representation of employees by unions in a workplace.	None, because employees are happy with the current setup

Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	Not applicable
Measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.	Not applicable in this regard
Evaluate the manner in which decisions are taken in a union free environment.	Not applicable as there are no decision making in this regard
Determine the benefits that the employer enjoys in a non-unionised environment.	Not applicable in this regard

The lesson learned from responses obtained from the participants is that they are quite satisfied with the manner in which the employers communicate, engage and deal with them. Such is evidenced by the fact that they see no need in unionizing their workplaces. They prefer the current employer-employee engagements, which are through workplace forums with no legislated bargaining powers.

Williams (2017) concurs in the sense that in the absence of a trade union representative, a non-union system of employee representation can be adopted. The system can be used by the employers as a long term sophisticated human resources strategy, designed to encourage employee participation in all matters of mutual interest, without affiliation to any union.

5.9 Summary

The data which was presented in the previous chapter has been analysed. The data analysis was done having considered research objectives seriously, which was the base document for creation of interview questions. The summarised version of findings is reflected in Table 5.7.

Table 5.7: Summarised findings as per research objectives

RESEARCH OBJECTIVES & DATA COLLECTION AREAS	Union membership and general terms of employment	General statutory compliance	Compliance with SDFW, 2013	Compliance with OHASA	Employer-employee workplace engagements	Employer strengths and weaknesses in determining the need of trade union representative
The extent at which employees suffer prejudice in the absence of a representative trade union at the workplace.	<i>No prejudice suffered</i>	<i>No prejudice suffered</i>	<i>No prejudice suffered</i>	<i>No prejudice suffered</i>	<i>No prejudice suffered</i>	<i>No prejudice suffered</i>
Discover the consequences of non-representation of employees by unions in a workplace.	<i>Unilateral decisions by employer</i>	<i>Unfair discrimination</i>	<i>None</i>	<i>None</i>	<i>Rights infringements</i>	<i>None</i>
Evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.	<i>Minimal</i>	<i>Minimal</i>	<i>None</i>	<i>None</i>	<i>None</i>	<i>Not Applicable</i>
Measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.	<i>No involvement at all</i>	<i>Minimal</i>	<i>Not applicable</i>	<i>Fully Involved</i>	<i>Fully involved</i>	<i>Not Applicable</i>
Evaluate the manner in which decisions are taken in a union free environment.	<i>Taken by employer, cascaded through forums</i>	<i>Taken by employer, cascaded through forums</i>	<i>Taken jointly at Workplace Forums</i>	<i>Taken jointly in Health & Safety Committee</i>	<i>Not applicable</i>	<i>Not Applicable</i>
Determine the benefits that the employer enjoys in a non-unionised environment.	<i>Decision making, No compliance enforcement</i>	<i>Decision implementation without consensus</i>	<i>None</i>	<i>None</i>	<i>None</i>	<i>Not Applicable</i>

The analysis of data collected and translated into findings pointed out that the employers are in compliance with most of labour relations prescripts related to agricultural farming environment. However, they are not doing well in terms of involving employees in areas of mutual interests. Having highlighted that, the findings showed that the employees are quite comfortable with the current setup. They do not trust trade union representatives, as they might cause instability. Babalola (2017) concurs with this idea in his study, which perceived collective bargaining as a significant event that normally leaves deep scars in the workplace; such as reducing job satisfaction, and organizational commitment beyond the end of collective bargaining process.

This is evidenced by the fact that the farming organisations under study are productive, growing, and have never experienced any disputes within their workplaces. This in line with Gragon (2014), where he argues that, there are three principal duties of the employer. Those duties are: to receive employee into employment services thus creating employer-employee relationship; to pay employee remuneration, which is a way of rewarding a worker for services rendered; and also to ensure that working conditions are safe and healthy. One can then conclude to say respondents give more weighting to the issues of compliance rather than those of partaking in decision making.

On the other hand, some employees believe that they could use a trade union representative to strengthen their involvement and influence the decision to be in line with what they believe in. Indeed, this is true because data analysis revealed that in most cases, employees are not involved in organisational decisions; they are just consulted after the decisions have been taken. Such is backed up by the fact that the existing forums have no bargaining powers, where they can reach binding decisions to both parties. Instead, they are just consultative structures which some of them are regulated in legislative prescripts.

Having discussed the findings, the final conclusion and recommendations to solve research problem based on the findings will be presented in the next chapter. Such will also touch on implications of this study as well as recommendations for future studies.

Chapter Six

Conclusion and Recommendations

6.1 Introduction

The purpose of this chapter is to provide concluding remarks on the study and to come up with recommendations directed at resolving the research problem. Moreover, the research implications towards other scholars and other stakeholders are discussed including some limitations experienced during the research processes. The discussion also impacts on future recommendations on challenges encountered when research was conducted. This helps to ensure that researchers in the future overcome the challenges faced.

6.2 Conclusion of the research

The primary focus of the study was to look at the effect of non-unionised environment in newly reinvented farms run by black farmers, who are beneficiaries of government land reform programme. The study was based at Kranskop land restitution farms with a special reference to Eyethu farming and Ikhasi Agri Farming. The study looked at how employees are treated in the absence of organised labour in these farm workplaces with special focus on employer-employee relations.

The investigation covered the details as to who benefits direct or indirectly between the employer and employees. Such, automatically determined the importance and value of unions in Kranskop land restitution farms. The whole study was backed up by the literature available and relevant to the subject matter.

In conducting the study, the primary focus was underpinned by six research objectives where data collection tool was based on. The research objectives were as follows:

1. To determine the extent to which employees suffer prejudice in the absence of a representative trade union at the workplace.
2. To discover the consequences of non-representation of employees by unions in a workplace.
3. To evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.
4. To measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.
5. To evaluate the manner in which decisions are taken in a union free environment
6. To determine the benefits that the employer enjoys in a non-unionised environment.

In order to paint a clear picture in this regard, each research objective will be considered separately in order to provide a conclusion and recommendations.

6.2.1 Recommendations Objective 01 – To determine the extent to which employees suffer prejudice in the absence of a representative trade union at the workplace.

The aim of this objective was to determine the manner in which employers of organisations under study treat employees in the absence of trade union representatives. The anticipated assessment outcomes were going to be either positive (where employees were suffering prejudice) or negative (where employees were treated fairly).

The study findings showed that the respondents, who are employees of both Ikhasi Agri Farming and Eyethu Farming, are not affiliated to any union and they are also not suffering any prejudice, as the employers are in full compliance with legislative prescripts governing employer-employee relations. This emanates from the fact that

the majority of employees confirmed the compliance by the employer on their own. Furthermore, they insisted that the status quo in terms of non-unionised environment shall remain.

Based on the findings stated above, the following recommendations dealing with ensuring that the labour peace is maintained should be considered:

- In the absence of trade union representatives, external stakeholders such as Department of Labour, SARS, etc. shall be invited quarterly to verify compliance status so that any deviation can be corrected timeously.
- Information sharing sessions with staff shall be conducted where compliance issues and employer and employees' obligations and rights will be discussed so that employees can always be judges of employer's compliance level.

6.2.2 Recommendations Objective 02 - To discover the consequences of non-representation of employees by unions in a workplace.

Here, the primary focus was to determine the way employees are treated in general, in the absence of trade union representatives. The manner in which employees are treated impacts on employer-employee relations thus giving rise to the question whether or not the trade union representatives are needed.

The study discovered that employees are not represented and do not participate on the making of decisions affecting them. Such allows the employers to take unilateral decisions, which are cascaded down through forums established by the employers. The noted detrimental results of unilateral decision making by the employer is preferential treatment, which automatically causes unfair discrimination and infringement of other employees' rights.

Having considered the factual conclusion as per data analysis and findings, it is then recommended that:

- The trade unions be introduced in the farming sector so that they represent employees on matters affecting them.
- In the absence of trade unions, the Minister of Labour, through Sectoral Determination, grants workplace forums collective bargaining powers where agreement reached will be binding in nature.
- On an ad hoc basis, Inspectors from the Department of Labour do random inspections and analysis of organisational decisions affecting employees to check whether are they in line with the rules of natural justice.

6.2.3 Recommendations Objective 03 – To evaluate the level of non-compliance by the employer with labour laws and regulations in a union free environment.

The primary aim of this objective was to assess the employers' compliance levels on legislation prescripts applicable to agricultural farming environment. Information obtained, in this regard, was going to give a guide in terms of determining the possibilities of disputes that can ruin employer-employee relations.

The research findings showed that the employers are in full compliance with the legislation prescripts available within the space of farming sector. Even though the full compliance is noted, in this regard, the following recommendations shall be considered to maintain the status quo or even do better:

- That the employer develops a compliance checklist which will be monitored by the workplace forum on a monthly basis.
- That the confirmed completed checklist be shared with employees through departmental or unit managers.

6.2.4 Recommendations Objective 04 - To measure the level of involvement of employees in decision making on matters of mutual interest between the employer and employees.

The purpose of this objective was to ascertain the level of employee involvement and participation on the affairs of the employer, with specific focus on those impacting on them which might have effect on relations.

The findings indicated that employees are involved across all areas within the workplace through various forums. However, their involvement was only limited to consultation and input, as the decisions are unilaterally taken by employers. This creates a situation where employees are expected to conform without questioning any decision affecting them.

In addressing the deficiency reflected above, the following is recommended to improve engagement of employees on matters affecting them:

- The trade unions must be introduced in the farming sector so that they represent employees on matters of common interest between themselves and the employer.
- In the absence of trade unions, the Minister of Labour, through Sectoral Determination farm independent employer, to negotiate and enter into binding agreements to both parties.
- The Department of Labour to make free training available to capacitate employee representatives who will be part of the bargaining team.

6.2.5 Recommendations Objective 05 – To evaluate the manner in which decisions are taken on a union free environment.

This particular objective was specifically focusing on how decisions are taken. The intention was to confirm the responses obtained in relation with other objectives, to assess the consistency for the purposes of validating data collected. Again, special attention was directed to the functionality and adherence to mandate of workplace forums established in terms of statutory requirement, which does not necessarily require trade union representatives.

The findings in this regard confirmed that decisions affecting employees are unilaterally taken by the employer and shared with employees through employer established workplace forums. It also appeared that workplace forums, such as occupational health and safety committees, were in place and fully functional as per their statutory mandate. The functionality and execution of mandates by these structures implied full involvement of employees.

In line with the findings, it is recommended that:

- Employees be involved on decision making so that they can own company decisions to enhance easy execution and avoid unnecessary disputes.
- Employers value the employees' inputs sourced through forums to ensure sound employer-employee relations, which will in turn increase productivity.

6.2.6 Recommendations Objective 06 - To determine the benefits that the employer enjoys in a non-unionised environment.

Under this objective, the main purpose was to ascertain advantages that the absence of trade union representatives presents to the employer at the expense of employees.

The findings revealed that the employers enjoy taking decisions, which become binding to employees without negotiating them. They are also at liberty to implement those decisions without consensus. Employees do not challenge them as they don't act collectively on their matters of interest. No one is upholding employees' right.

Having considered the findings in this objectives, it is recommended that:

- Trade unions be introduced in the farming sector so that employees get represented on matters of common interest between themselves and the employer thus improving employer-employee relations.
- Employees be involved in decision making so that they can own company decisions to enhance easy execution and avoid unnecessary disputes.

6.3 Implications of the research

Looking at the research topic, drilling down to research objectives where research questions were based, one can conclude that this study can be taken as a guide, giving direction to vulnerable areas where employers can be found wanting in a non-unionised organizations. In order to avoid possible disputes, it is of vital importance for the employers to consider the findings and adopt the recommendations to overcome future challenges which might arise.

With regards to the sampled farming organisations, which is Ikhasi Agri Farming and Eyethu Farming, and the respective participants, the research findings and recommendations will pave a way forward on how best they can handle their relationship with due consideration and implementation of recommendations, to avoid possible disputes and maintain current status quo. Moreover, for practical implementation of research outcomes, the researcher will share the project report, and avail himself to provide guidance and explanations wherever needed.

The lessons to be learned by employees, other than the ones of the organizations under study, is that no matter how well a relationship is managed between the employer and employees, and how well the employer is complying with statutory requirements, in the absence of their involvement on matters of mutual interest, their rights will always be regarded as infringed. It is therefore for this reason that employees should unite and work collectively in raising their concerns and demands, irrespective of whether they are union members or not.

The study will also form a baseline for other scholars who wants to explore more towards investigating some of the areas which came out as findings to each objective.

6.4 Limitations of the study

The study had some limitations that caused delay in starting and completing the project. There were two broad limitations that affected the study. These limitations were: translation of questionnaire; and time constraints. The manner in which limitations affected the study is discussed in the following paragraphs.

6.4.1 Translation of data collection tool

As the sampled respondents were isiZulu speaking group, the data collection tool had to be translated to their mother tongue to ensure that delays relating to understanding of the questions are minimised during data collection. Such resulted in delaying the commencement of the project as the ethical clearance had to be obtained once the translation was finalised. In future, one will ensure that the developed tool is translated well in advance to avoid unnecessary delays.

6.4.2 Time constraints

Considering that there was a delay in commencing with the research project, the researcher had to reduce time allocated for some study processes in order to complete the study on time. Another time factor delay was experienced as respondents were working in two various farms, where the distance between the operational areas were vast. Moreover, the only time available to conduct interviews was during their spare time.

In dealing with this, the researcher committed two full weeks on the field from the morning till afternoon, moving within both organisations to get as much time as possible during the morning, the day and afternoon. In future, for the researcher to overcome this challenge, it will be appropriate to get additional human resource support so that the process would be expedited.

6.5 Recommendations for future studies

During the research proceedings, there was one major challenge which was encountered along the process. The challenge was around responses sourced from the respondents through the use of open ended questions. Where respondents were expected to give a yes or no answer and then substantiate, some decided not to comment. In trying to overcome this challenge, probing questions were asked, unfortunately this did not help.

The non-provision of straight forward responses in this regard by those minority participants somehow affected the study as a whole. In order to ensure full responses in the future, it will be important for the researchers to consider questions with options where participants will choose from, rather than open ended questions.

6.6 Summary

In conclusion, in this study, the problem statement has indeed been thoroughly addressed. The problem statement was addressed when the study findings were interacting direct with research questions, which were derived from the problem statement in order to get to the gist of what the study had to investigate and reveal. Table 6.1 below reflects research questions against summarised findings.

Table 6.1: Findings addressing research questions

RESEARCH QUESTIONS	FINDINGS
To what extent do employees suffer prejudice due to non-unionised environment?	No prejudice suffered as the employers are in full compliance with statutory requirements
What are the consequences of non-representation of employees?	Unilateral decision making by employers. Unfair discrimination and infringement of employees' rights
How does non-existence of unions enhance the non-compliance with labour laws and regulations?	Full compliance by the employers clearly shows a no effect.
How do employees partake in decision making on matters of mutual interest between employer and employees?	Employees are not involved. They are only consulted through workplace forums, once decisions have been taken.
What benefits does employer enjoy in a non-unionised environment?	Unilateral decision making and implementation without consensus.

6.7 Contribution of the study to the field of knowledge

6.7.1 Study benefits towards sampled organisations

In order for the farming organisations under study to ensure that they maintain the current status quo of dispute free environment, it will be of vital importance to consider the research findings and implement recommendations. It is also understandable that it is beyond employers and employees' control to have a trade union representative in a workplace, but both on their own can engage one another

and ensure that employees are represented on matters affecting them. Also they can ensure that employee representatives are democratically elected by the employees. Surely, such will ensure a dispute free environment backed up with satisfied employees, which will lead to a positive contribution to high productivity.

6.7.2 Benefits of study to other organisations and researchers

Based on the nature of the study and research findings, the research is deemed to make a positive contribution for future non-unionised field of study in the sense that:

- It will lay a foundation on how matters of mutual interest between the farming employers and employees are handled in a union free environment;
- The strategy used by these farming organisations in ensuring that there are no disputes can be employed by other various organisations within and outside agricultural sector;
- Other employers can reflect and adopt good practices that maintain peace, stability and compliance with legislative prescripts without being enforced by the organised labour;
- Researchers can build on what has been identified as triggers of dispute in non-unionised environment and investigate other suitable relevant mitigating ideas.

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RESEARCH QUESTIONNAIRE
UNIVERSITY OF KWAZULU-NATAL: MASTERS OF BUSINESS
ADMINISTRATION

The interview questions are aimed at sourcing the information from the land restitution farms. These questions are directed at getting more information about the topic, “*The effect of non-existence of unions on employer-employee relations within land restitution programme farms, a case of Kranskop, (Eyethu Farming and Ikhasi Agri Farming)*”. In this research interviews, participants are not obliged to respond and they are expected to participate voluntarily. The anonymity will be ensured as the all respondents are not expected to reveal their names on the interview schedule. Moreover, the participants are at liberty to withdraw at any given time.

a) Section A – General Information

1. Company: _____
2. Race

African	White	Indian	Coloured
---------	-------	--------	----------
3. Gender

Male	Female	Other
------	--------	-------
4. Age group

16 - 25	26-35	35 - 45	46 & above
---------	-------	---------	------------
5. Operational Unit

Office based	Field Worker
--------------	--------------
6. Occupational level

Manager/Director	Supervisor	Operator/Driver	General Worker
------------------	------------	-----------------	----------------
7. Experience

0 – 1 year	1 – 2 years	2 – 5 years	5 years & above
------------	-------------	-------------	-----------------
8. Appointment contract

Permanent	Contract	Seasonal Worker
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b) Section B – Research related questions

- | | | |
|---|-----|----|
| 1. Are you a member of any trade union? | Yes | No |
| 2. Do you have any representative who attend any of your issues/matters of mutual interests between you and employer? | Yes | No |
| 3. Do you have appointment contract? | Yes | No |
| 4. Have you ever had about Sectoral determination for Farm Workers? | Yes | No |
| 5. Do you get pay slip at the end of every month? | Yes | No |
| 6. Do you get salary increase on an annual basis? | Yes | No |
| 7. Is your salary task driven? If yes, how are you paid if you did not finish your task? | Yes | No |
| <hr/> <hr/> <hr/> | | |
| 8. Have you ever undergone any training since you were employed? | Yes | No |
| 9. Do you pay UIF? | Yes | No |
| 10. Do you have provident/pension fund? | Yes | No |
| 11. Do you have employer subsidized funeral plan? | Yes | No |
| 12. Do you get annual/vacation leave? | Yes | No |
| 13. Do you get paid sick leave? | Yes | No |
| 14. Do you get paid family responsibility leave? | Yes | No |
| 15. In a case where you have worked excessive hours, do you get paid for overtime worked? | Yes | No |

16. Have you ever been on standby during fire season, if yes are you paid standby allowance?

Yes No

17. Is the company giving you protective clothing? Yes No

18. How often does the company issue you with protective clothing? Yes No

19. Do you always wear protective clothing at work? Yes No

20. Are you a member of health and safety committee or does the company have Health and Safety Committee? Yes No

21. Are you a first aider, or does the company have the first aiders? Yes No

22. Is there any employer-employee forum/committee you are a member of, you are aware of? Yes No

23. If you are not happy about anything at work how do you advise the employer?

Complain Informally Complain formally Other

24. If you have done something wrong at work, how does employer advise you?

Talk to you informally Discipline you formally Other

25. Have you ever attended staff meeting? (general and operational)

Yes No

26. Have you ever wanted to embark or embarked on strike, why?

Yes No

27. Is there anything you would like company to improve regarding employer-employee relationship?

28. What do you consider as the employee and employer strong point in terms of employer-employee relationship?

29. Do you think is there any need for a union or organized labour in a farming industry, why?

30. Any other comments you may have regarding non-unionized farming environment.

THE END

**THANK YOU FOR VOLUNTARY PARTICIPATION ON THE
STUDY**

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project

Umcwani: Nkosikhona Dumisani Hlongwa (072 216 7659)

Umphathi: Prof T Pelsler (031 260 7172)

Ihhovisi Locwani: Ms P Ximba 031-2603587

ISIBOPHEZELO

Mina _____ (amagama aphelele ozobamba iqhaza), ogunyazwe ukumela *Ikhasi Agri Farming* (imininingwane yenkampani) ngiyaqinisekisa ukuthi ngiyaqonda okuqokethwe ilesibiphezelo kanye nobunjalo bocwani. Ngokuqonda okuphelele ngiyazibophezela kanye nenkampani kulolucwani.

Ngiyaqonda futhi ukuthi mina nenkampani nginegunya lokuthi ngihoxe kulolucwani noma inini uma ngibona kunesidingo.

ISIGNESHA YOGUNYAZIWE

USUKU

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**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

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ISIBOPHEZELO

Mina _____ (amagama aphelele ozobamba iqhaza), ogunyazwe ukumela Eyethu Farming (imininingwane yenkampani) ngiyaqinisekisa ukuthi ngiyaqonda okuqokethwe ilesibiphezelo kanye nobunjalo bocwaningo. Ngokuqonda okuphelele ngiyazibophezela kanye nenkampani kulolucwaningo.

Ngiyaqonda futhi ukuthi mina nenkampani nginegunya lokuthi ngihoxe kulolucwaningo noma inini uma ngibona kunesidingo.

ISIGNESHA YOGUNYAZIWE

USUKU

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Appendix A Ethical Clearance



13 November 2018

Mr Nkosikhona Dumisani Hlongwa (9903724)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Hlongwa,

Protocol reference number: HSS/1287/018M

Project title: The effects of non-existence of unions on employer-employee relations within land restitution programme farms, a case of Kranskop, (Eyethu Farming and Ikhasi Agri Farming Farming)

Approval Notification – Expedited Application

In response to your application received 27 August 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

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

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....
Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor Theuns Pelsler
Cc Academic Leader Research: Professor Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building






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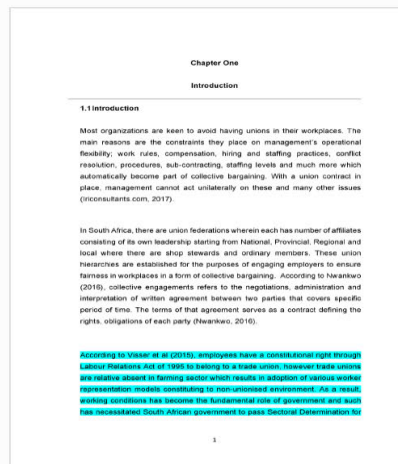


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