



**PERCEPTIONS ON THE IMPACT OF STRIKES ON PRODUCTIVITY AT
SELECTED MINES IN THE MINING SECTOR OF NAMIBIA**

by

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DECLARATION

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ABSTRACT

The mining sector has been the backbone of the Namibian economy since Namibia attained its independence. However, the disruptive nature of the numerous strikes that are experienced in the mining sector has prompted this study that explores the perceptions held by different stakeholders on the impact of strikes on the productivity of three selected mines in Namibia. The selected mines are Langer Heinrich mine, Navachab Gold mine and Skorpion Zinc mine. Labour disputes in Namibia's mining sector have a long history dating back to the colonial era. A myriad of factors that include, amongst others, poor remuneration, unfair labour practices, poor social and housing amenities, perceived discrimination and harsh working conditions are major triggers for mining sector strikes. Strikes are mostly conducted by employees when they fail to amicably resolve a labour dispute with their employers. Employees are normally perceived as the backbone of any organisation. Conflicts, however, are part of human nature and can only be avoided, in most cases, if people are conscious of the consequences of their actions and reactions, hence, the need to explore the perceptions of stakeholders on the impact of strikes on the productivity of the selected mines.

Human perceptions are dynamic in nature. Irrespective of this fact, in this research questionnaires were administered to obtain the perceptions of mine management, miners and trade union members on the effects of strikes on the productivity of the three selected mines. A different questionnaire was designed to gather the views of the Ministry of Labour and Social Welfare (MLSW) officials since in most cases they are involved in conciliating the disputing parties.

Generally, strikes have negative impacts not only on the organisation concerned, but also on the Namibian economy at large. The mines selected for this research are situated in the Khomas, Erongo and Karas regions of Namibia. Most mining companies in Namibia are located in Erongo and Karas, whereas Windhoek, which is in the Khomas region, mainly houses some of these mines headquarters.

A five-point Likert scale was used to gather data in the survey. Specialised software called Statistical Program for Social Scientists (SPSS) was then used to analyse the data. Although the results indicate that in most cases the striking parties are aware of the adverse effects of strikes on productivity of the mines, they still opt to use strikes as a bargaining weapon.

Since conflicts are always bound to arise where two or more parties interact, this study recommends that there should always be a conciliator who tries to amicably resolve disputes by sensitising each party on the consequences of strikes. The study also recommends a model which emphasises the need to thoroughly inform the mineworkers and the mine

management on the ripple effects of strikes and on the need to achieve a win-win situation for all the parties that are involved in a conflict. The model emphasises that although the employees and the employers can individually and separately approach the official, which is the MLSW, such official should always provide open feedback to the feuding parties through a tripartite negotiation forum, otherwise any other type of covert feedback may be misinterpreted as bias by one of the feuding parties. The model further explains that at all times direct negotiations between employees and their employers must be kept open, as it is possible that agreements that can reduce strike action may be reached without necessarily engaging a third party.

Key words: Mining sector, Namibia, strikes, strike impacts, trade unions

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DEDICATION

This dissertation is dedicated to my husband, Emanuel, my children, Genius and Estrella and to the memory of JANTEK (Mom & Dad).

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GLOSSARY

Terms/Acronyms/Abbreviations	Definition/Explanation
BoN	Bank of Namibia
CMN	Chamber of Mines of Namibia
GDP	Gross Domestic Product
GRN	Government of the Republic of Namibia
HDI	Human Development Index
HR	Human Resource
ILO	International Labour Organisation
LaRRI	Labour Resource and Research Institute
MLSW	Ministry of Labour and Social Welfare
MUN	Mineworkers Union of Namibia
NAMDEB	Diamond mining company owned in equal shares (50:50) by the Government of the Republic of Namibia and De Beers.
NSE	Namibia Stock Exchange
NUM	National Union of Mineworkers (South Africa)
NUNW	National Union of Namibian Workers
OPO	Ovamboland People's Organisation
SPSS	Statistical Program for Social Scientists
SWANLA	South West Africa Native Labour Association
SWAPO	South West Africa People's Organisation
TCL	Tsumeb Corporation Limited
UN	United Nations

CHAPTER ONE

OVERVIEW OF THE RESEARCH

1.1 Introduction and background

According to Namibia's Chamber of Mines (2010), Namibia is a leading producer of top quality diamonds, uranium oxide, high grade zinc and acid-grade fluorspar. Besides the above-mentioned minerals, Namibia also produces gold, blister copper, lead concentrate and sodium chloride salt.

Since Namibia gained independence in 1990, the mining sector has been one of the main generators of foreign currency for Namibia, thus making it the backbone of the economy. It contributes approximately 8.8% of the Gross Domestic Product (GDP) (Zaamwani-Kamwi, 2012). Although the Namibian mining sector contributes immensely towards infrastructural developments, myriads of factors generate disgruntlement amongst the mineworkers, sometimes preventing some of these mines from achieving optimum production levels. This research explores the perceptions of different role players in the mining sector.

According to Business Dictionary (2013), productivity is a metric that quantifies the relationship between what you put into the business and what you reap from it. From a human resource (HR) point of view, it is difficult to measure productivity in terms of only what you put in and the results you obtain. Rather, a more holistic definition that takes into consideration both the external and internal factors is required.

According to van Rooyen (1996) and Muzoroza (2010), before independence, all the means of production were owned and controlled by a few foreign-owned companies. This situation was prompted and promoted by the apartheid regime's policies. In the then-environment, labour relations were characterised by overt and covert hostilities which were further poisoned by the influence exerted by the liberation movements on the working people. Trade unions were considered illegal. Muzoroza and van Rooyen further opine that the conditions of employment were appalling, mostly characterised by low wages, poor housing conditions, low standards of living and a ceiling for black employees' job promotion opportunities. LaRRI (2010) states that the conflictive relationship between the workers and their employers prompted intermittent strikes and uprisings, as workers positioned themselves to fight for attaining both their political and labour rights. According to Gottschalk (1978) and van Rooyen (1996), in those days it was difficult to understand whether the employees' grievances emanated from their political or working environment, but it seems both issues were major causes of discontent among black employees. The liberation movements, particularly SWAPO, capitalised on the thin line between politics and labour issues and thus they managed to organise strikes and other industrial action.

After independence the strikes in the mining sector continued, though on a smaller scale. This was due to the introduction of the Labour Act No. 6 of 1992 which promulgated the guidelines to be followed before workers were lawfully allowed to strike. However, the relations between the workers and their employers remained far from being harmonious, and hence productivity was continually hampered by strikes (Klerck, Murray & Sycholt, 1997). It should be noted that the socio-economic status quo did not change much after independence, hence it is one of the reasons why labour relations continued being chaotic. The mines' ownership did not change, thereby allowing the means of production to remain in the hands of a few conglomerates, while the indigenous population continued to live in abject poverty since they did not have enough capital to buy the mines. About 71 strikes were reported in the mining sector between 1990 and 1998 (Klerck *et al.*, 1997). The major causes of these strikes were wage disputes, disgruntlement with management styles, poor living conditions, non-procedural retrenchments and discrimination, perceived or real (Klerck *et al.*, 1997). This subsequently led to reduced mineral production levels. The government of the Republic of Namibia (GRN) has since devised various instruments for averting or ameliorating strikes. One such instrument involves the acquisition of shares by the government in major mining companies such as De Beers, an international diamond outfit which now works with the government of Namibia through NAMDEB, in a 50:50 joint venture. This action was taken to protect the economic interests of the country, and also to ameliorate the working conditions of diamond mineworkers. Furthermore, this was done to safeguard the foreign currency earnings (Klerck *et al.*, 1997).

The Chamber of Mines of Namibia (CMN) has 60 members who represent mining and exploration companies and/or any other mining conglomerates. Unfortunately, CMN does not have any representative from the Mineworkers Union of Namibia (MUN). MUN is the exclusive bargaining union of the mineworkers and MUN's members are primarily drawn from the mineworkers themselves. The mining sector is the second largest employer, coming only after the GRN. The downstream industries that do business with the mining sector employ thousands of workers. It is difficult to fully comprehend the effects of poor labour relations in the mining sector without analysing their impact on some downstream industries, such as the infrastructure and the service provision sectors. Any disruption in the mining sector would affect the transportation industry, e.g. TransNamib (Pty) Ltd, and the retail industry.

According to Bank of Namibia's quarterly bulletin (2013), the mining sector is the highest foreign currency earner, followed by the tourism industry. Strikes in the mining sector present a serious challenge to the Namibian economy. Unfortunately, the economic impact of mining sector strikes on the Namibian economy has not been qualitatively or quantitatively analysed on a long-term basis. It is therefore imperative that the phenomenon of strikes be researched

to come up with recommendations and possible sustainable solutions. There is therefore an immense need to improve labour relations in the mining sector for the benefit of the nation.

1.2 Research problem

The production levels at every company are determined by myriads of factors. In Namibia's mining sector there is a need to constantly curb the hostilities between the mineworkers and their employers in order to sustain reasonable production levels. Currently, there are unprecedented strikes in the mining sector of Namibia which negatively impact productivity levels. Since the mines in Namibia are randomly distributed over a wide geographical area, this research investigates the perceptions of members of mine management bodies, Mineworkers Union members and non-union members on the impact of strikes on the productivity of the three selected mines. The goal is to ensure optimum and sustainable production levels at these mines.

1.2.1 Explanation of the problem

The main aim of this study is to investigate the perceptions of mine management bodies, Mineworkers Union members and non-union members on the impact of strikes on productivity of the selected mines. Should there be a significant difference in perceptions of members of mine management bodies, Mineworkers Union members and non-union members, this will be an indication that management and workers are not working toward a common goal in order to ensure a harmonious and productive working relationship that will lead to corporate survival, as well as improved standard of living of employees. It is therefore imperative that all role players commit themselves to seriously advocate for organisational culture that will create a harmonious and productive working relationship.

1.4 Research questions

- What are the major causes of strikes in the selected mines and are the mineworkers and management bodies aware of the impact of strikes on productivity of the mines?
- What is the role played by the MLSW in mitigating strikes in the selected mines?
- What attitude do mine management bodies have towards employees' grievances?

1.5 Aims and objectives

The major aim of this research is to assess the perceptions of members of mine management bodies, Mineworkers Union members and non-union members on the impact of strikes on the productivity of the selected mines. In order to accomplish the main objective, the following sub-objectives were identified:

- Review the history of mining sector strikes in Namibia.
- Identify the major causes of strikes at the selected mines.
- Explore the role played by the MLSW towards mitigation of strikes in the selected mines.
- Assess the effect of recruitment procedures on the productivity of the selected mines.
- Develop a framework for the reduction of mining sector strikes in Namibia.
- Recommend appropriate measures for resolving mineworkers' grievances.

1.6 Expected outcome and benefits

This research is expected to produce guidelines for improving the working relations between the mineworkers and their employers. These guidelines will in turn help to reduce the number of strikes in the mining sector, which would otherwise adversely affect the mines' production levels. A framework for solving or reducing disputes in the mining sector is provided, together with recommendations for the effective implementation of the framework. Once the strikes in the mining sector are reduced, the production levels will increase.

1.7 Methodology

The data used in this study was mainly gathered from existing literature and from the questionnaires that were distributed to targeted groups of people. The literature review helped to gain an understanding of how strikes affected production levels at various mining companies in Namibia and in some neighbouring and international countries. The literature review also helped in identifying the measures that were taken by other mining companies in an attempt to ameliorate the otherwise tense working environments that often led to strikes. Questionnaires were designed in order to assess the root causes of discontentment among mineworkers and how the mine management teams and government entities often react in an attempt to diffuse the grievances of mineworkers. Methodologies used in this research are addressed in Chapter Three. The data gathered in this research is presented and analysed quantitatively in Chapter Four.

1.8 Clarification of basic terms and concepts

Dispute: Any disagreement between an employer and an employer's organisation on one hand, against an employee or a trade union on the other hand, which disagreement relates to a labour matter (Namibia, 2007).

Grievance: An imagined or real cause for complaint.

Employee: An individual, other than an independent contractor, who:

- a) Works for another person and who receives, or is entitled to receive, remuneration for that work; or
- b) In any manner assists in carrying on or conducting the business of an employer (Namibia, 2007).

Employer: Any person, including the State, who:

- a) Employs or provides work for, an individual and who remunerates or expressly or tacitly undertakes to remunerate that individual; or
- b) Permits an individual to assist that person in any manner in the carrying out of or, conducting that person's business (Namibia, 2007).

Labour relations: The status of any one actor in an industrial relations system to the prescribed functions of that actor and the relations with the other actors in the same system.

Miner: A person who works in a mine (Concise Oxford English Dictionary, 2008).

Productivity: The relationship between real output (i.e. the quantity of goods and services produced) and the quantity of input used to produce that output (Barker, 2007).

Strikes: A total or partial stoppage, disruption or retardation of work by employees, if the stoppage, disruption or retardation is to compel their employer, any other employer or an employers' organisation to which the employer belongs, to accept, modify or abandon any demand that may form the subject matter of a dispute of interest (Namibia, 2007).

Trade union: An association of employees whose principal purpose is to regulate relations between employees and employers, including any employers' organisations (Bosch, Christie, du Toit, Godfrey, Murphy & Woolfrey, 2008).

1.9 Organisation of the study

This dissertation is presented in five chapters. The first chapter provides an introduction and background to the research and highlights all aspects that are covered in the dissertation. It also addresses briefly the potential causes of mining strikes in Namibia. This chapter also highlights the methodologies used in the dissertation.

Chapter Two reviews the literature related to strikes and how some of those strikes were resolved. Case studies from Namibia, South Africa, Zimbabwe and the United Kingdom are reviewed.

Chapter Three presents the research methodology and details how this research was executed.

In Chapter Four data is analysed and interpreted. The researcher presents a synthesised view of the relationship between strikes in the three selected mines and their impact on the productivity of the mines.

Chapter Five outlines the findings, recommendations and conclusions drawn from the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Background of the three selected mines in Namibia

2.1.1 Introduction

Out of the various mining companies that are operating in Namibia, only three mines, namely Navachab Gold mine, Langer Heinrich Uranium mine and Skorpion Zinc mine, allowed the researcher to interact with their employees. Interestingly, the three mines that agreed to cooperate are situated in the three major mining regions of Namibia and they are among the leading mining companies in Namibia.

This chapter is therefore an overview of the literature and models that are related to the research problem presented in the previous chapter. This chapter also introduces the state of the mining sector in Namibia and how the occurrence of strikes by mine workers affects the mines' productivity.

2.1.2 Navachab Gold Mine

Navachab Gold Mine is found in Erongo Region of Namibia, about 10 kilometres from the town of Karibib. It is an open-pit gold mine owned by AngloGold Ashanti. The mine derives its name from Navachab farm on which it is situated. The gold deposits on Navachab farm were discovered in 1984 (Chamber of Mines of Namibia, 2013).

Navachab Gold mine became operational in 1989. Initially it was owned by Erongo Exploration and Mining Company (70%), the Metal Mining Company of Canada (20%) and Rand Mines Exploration (10%). In 1998 AngloGold acquired a 70% interest in the mine and increased its shares to a 100% in 1999. AngloGold merged with Ashanti in 2004, thereby forming AngloGold Ashanti and later sold the mine to QKR Company in 2014.

Navachab Gold Mine employs 460 employees of which 400 are permanent employees, while 60 are temporary.

The mine, as part of its social responsibilities, assists the community surrounding the area in which it operates, in different ways. It assisted with the renovation and provision of equipment to the Karibib gym in partnership with NAMMED and Old Mutual in 2013. Other activities include the sponsoring of rugby tournaments in May and November 2013, provision of financial support to the community soccer league in Karibib, and donation of computers to several educational institutions (Chamber of Mines of Namibia, 2013).

The mine also spent approximately N\$500,000 on other education initiatives such as giving scholarships for best performing students from local communities, the holding of the regional

Winter School for Mathematics and Science for grade 12 learners, as well as the Karibib Science Fair. Navachab Gold Mine sponsors students in the fields of Mining Engineering, Mechanical Engineering, Geology and Surveying which are essential for economic development. The mine also provides apprenticeships and allows its employees to enrol at various tertiary institutions on the Study Assistance Scheme (Chamber of Mines of Namibia, 2013).

Robberts (1999) says that on 29 April 1999, a strike occurred at Navachab Gold Mine following a lengthy dispute about unfavourable working conditions at its metallurgy plant. Such strike saw employees who participated in that strike charged with misconduct by a disciplinary committee. After several meetings of negotiations, management agreed to withdraw charges against the targeted employees and to promptly address the highlighted health issues. That strike lasted approximately two weeks and caused losses in production amounting to N\$2.8 million.

According to de Klerk (2012), in 2011 employees of Lewcor Plant Hire Company, the main contractors at Navachab Gold Mine, downed tools following unpaid bonuses and a 13th cheque that were owed to about 240 employee by the company. That happened when the management of the AngloGold Ashanti Company was in the middle of negotiations for selling the Navachab Gold Mine to QKR Company. That strike by the workers of Lewcor Plant Hire Company derailed AngloGold Ashanti's negotiation capacity because of fear that the operations at the mine, which depended so much on the machinery and manpower of Lewcor to perform its daily operations, might be affected so badly by the strike. This strike prompted the owners of the AngloGold Ashanti mine to immediately resort to the selling of Navachab Gold Mine to QKR Company.

De Klerk (2012) further reports that since the warring parties could not resolve the dispute on their own, despite several rounds of negotiations, the matter was then referred to the Labour Commissioner, who ultimately referred it back to the parties for further negotiations, but parties were still not able to reach an amicable solution. However, the outcome of this situation has not been reported in the available literature.

Hartman (2011) reports on separate occasion that more than 200 workers at Navachab Gold Mine went on strike on 12 April 2011 following a stalemate on salary negotiations between the mine's management body and MUN. During the negotiations, MUN demanded a 12% increase in basic wages while the mine's management offered a 7% increase and an extra amount of N\$800 cash payment. Hartman further indicates that the management of Navachab Gold Mine was not negotiating in good faith during the negotiation process. Here too, the outcome and resolution of the dispute is unknown.

2.1.3 Langer Heinrich Uranium mine

According to the Chamber of Mines (2013), Langer Heinrich Uranium (Pty) Ltd produces “yellow cake” for export to countries which are signatories to the Nuclear Non-Proliferation Treaty of 05 March 1970. The mine is situated in the area of Swakopmund and is owned by Paladin Energy, a company listed on both the Australian and Toronto stock exchanges, as well as the Namibia Stock Exchange (NSE). It employs about 327 permanent, 45 temporary and 776 contract workers. It also employs 6 expatriates (Chamber of Mines, 2013).

Langer Heinrich participates in a number of community projects such as providing support to education initiatives, youth development programmes and food schemes for disadvantaged children (Chamber of Mines, 2013). Based on the above information, the mine extensively ploughs back money into the surrounding community and is mainly focused on youth development.

Hartman (2011) reports that progress on Expansion Phase Three of Langer Heinrich Uranium Mine came to a standstill on Monday, 15th August, 2011 after employees of the main contractor, Grinaker LTA, downed tools due to grievances related to impending layoffs. According to a workers committee representative, more than 600 workers of the construction and engineering company stopped work on the mine site at noon on Monday. During the strike, workers refused to resume their duties until the dispute was resolved and at the same time they were also not amenable to signing an agreement aimed at preventing them from participating in strikes in the future. Hartman, however, did not indicate how long that strike lasted and how it was resolved. It should always be noted that striking is a constitutional right of every worker and that the sub-contractor company engaged by Langer Heinrich mine had no right to compel any employee to waive his/her right to strike.

Another industrial action involving 300 workers at Langer Heinrich mine, including mine staff and contract employees, was reported by Basov (2013). According to him the workers picketed on 27 June 2013 over pay and working conditions following another demonstration said to have taken place about two months previously, during which the workers were demanded the removal of the managing director, Mr Werner Duvenhage. Basov further points out that the request for the removal of the managing director came about as a result of his failure to engage the union, the unwillingness of the company to give workers an annual increment, the unfair handing out of performance bonuses and perceived nepotism and corruption. Literature does not provide information on how these particular grievances were resolved.

Moses (2013) in another separate strike incident says that on 09 April 2013, nearly 200 mineworkers at Langer Heinrich Uranium Mine handed over a petition to the mine's management in solidarity with the chairperson of the MUN committee at the mine, who

according to them was dismissed unfairly. In his letter of dismissal dated 08 April 2013, it was stated that due to potentially serious allegations, he should not enter company premises again but should remain in the Swakopmund district and be available telephonically during office hours. The petition, which was handed over to the Managing Director, Mr Werner Duvenhage, reads as follows:

We are gathered here to show solidarity towards our chairperson. We are here to demonstrate our unhappiness on your draconian and military management style by suppressing our chairperson.

It is imperative to note that the above incident is a clear indication that union members always stand together, no matter what the circumstances are. Here too available literature does not report on how the matter was resolved.

2.1.4 Skorpion Zinc mine

Skorpion Zinc (Pty) Ltd is located near the town of Rosh Pinah in Karas Region. It is an open-pit mine which produces special high grade zinc for export. It employs 733 permanent employees, 22 temporary employees, 582 contractors and 30 expatriates. The mine is the eighth largest zinc mine in the world and it produces 12 500 tonnes of special high grade zinc per month. Anglo American owns and operates the mine as part of the Anglo Base Metals Division (Chamber of Mines, 2013).

According to Simonis Storm Securities (2006), Anglo American acquired 100% ownership of Skorpion Zinc in 1999.

Like all other mines, as part of its social responsibility, Skorpion Zinc mainly focuses on community initiatives. In 2013, it focused more on empowering the women, issues relating to health, promoting education programmes, as well as sport development in the surrounding community. In addition to that the mine has several programmes aimed at developing the careers of its employees. Such initiatives for 2013 alone cost the mine about N\$6 million (Chamber of Mines, 2013).

Scorpion Zinc Mine, like other mines in Namibia, has also experienced strikes. According to Cloete (2008), around 9 May 2008, a strike occurred over salary increase, housing allowance, transport to Windhoek as well as overtime payment for work done over weekends and on public holidays. Although workers demanded the aforementioned conditions, the company was only willing to offer a salary increase of 10%. In the same vein, workers also complained that white unqualified expatriates got jobs instead of Namibians and that the company did not submit the Affirmative Action reports to the Employment Equity Commission owing to the fact that it had no under-studies for expatriate staff members. Parties failed to reach consensus even in the presence of representatives from the office of the Labour Commissioner. The mine was heavily blamed for negotiating in bad faith. After a deadlock

was reached, it was put on votes whether the workers should go on strike and 90% of 680 workers voted in favour of striking.

During the same strike on Friday, 16 May 2008, Judge President Petrus Damaseb heard an urgent application which was brought by Namzinc (Pty) Ltd, the company who owns the mine, against the MUN's General Secretary, Joseph Hengari and five employees of Skorpion Zinc Mine who were members of the MUN's branch executive committee at the mine. The Judge President issued an order interdicting the MUN and its members from impeding the normal operations of the mine. They were also ordered not to harass or intimidate the workers and clients of the mine, and also not to stop such people from entering or leaving the premises of mine (Menges, 2008). The union and the mine only reached an agreement on 28 May 2008 after 19 days of striking. They agreed on a 12% salary increment, N\$1780 housing allowance as well as transport to Windhoek for workers that do not reside in Keetmanshoop. Although the mine attempted to apply a no work/ no pay policy, it instead offered the workers N\$500 towards resolving the issue. In return, the mine was given the go-ahead by the union to apply for continuous operation status (LaRRi, 2010).

2.2 Trade unionism

2.2.1 Definition of trade union

According to Salomon, (1992), a trade union is defined as any association whose membership consists of employees, whose principal purpose is to particularly organise and represent their interest, being at their workplace or society at large, as well as to regulate their employment relationships through collective bargaining with their management.

According to the Namibian Labour Act 11 (2007), trade unions are any establishment consisting of employees whose aim is to regulate relations between employees on the one hand, and their employers on the other hand.

Hayman, (1975) on the other hand states that trade unions are first and foremost an agency and medium of power which have developed primarily as a means for workers to redress the imbalance of power in the workplace. This is very true in the sense that the employment relationship between an employer and employees is never an equal one because the employees are always placed at a power disadvantage and on their own will not be able to raise their voices or to air their grievances. It is therefore always necessary that they get someone who is brave enough to speak on their behalf in order to have their concerns reach the ears of the management.

Section 57 of the Namibian Labour Act, Act No. 11 of 2007 makes provision for any trade union that has adopted a constitution which is in line with the Labour Act, to apply to the

Labour Commissioner for registration and once such union has been registered, it will enjoy the rights set out in Section 59 of the same Act.

Additionally, Namibia as a country has ratified Convention 87: Freedom of Association and Protection of the Right to Organise, as well as Convention 98: Right to Organise and Collective Bargaining, which advocates the need to form trade unions in order to have workers speaking with one voice in search of better working conditions.

2.2.2 The role of trade unions

According to Noe, Hollenbeck, Gerhart and Wright (2006), labour relations is crucial in the day to day activities of any business and it is therefore imperative that all disputes emanating from disagreements between management and their employees are resolved through discussions such as collective bargaining, other than by fighting in the streets. However, even though collective bargaining might be ideal for many, not all organisations encourage the unionisation of their workers since they associate trade unions with higher wages, disturbances in productivity as a result of strikes, as well as antagonistic relationships with their employees.

Yates (2009) expresses a similar view that most employers are at war with the unions because of the role they play in demanding improved workers' benefits. That is why employers who are not in favour of trade unions always endeavour to provide high salaries, improved benefits and better working conditions to their employees so that they find little or no need at all to form or join trade unions. Yates further points out that most trade unions often abuse their rights to strike, whenever an employer does not comply with their set demands and will do little in trying to resolve the dispute politely, without necessarily resorting to strikes. In other words, they quickly embark on strikes without first exploring other avenues, such as collective bargaining, in order to find an amicable solution to the dispute.

Salomon (1992) states that trade unions are endowed with the responsibility to provide for workers the collective strength to defend and advance their interest against management. He outlines the following as the roles played by most trade unions:

- To heighten the material conditions (wages and working environments) of their members;
- To establish a combined rule-making structure to protect their members from erratic white-collar actions;
- To enable the participation of their members within their place of work; and
- To express the ambitions and political ideologies of their members.

Section 59 of the Namibian Labour Act of 2007 provides that any registered trade union enjoys the right to refer any dispute which has arisen between any employer and that employer's employees who are members of the trade union, to the Labour Commissioner on behalf of its members in any proceedings brought in terms of the Act, to enter into negotiations as well as collective agreements with the employers or registered employers' organisations.

In light of the above, a trade union in other words serves as the fearless voice of the workers since sometimes the workers are ignorant of their rights and can easily be mistreated or victimised by their employers without complaining for fear of being dismissed. Their registered trade unions can then stand up for them without any fear of victimisation or intimidation to ensure that the interests of the workers are protected. This notion is supported by Noe *et al.* (2006) who state that labour unions, through collective actions, fearlessly speak on behalf of their workers in setting their terms and conditions of employment. Furthermore, the major goal of a trade union is to bargain effectively, because it has the power and influence to make the employees' voices heard and to effect changes in the workplace.

Erasmus, Swanepoel, Schenk, van der Westhuizen and Wessels (2005) opine that trade unions are established to refurbish some sort of balance or equity in employment relations in the sense that they can compel employers to listen to their employees and to respect their views at all levels.

Odeku (2014) concurs with the views of Yates (2009) when he states that sometimes unions are really a problem in the sense that they make irrational and disgraceful demands of salary and wage increases on behalf of the employees, without engaging in negotiation with their employers. It appears that sometimes unions do this merely to frustrate the employer, especially when they perceive that the employer does not have the interests of workers at heart. This can be the case when the employer refuses to disclose its financial status to the trade unions in order for them to make an informed demand.

2.2.3 The role of the Mineworkers Union of Namibia

According to Jauch (1999), the Mineworkers Union of Namibia (MUN) was formed on 23 November 1986. The formation of this union was the result of miners' exploitation and showed workers' determination to collectively fight the unbearable conditions of employment they had to endure. It is dominant in the mining and energy sector of Namibia and widely regarded as the most well-organised and effective trade union in Namibia. MUN's formation was a milestone in the history of the struggle of the Namibian mining and energy sector workers.

MUN is a registered trade union affiliated to the oldest and largest trade union federation, the National Union of Namibian Workers (NUNW). NUNW is closely linked to the biggest and ruling political party in Namibia, SWAPO. Part of MUN's responsibilities is to negotiate with employers on behalf of its members. To date MUN has entered into recognition agreements with small and big companies in the mining and energy sector of Namibia. In addition to that and most plausibly, it embarks on educational activities for all its members, thereby equipping them with the necessary knowledge and skills that will enable them to stand on their feet and become less dependent on the union.

2.3 The Ministry of Labour and Social Welfare (MLSW) of Namibia

The MLSW is mandated by the Namibian Cabinet to ensure that the following legislations are effectively implemented:

- The Labour Act, 2007 (Act No. 11 of 2007);
- Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998);
- National Pension Act, 1992 (Act No. 10 of 1992); and
- Social Security Act, 1994 (Act No. 34 of 1994).

The MLSW is made up of the following offices and directorates:

- Office of the Labour Commissioner: responsible for promoting and maintaining harmonious labour relations between trade unions, employers and employees through alternative dispute resolution.
- Employment Equity Commission: responsible for the achievement of employment equity by eliminating barriers in employment against persons in designated groups.
- Social Welfare: responsible for facilitating the enrolment and payment of Old Age and Disability Grants.
- Labour Services: responsible for promoting the functions the labour inspectorate and for ensuring that labour legislations are effectively implemented.
- Labour Market services: responsible for promoting employment creation and ensuring maximum utilization of the entire labour force in order to achieve greater economic growth.
- General Services: responsible for providing human capital function and other support services for the entire MLSW.
- International Relations and Advice: responsible for coordinating and strengthening International Relations and co-operation, and coordinating and administering the activities of Labour Advisory Council.

2.4 Strikes

2.4.1 Definition of strike

The Namibian Labour Act No. 11 of 2007 defines a strike as:

a total or partial stoppage, disruption or retardation of work by employees if the stoppage, disruption or retardation is to compel their employer or an employers' organisation to accept, modify or abandon any demand that may form the subject matter of a dispute of interest.

Parker (2012) describes a strike in labour or employment relations as a combined action of a group of employees, thereby withdrawing their labour totally or partially, with the purpose of persuading an employer to succumb to their combined demands.

2.4.2 Rights and limitation to strikes

Basson, Christianson, Dekker, Garbers, Le Roux, Mischke, and Strydom (2009) reveal that strikes and lockouts are seen as indispensable components of the collective bargaining process since they provide for the sanctions which parties may use to back up their demand, and they therefore play a vital role in giving effect to collective bargaining.

Although it can be concluded that employees have the right to strike and employers have remedy to lockout, Basson *et al.* (2009) argue that no right granted to a person or to a group of persons is unlimited owing to the fact that a right may be generally limited for society's interests, or by the competing rights of others. Odeku (2014) expressed his views on the Marikana Massacre in South Africa, arguing that the employers' rights are correspondingly vital, just as those of the striking workers are.

(Erasmus, Swanepoel, Schenk, van der Westhuizen & Wessels, 2005) also point out that striking workers in South Africa enjoy constitutional protection, however, such right, like any other fundamental right, should not be absolute and must therefore be subjected to some ascertainable limitations.

Finnemore and van Rensburg (2002) share the same sentiment as Erasmus *et al.* (2005), that the right to strike is never absolute or unconditional since there is potential that the exercise of the right can conflict with the interests of the larger society, especially where essential services are affected.

Section 74 of the Namibian Labour Act 11 of 2007 provides that every party to a dispute of interest has the right to strike or lockout if:

- a) the dispute has been referred in the prescribed form to the Labour Commissioner for the conciliation in accordance with section 82;
- b) the party has attended the conciliation meetings convened by the conciliator;
- c) the dispute remains unresolved at the end of:
 - (i) a period of 30 days from the date of the referral;

- (ii) the longer period determined in terms of subsection (3)(a), if it is applicable; or
- (iii) the shorter period determined in terms of subsection (3)(b), if it is applicable;
- d) after the end of the applicable period contemplated in paragraph (c), the party has given 48 hours' notice, in the prescribed form, of the commencement of the strike or lockout to the Labour Commissioner and the other parties to the dispute; and
- e) the strike or lockout conforms to:
 - (i) any agreed rules regulating the conduct of the strike or lockout; or
 - (ii) any rules determined by the conciliator in terms of subsection (2).

Section 75 of the Namibian Labour Act 11 of 2007 provides that a person must not take part in a strike or a lock-out if:

- (a) section 74 has not been complied with;
- (b) the dispute is one that a party has the right to refer to arbitration or to adjudication in terms of this Act;
- (c) the parties to the dispute have agreed to refer the dispute to arbitration;
- (d) the issue in dispute is governed by an arbitration award or a court order; or
- (e) the dispute is between parties engaged in an essential service designated in terms of section 77.

Although the law makes provision for the right to strike, Odetu (2014) suggests that collective bargaining is more worthwhile than striking, and encourages employers and trade unions to embrace the spirit of collective bargaining for resolving disagreements as opposed to strike. Obviously, strikes must only be considered as the last resort.

Salomon (1992) distinguishes between legal and illegal industrial action. A legal industrial action is one that is sanctioned by the trade union's negotiating team after observing the mandatory notice period for a pending strike as may be stipulated by a country's labour laws. An illegal industrial action refers to strikes not sanctioned by the labour tribunal body.

In light of the views of the authors above, it is quite evident that the right to strike is not absolute since it requires the party wanting to strike or lockout to meet certain requirements as provided for by the law. Failure to comply with such requirements may deem the strike to be illegal, hence the term unprotected strike. Unprotected strikes hold serious consequences, such as dismissal of employees who participate in such.

2.4.3 Types of strikes

According to Salomon (1992) a strike can be conducted by implementing one or more of the following organised labour-based actions:

- **Withdrawal of co-operation:** This involves withdrawing representatives from a joint institution or negotiation forum. Withdrawal of co-operation is usually caused by the inflexibility of employees or employers when trying to resolve work-related problems, as one party may try to use excessively formal procedures.
- **Go slow:** Workers would not be working at their full potential and hence they will often achieve very low production levels.
- **Work-in/sit-in:** In this type of strike, workers will occupy the workplace and deny management access and control of the means of production.

Apart from strikes, Finnemore and van Rensburg (2002) mention the different forms of unorganised action such as absenteeism, labour turnover and sabotage through which individual employees can express their discontentment without necessarily having to show the employer that they are now embarking on a strike. They further refer to other forms of organised collective action by employees through which employees can collectively express their discontent. Some of those forms are similar to those mentioned by Salomon (1992) above. They are:

- **Withdrawal of co-operation:** Employees may withdraw support for any co-operative venture, such as quality circles or productivity gain-sharing plans.
- **Work-to-rule:** Employees insist on a strict interpretation of duties specified in the contract of employment or recognition agreement, and require specific detailed instructions on how to complete work. Basically, this form of action slows down work and impacts negatively on production. Employees will confine themselves to what is stated in black and white and will not think out of the box or go the extra mile.
- **Overtime ban:** Employees collectively refuse to do any work outside normal hours of work, thereby affecting potential for production.
- **Primary work stoppage:** A group of employees act collectively by implementing a stoppage of work at their own workplace in an attempt to pressurise the employer into conceding to their demands.
- **Secondary/sympathy strike:** A group of employees of one employer strike in solidarity with the striking employees of another employer. Surprisingly, the Namibian Labour Act does not make provision for secondary strike.

Kumar (2011), on the other hand, identifies the following types of strikes:

- **Sit down:** (also called stay-in, tool down). It is a strike in which the employees stop carrying out their duties while they remain within the workplace.

- **Slow down strike:** Known as a “go slow” tactic, the employees continue with their work, but at a slower pace than the normal way of doing things.
- **Unofficial strike:** It is a strike that does not enjoy the blessings of the unions.
- **Sectional strike:** It is when only a section of a certain class of employees refuses to carry out their normal duties.
- **Lightning strike:** Out of provocation, employees embark on a strike without giving notice or on very short notice.
- **General strike:** According to Kelly and Hamman, (2010) a general strike is a temporary, national stoppage of work by workers from many industries, directed against the executive or legislative arms of government, to enforce a demand or give voice to a grievance.
- **Wild cat strike:** These are strikes by employees without the union’s consent and approval (Prakashan, 2008).

The sine qua non here is that for a strike to be regarded as legal it must conform to the set requirements as enshrined in the Labour Act.

2.4.4 Causes of strikes

Martinelli and Smelser (1990) classify the causes of strikes based on the following three distinct points of view:

- (i) Biased and/or unfair treatment of different groups of employees from the same company;
- (ii) Political views on conflicts between the working class and their employers; and.
- (iii) Introduction of new technology which affect the traditional ways of doing business in particular company.

Erasmus *et al.* (2005) note that the employer and employee to some extent have some conflicting goals, needs, interests and values seeing that the goal of the employer is that of ensuring profit maximization while that of the employees is to strive for better working conditions. Bearing that in mind, conflict will therefore develop around issues such as working conditions, remuneration, matters relating to the organisation of work, the decision-making process and control structures.

Finnemore & van Rensburg (2002) reveal that although wage disputes generally predominate, dismissal and disciplinary action are often the causes of strikes. They further point out that nowadays, dissatisfaction over job grading, hours of work, changing shift times, reduction in overtime, the hiring of temporary workers and racial discrimination are

contributing factor towards disruption at the workplace. Murwirapachena and Sibanda (2014) point out that the most common demands of workers in South Africa are wage increases and good working conditions. This state of affairs is not unique to South Africa as most workers worldwide often strive for better wages, benefits and favourable working conditions. There also several matters which cause labour unrest, significantly such as union rivalry, poverty, unemployment, and inequality, the use of migrant workers, apartheid legacy and fear of retrenchment, among others.

According to Tannacito (2014), communication of grievances in most working environments may not be as easy as ABC, and workers may resort to other communicative means such as strike to convey their dissatisfaction, as in the case of American mineworkers. A lesson from here is that poor communication or lack thereof may be a cause for strike.

Kumar (2011) states further reasons of what may trigger a strike:

- Employees dissatisfied with the policy of the company;
- Problems relating to salaries and incentives;
- Unfair dismissals of employees;
- Unilateral removal of privileges;
- Excessive working hours and less hours of rest;
- Unpaid leave and holidays;
- Lack of performance bonuses, provident fund and gratuity and non-profit sharing; and
- Disputes regarding minimum wages.

2.4.5 Consequences of strikes

According to Murwirapachena & Sibanda (2014) since the recognition of the right to strike in the South African Constitution, strike actions have been a common phenomenon in the country. Causes of strikes in South Africa are multidimensional and their effects are adversely disastrous, which are felt by both workers and employers in particular and the nation at large. In most cases, the disastrous effects are not spelt out clearly after the strike because no one would want to expose cured injuries.

Murwirapachena and Sibanda (2014) reveal some of the main effects of strike actions on the economy:

- **Loss in production:** strike actions usually lead to a decline in production levels since workers will try to hit employers where it hurts the most. That is, halting or slowing down production in order for the strike action to be successful.
- **Lost contracts:** prolonged strikes often result in companies losing business contracts either temporarily or permanently.

- **Loss in investment:** loss in investment affects potential GDP. Investors prefer to invest in countries that are stable, as opposed to those that are unstable.
- **Loss in employment:** some workers lose their jobs after strike action, especially in cases of illegal strikes or where the companies shut down as a result of a strike. This is also true in cases of legal strikes if workers engage in delictual activities. This is what happened in the Marikana Massacre, South Africa and obviously those 34 workers who died as a result will never work again and their families will suffer abject poverty.
- **Socio-Political Effects:** sometimes major strike actions turn ugly with people being killed and others being injured, owing to violence that can escalate during a strike. The injuries may be so serious that they may never be able to work again, hence a lifetime of poverty. According to the Namibian Labour Act section 209 an employer is not obliged to remunerate striking workers because of the standard of no work/no pay. This results therefore in loss of income for the striking workers.

Murwirapachena and Sibanda, (2014) suggest the following possible solutions to achieve stability in the South African labour market:

- Democratisation of labour relations;
- Create sound stakeholder relationships;
- Turn employees into employers through Indigenisation Policies; and
- Implementation of a National Minimum Wage Policy.

2.5 Comparative analysis of mining sector strikes

It is imperative to study the history of mineworker strikes in other countries in order to fully understand the prevailing situation in Namibia's mining sector.

2.5.1 International mining sector strikes

In the UK, of the great coal mineworkers' strike 6 March 1984 to 3 March 1985, badly affected the downstream British coal industries (Matgamna & Thomas, 2008). The strike occurred as a response to the government's closure of some mining pits which resulted in some 20 000 jobs being lost. Although the affected mines had already been experiencing low production levels, the British National Union of Mineworkers came out badly bruised after it was found legally at fault and its defeat dealt a terrible blow to its loyal membership. Lives were lost during that strike and some of the company's customers were also lost.

2.5.2 Zimbabwe

According to an online article, Zimbabwe's gold producers experienced a strike in May 2010 over a salary increment issue after the negotiations between the Associated Workers Union of Zimbabwe and the employer collapsed (Anon, 2010). The source stated that the strike hit the gold mining sector hard and it ended up costing approximately US\$8 million. The strike was only called off when the Zimbabwean government's Labour Minister directed both the union and management to approach the Labour Court for redress.

2.5.3 South Africa

South Africa, like Namibia, has experienced many mining sector strikes. According to BBC News Africa (2011), employees at De Beers diamond mine downed tools after negotiations between the National Union of Mineworkers (NUM) trade union and mine management over wage increases driven by ever-increasing costs of food and fuel, reached a stalemate. A wave of gold mine strikes also over wage increases generally affected gold mining operations in South Africa gravely. The gold mine strikes which took about five days, only ended after negotiations between the union and the Chamber of Mines were positively concluded. All these strikes cost the South African mining companies severely in lost production.

Moodie (2009) points out that the resolution of the Marikana strike of 1987 was a rubber stamp victory for the employer while for the unions it was a defeat. It in fact created more opportunity for a labour relations system with full union participation. Magaziner and Jacobs (2013) conclude that that strike was purely an effort to hasten the process of placing labour on an equal footing to those in power.

According to Twala (2013), the following factors were the cause of the South African Marikana Massacre of 16 August 2012, resulting in the death of 34 miners while 78 others were injured.

- **The brutal role of employers and the mining industry:** The employees were of the opinion that the huge platinum reserves produced wealth only for companies and executives, while leaving workers and communities in abject poverty. The employers are perceived to continue becoming richer at the expense of the workers who always work under intolerable conditions where death is guaranteed, and who keep on sinking deeper into poverty;
- **The government's ineffectiveness in implementing the Mining Charter:** The employees were not happy with the government because of its failure to effectively implement the Mining Charter, which compels the companies make provision for housing for all employees.

- **Ineffectiveness of the labour movements to handle the workers' grievances:** The employees lost trust in their unions whom chose to be their voice when facing the employer as they started becoming suspicious of their role in the bargaining chamber.
- **Criticisms against the ANC and the State machinery in their perceived failure to address the workers problems:** The employees accused ANC leaders, as well as President Jacob Zuma, of being obsessed with patronage rather than dealing with the plight of the mineworkers. This is bad, especially if employees perceive lack of support from the ruling party and the government which they voted into power.

According to Antin (2013), the growth of the South African economy is at risk in the sense that around January 2013, recent official statistics showed a steep decline in physical production volumes after the Marikana tragedy and that production volumes continued decreasing from March 2013.

In order to alleviate the situation post-Marikana, Twala (2013) made the following recommendations:

- To create a platform for non-violent and free union activity;
- To require employers to participate in centralised bargaining structures, aimed at addressing concerns raised by employees;
- To renew the union structures in order to ensure appropriate processes of democratic representation and accountability by union leaders;
- To ensure that action is taken to address the living conditions of mining communities and to ensure that the Mining Charter commitments are implemented; and
- To ensure that there is effective national engagement on the transformation of the mining sector and the economy as a whole.

Inferences can be drawn from the above cases that, regardless of where in the world they occur, the causes of strikes in the mining sectors have strong similarities and strike action has a negative impact on the productivity of the mining sector.

It is also clear from the above that there is a relationship between mineworkers' strikes and the mines' productivity. In most cases, strikes have a negative impact on productivity of any given organisation, and hence mineworkers' strikes cannot be viewed in isolation without making reference to their impact on the mine's productivity.

2.6 Labour relations in pre-independence Namibia

2.6.1 Incidence of strikes in pre-independence Namibia

Accurate statistics on pre-independence mineworker strikes in Namibia are not well documented. However, some devastating strikes occurred in the years 1971-1972, 1987 and

1989-1990. Namibia attained independence in 1990. Although most of the strikes that occurred during the pre-independence era are considered to have been caused by the then-prevailing political environment, independence per se was not a recipe for industrial peace, as a greater number of strikes were witnessed even six years after independence, as reported by Klerck *et al.* (1997). The longest and perhaps most costly post-independence strike in Namibia occurred in 1996, four years after the promulgation of the Labour Act No. 6 of 1992. This Act was designed by the government of Namibia as an instrument for managing and resolving industrial disputes. The major limitation of Klerck *et al.* (1997) work on labour relationships and strikes in Namibia is that it did not explore ways of mitigating strikes yet there is need to create industrial harmony. Besides addressing the impact of mineworkers' strikes on production levels, a fully-fledged research on effects of strikes must also suggest possible ways of mitigating or preventing conflicts between workers and their employees.

According to Klerck *et al.* (1997), most authors are of the view that determining the causes of strikes requires a multi-causal approach and not a single theory since strikes are, in essence, a complex synthesis of multiple dimensions; hence linear causal models cannot depict their causes and outcomes. Klerck *et al.* (1997) further state that most authors assert and recognise that strikes are a product of both objective and subjective forces. In retrospect, it is important to analyse the effect of those strikes on productivity in order to appreciate their occurrence. The significance of the mining sector in the Namibian economy cannot be overemphasised and hence, any disruptions in the form of strikes cannot be overlooked.

Before 1990, trade unionism was considered illegal in Namibia despite the fact that the conditions of employment were appalling. Labour relations were characterised by overt and covert hostilities that emanated from the fact that all means of productions were owned and controlled by a minority white regime, a situation which was prompted and promoted by the then apartheid policies. Major grievances of the mineworkers stemmed from low wages, poor housing conditions, low standards of living and a ceiling on advancement of black employees' socio-economic status (Gaomab, 1994; LaRRI, 2010).

Relations between the workers and their employers were political and conflicted in nature. This prompted intermittent strikes and uprising as workers constantly fought to attain their political and labour rights. In those days, it was difficult to understand whether the employees' grievances emanated from their political or working environment, but it seems both issues were major causes of the black employees' discontent. As previously mentioned in Chapter One, section 1.1, some liberation movements capitalised on the thin line between politics and labour issues and successfully organised workers to strikes and/or engage them in other industrial actions (Gottschalk, 1978; Van Rooyen, 1996).

According to the Labour Resource and Research Institute (LaRRI, 2006), Namibia is endowed with many mineral resources, such as copper, diamonds, gold, lead, uranium, salt, zinc, etc. The majority of workers, who were recruited to work on the mines following the discovery of diamonds and other minerals, were mostly from the northern part of Namibia. Those workers were recruited based on a dishonourable contract labour system, called the South West Africa Native Labour Association (SWANLA). LaRRI (2006) further highlights that Namibian workers endured cruel colonial labour practices during the German colonial administration (1884-1914) and the South African apartheid regime's (1915-1989) illegal occupation of Namibia. The black workers were required to carry out very hard manual work while white employees were recruited to hold managerial positions that allowed them to exercise unlimited control over their black counterparts. At that time, black workers did not have legal protection and had to fight for their rights to be observed. It was only in 1978 that a new labour relations framework started to address the black workers as employees. This also helped the black employees to legally form and join trade unions (LaRRI, 2006).

LaRRI (2006) also identifies the following strikes and their causes that occurred in the Namibian mining sector between 1916 and 1956:

- Kahn mine strike 1916 was caused by a manager who tried to intimidate the employees by calling in the police.
- Luderitz mine strike of 1923 started after one employee was assaulted by a foreman.
- Oranjemund mine strike of 1937 was a reaction to the use of X-rays for checking for diamonds presumably pilfered by the workers.
- Tsumeb mine strike of 1939 was caused by the alleged deduction in wages.
- The causes of the Nageib mine strike of 1939 are not documented.
- The Tsumeb mine strike of 1948 was a reaction to a white boy who shot dead a black worker.
- In 1954 the mineworkers at Tsumeb mine again went on strike over bad working conditions.
- The causes of the Brandberg mine and the Otjisondu mine strikes of 1956 are not documented.

In the 1920s, diamond mineworkers carried out a number of strikes over wage increases and other labour-related issues. These strikes disrupted most activities at the diamond fields to such an extent that the Chamber of Mines started complaining when the whole diamond mining sector was brought to a standstill (LaRRI, 2010). As a way of resolving the diamond mineworkers' strikes, the workers' employment contracts were lengthened from 9 to 12 months and unlawful deductions of workers' salaries were eliminated. However, LaRRI (2010) does not say whether or not the salaries were also increased.

According to van Rooyen (1997), the first strike in Namibia's mining sector was recorded in 1893 at Gross Otavi Mine. Van Rooyen (1997) further points out that there were 43 strikes during the period 1945-1971. On the contrary, Gottschalk (1978) says that 24 strikes took place before the 1971/72 wave of strikes. These strikes were partially attributed to the influence of some political parties such as Ovamboland People's Organization (OPO) which later transformed into SWAPO (Gottschalk, 1978; van Rooyen, 1997). According to Gottschalk (1978), widespread dissatisfaction with the contract labour system in the mining sector eventually saw Namibia experiencing a devastating strike in 1972. By mid-January 1972, over 13 500 workers in 12 mining centres countrywide were involved in strike action, although other sources suggest that there were as many as 20 000 striking workers at that time (Peltola, 1995). That strike brought Namibia's economy to a grinding halt, and Peltola further notes that eight mines were closed and their related downstream industries were badly affected. According to Peltola (1995), trade unionists organised a strike at Rössing Uranium against racial discrimination and low wages in 1978. This strike lasted for eight days.

LaRRI (2010) mentions the strike of Tsumeb Corporation Limited (TCL) that took place in 1987 over wage increases, accumulative leave days, housing conditions, unfair labour practices, improved safety regulations, discriminatory practices in the mine and the implementation of United Nations (UN) Resolution 435. The source further states that the strike affected all three mines of TCL. All miners at TCL, who were members of the MUN, were sacked thereafter. TCL management took the MUN body to court. TCL won the court case after which they decided to evict the workers from the hostel. Only workers who were perceived not to have union connections were re-employed. According to van Rooyen (1997), 24 mining sector strikes took place in 1987.

It appears that the three selected mines as discussed in section 2.1 did not experience strikes in the pre-independent Namibia since there is nothing documented on which to rely. The researcher concurs with Klerck *et al.*, (1997) who earlier on stated that accurate statistics on pre-independence mineworkers' strikes in Namibia are not well-documented.

2.7 Labour relations in post-independence Namibia

2.7.1 Incidence of strikes in post-independence Namibia

According to Klerck *et al.*, (1997), the attainment of Namibia's independence in 1990 did little to halt mineworker strikes and even the implementation of the Labour Act No. 6 of 1992 did not help to reduce the number of strikes in the mining sector. Since the means of production remained in the hands of a minority group of white people, this situation continued to cause a fractious relationship between employees and their employers. The disharmony in the mining

sector badly affected the industrial productivity which continued to be hampered by occasional strikes.

The National Assembly passed the Labour Act No. 6 of 1992 aimed at promoting good relations and just employment practices in Namibia. However, the Act did little to avert strikes in the mining sector. This Act was abolished and substituted by the Labour Act No. 11 of 2007. Just like its predecessor, the Labour Act of 2007 was designed to protect the rights of the mineworkers too. Section 74 of the Labour Act No. 11 of 2007 outlines the procedures to be followed when workers want to exercise their rights to strike or for employers to lockout the employees. If such procedures are not complied with, the strike or the lockout situation is considered illegal.

For some time since independence, Namibia has been a member of the International Labour Organization (ILO) and the Namibian government has ratified some of the ILO conventions and recommendations (ILO, n.d. b). The ILO is a tripartite UN agency that focuses on enhancing the living and working conditions of the workers (ILO, n.d. a). It is a labour body which is recognised internationally and is often consulted by various country-specific labour organizations when formulating policies and labour laws.

After independence, the most notable mining sector strike was recorded at Tsumeb Corporation Limited (TCL) mine in 1996. The TCL strike began after MUN and the mine management team could not agree on the percentage wage increase. Mineworkers were demanding 13.5% whilst management was prepared to offer 7%. The government intervened in this issue and the wage increment was settled at 10.5%. However, the result of this strike was that more than 500 workers were retrenched. TCL lost potential revenue of about N\$100 million and the damage to the company's property totalled N\$800 000. Due to the above losses, Goldfields Company, a majority shareholder in TCL, decided to close down part of its operations in Namibia (Klerck *et al.*, 1997). As a result of that strike, the mine closed completely and TCL mine no longer exists.

Van Rooyen (1997) reports that 102 strikes took place between 1990 and 1994, while the Ministry of Labour reported 71 strikes for the period from January 1990 to March 1995. In explaining this discrepancy, Klerck *et al.* (1997) suggests that some smaller strikes and work stoppages were not captured by the MLSW.

According to Cloete (2008), more than 200 employees embarked on a wildcat strike for about 18 days, complaining about the dismissal of a union leader, thereby interrupting production at Namibia Lead Mine as well as Exxaro Rosh Pinah Zinc Mine in Southern Namibia. In order to diffuse this strike, the union and management representatives resolved to reinstate the sacked union leader on condition that he remained on suspension until an independent arbitrator reviewed the misconduct charges against him. In May 2008, the same mine again

experienced a strike for about three weeks over salary increases, housing and transport allowances (Cloete, 2008). This strike almost brought production at Exxaro Rosh Pinah mine to a halt. Eventually, a compromise agreement was struck by both parties. The negative side effects of this strike were that the employees were not paid for the entire striking period while, on the other hand, the company failed to run at full throttle and hence the company experienced huge losses.

According to Robberts (2006), the strike by open-pit operators over salary dissatisfaction halted the operation of the crushers for two weeks at Namibia's Rössing Uranium mine. This strike ended only after the union and Rössing Uranium management reached an agreement on wage increases.

A quarter of Lev Leviev Diamond Mine workers went on strike in June 2006 over a unilateral change in conditions of employment (Robberts, 2006). The workers were given an ultimatum to sign 12-month individual contracts for the third time. The new contracts would have seen them not getting a basic salary unless they met certain production quotas. The strike ended after the mine management invited the MUN to come aboard after which earnest negotiations began. At the end of the negotiations, MUN became the official bargaining platform for workers as more workers decided to join the union. As a result of the negotiations, 356 workers became permanent employees with full benefits, while 56 workers were classified as trainees with a view to employing them permanently in the near future (Robberts, 2006).

About 360 workers at Kumba Resources' Rosh Pina zinc and lead mines embarked on a 13-day strike which ended on 10 November 2006. The workers were demanding better housing subsidies and relocation allowances. After lengthy negotiations, a wage increment of 10% for lower paid grades and 9 % for the higher paid grades was agreed (Cloete, 2006).

The Lev Leviev Diamond Mine workers once again embarked on a strike in 2008 over hostile working relations. Workers accused the General Manager of failing to implement the agreement to increase wages and benefits, discrimination tendencies, poor management, unfair dismissal, mistreating workers, usage of foul language towards workers, paying foreign nationals better salaries as compared to Namibians, etc. Workers further demanded better wages, transport and other benefits to be added to their packages. The strike was a heavy blow to both the union and the mine in that, in about three weeks, 148 striking workers were dismissed and 100 more workers were served with letters of dismissal by a Messenger of Court. The mine, on the other hand, lost about US\$40 000 - US\$50 000 in production per day (Isaacs, 2008).

According to Rössing Uranium's report to stakeholders (2007), annual salary negotiations with MUN ended on a positive note since no labour disputes were experienced during the

negotiations. The outcome of these discussions ensured the successful implementation of the company's turnaround strategy. According to the same report, Rössing Uranium had put in place a policy to maintain good relations during 2007 and they managed to resolve many otherwise problematic situations in an amicable manner.

According to Mr V. Malango, Chief Executive Officer of the Chamber of Mines of Namibia, the resurgence of interest in uranium was mainly due to the depletion of world carbon nuclear fuels and the fear surrounding the impact of the carbon fuels on global warming (CMN, 2010). This saw the price of uranium soaring to an all-time high of US\$136 per pound in 2007. Malango suggested that, since Namibia is rated the fourth leading producer of uranium worldwide, it can be inferred that any disruptions at uranium mines may have serious consequences both for the mines' productivity as well as the Namibian economy.

In most cases, parties involved in negotiations place on the table either unrealistic demands or unrealistic offers and because of that, deadlock in negotiation which leads to strikes is easily reached. This shows that negotiating parties bargain in bad faith. The other issue that is an example of parties not bargaining in good faith is when one party refuses to disclose vital information during the negotiation to the other party. According to Bendix (2010), negotiating parties are expected to bargain in good faith at all times. She also adds that good faith bargaining means that the party concerned should display sincere intention to achieve resolution, that the party should make proposals and concessions indicative of good faith, should not unilaterally institute changes or use delay tactics, should not set unreasonable preconditions for bargaining, should not bypass acknowledged bargaining agents, should supply sound arguments for a stance, should not suddenly change bargaining conditions, should not unnecessarily withhold information and should not engage in insulting behaviour. It is only when disputing parties embark on negotiation in good faith that they will be able to reach an amicable solution instead of resorting to strikes.

2.8 Post-independence legislation reforms

The Namibian National Assembly passed the following legislations that advocate Labour Rights in Namibia:

2.8.1 Constitution of Namibia (1990)

Chapter III of the Namibian Constitution talks about fundamental human rights and freedoms, whereas Article 5 stipulates that the fundamental rights and freedoms enshrined in that chapter must be appreciated and sustained by the Executive, Legislature and Judiciary as well as by all organs of the Government and its agencies, and where applicable to them, by all natural and legal persons in Namibia, and shall be enforceable by the courts in a prescribed fashion (Namibia, 1990).

2.8.2 Social Security Act (No. 34 of 1994)

This Act provides for:

- the establishment, constitution and powers duties and functions of the Social Security Commission;
- to provide for the payment of maternity leave benefits, sick leave benefits and death benefits to employees and to establish for that purpose the Maternity Leave, Sick Leave and Death Benefit Fund;
- to provide for the payment of medical benefits to employees and to establish for that purpose the National Medical Benefit Fund;
- to provide for the payment of pension benefits to retired employees and to establish for that purpose the National Pension Fund;
- to provide for the funding of training schemes for disadvantaged, unemployed persons and to establish for that purpose the Development Fund; and
- to provide for incidental matters (Namibia, 1994).

2.8.3 Employees Compensation Amendment Act (No. 05 of 1995)

This Act calls for:

- the amendment of the Workmen's Compensation Act, 1941, in order to adjust its provisions in view of the independence of Namibia;
- to amend certain definitions;
- to exclude members of the Namibian Defence Force on active service from the definition of "employee";
- to remove certain discriminatory provisions;
- to empower the Commission to issue certain certificates in respect of contractors;
- to transfer the administration of the Act to the Social Security Commission;
- to repeal certain provisions relating to the appointment of assessors;
- to make further provision for the powers, duties and functions of the Commission;
- to make new provision for powers and procedures in respect of investigations by authorised persons;
- to make new provision for the preservation of secrecy;
- to make new provision for the administration of funds; to provide for the writing-off of moneys due to the accident fund;
- to make new provision for the responsibility of accounting and auditing; to make new provision for the exemption from income tax;
- to make new provision for the review of compensation;
- to make new provision for appeals against decisions of the Commission;
- to repeal certain provisions relating to benefits payable to assessors;

- to repeal certain provisions relating to the referral of applications to a revision board; to make further provisions for formal hearings;
- to make new provision for the representation of parties; to provide that the accident fund shall be a juristic person;
- to amend certain provisions relating to the application of the accident fund;
- to establish the accident pension fund;
- to provide that the reserve fund shall be a juristic person;
- to make new provision for the valuation of funds;
- to exempt certain employers from the obligation of submitting certain statements;
- to provide for the transfer of moneys to the accident pension fund;
- to provide for alternative methods of assessment and payment of assessments;
- to make new provision for restrictions in respect of compensation;
- to increase the penalties which may be imposed under the Act;
- to repeal certain provisions relating to the making of regulations;
- to extend the provisions relating to the delegation of powers;
- to amend the short title of the Act; to substitute certain words and expressions in the Act;
- to make provision for the transfer of certain assets, liabilities, rights and obligations to the Commission and the right of certain persons to enter into employment with the Commission; and
- to provide for matters incidental thereto (Namibia, 1995).

2.8.4 Affirmative Action Act (No. 29 of 1998)

This Act aims to achieve:

- equal opportunity in employment in accordance with Article 10 and Article 23 of the Namibian Constitution;
- to provide for the establishment of the Employment Equity Commission;
- to redress through appropriate affirmative action plans the conditions of disadvantage in employment experienced by persons in designated groups arising from past discriminatory laws and practices;
- to institute procedures to contribute towards the elimination of discrimination in employment; and
- to provide for matters incidental thereto (Namibia, 1998).

2.8.5 The Labour Act (No. 11 of 2007)

Two years after independence, the Labour Act No. 6 of 1992 was promulgated with the aim of promoting good relations and just employment practices in Namibia. However, the Act did

little to avert strikes in the mining sector. This Act was abolished and substituted by the Labour Act No. 11 of 2007. Just like its predecessor, the Labour Act of 2007 was designed to protect the rights of the mineworkers too.

The Labour Act of 2007 is mandated:

- to consolidate and amend labour laws, to establish a comprehensive labour law for all employers and employees;
- to entrench fundamental labour rights and protections; to regulate basic terms and conditions of employment; to ensure the health, safety and welfare of employees;
- to protect employees from unfair labour practices;
- to regulate the registration of trade unions and employers' organisations;
- to regulate collective labour relations;
- to provide for the systematic prevention and resolution of labour disputes;
- to establish the Labour Advisory Council, the Labour Court, the Wages Commission and the labour inspectorate;
- to provide for the appointment of the Labour Commissioner and the Deputy Labour Commissioner; and
- to provide for incidental matters (Namibia, 2007).

2.8.6 Employment Service Act (No. 8 of 2011)

This Act provides for:

- the establishment of the National Employment Service;
- to impose reporting and other obligations on certain employers and institutions;
- to provide for the licensure and regulation of private employment agencies; and
- to deal with related matters (Namibia, 2007).

All the above legislation makes provisions for the statutory rights of employees in Namibia.

2.9 International Labour Organisation (ILO)

The ILO was founded in 1919, in the wake of a destructive war, to pursue a vision based on the premise that universal, lasting peace can be established only if it is based on social justice. The ILO became the first specialised agency of the UN in 1946 (ILO, n.d.).

The ILO is a tripartite UN agency whose focus is on the improvement of the living and working conditions of the workers (ILO, n.d. a). It is often consulted by various country-specific labour organizations when formulating policies and labour laws. The ILO is acknowledged internationally because of the role it plays in promoting social justice for all (ILO, n.d. a). It draws up labour standards by way of Conventions that countries can opt to ratify, makes Recommendations, as well as setting minimum standards of labour rights (ILO,

n.d.b). However, there is no ILO convention or recommendation on the right to strike. This is quite surprising that ILO has not explicitly set out the right to strike in its Conventions or Recommendations.

For some time since independence, Namibia has been a member of ILO and the Namibian government has ratified some of the ILO Conventions and Recommendations. Namibia has applied the following ILO Conventions in its national laws:

- C.29 Forced Labour Convention, 1930.
- C.87 Freedom of Association and Protection of the Right to Organise Convention, 1948.
- C.98 Right to Organise and Collective Bargaining Convention, 1949.
- C.100 Equal Remuneration Convention, 1951.
- C.105 Abolition of Forced Labour Convention, 1957.
- C.111 Discrimination (Employment and Occupation) Convention, 1958.
- C.138 Minimum Age Convention, 1973.
- C.144 Tripartite Consultation (International Labour Standards) Convention, 1976.
- C.150 Labour Administration Convention, 1978.
- C.158 Termination of Employment Convention, 1982.
- C.182 Worst form of Child Labour Convention, 1999 (ILO, n.d.b).

In general, the above-mentioned legislations are aimed at regulating the conduct of employers and employees in their employment relationships, as well as to guide them on how to deal with issues that they may be faced with the workplace. Surely, this is an indication that the government of Namibia has tried to put laws in place in order to promote industrial harmony.

2.10 Productivity

Productivity, in simple terms, is viewed as a relationship between what a company achieves or obtains from channelling in its resources. Whenever strikes occur, productivity is negatively affected by work stoppages. According to Barker (2007), productivity is a relationship between the quantity of goods and services produced and that of input used in producing that output. Gaither and Frazier (2002) define productivity of resources as the amount of products or services produced in a time period divided by the amount of the resources required. They indicate that the measures used to determine productivity are not perfect, but despite their limitations, they provide a useful way for tracking productivity so that managers can be well-informed of trends in productivity either during strikes or not. By

implication, productivity is roughly related to efficiency since efficiency also measures the relationship between the resources channelled in and the obtained output. Productivity considers employees' job performance, technology, machinery tools, and work methods that support and assist their work and product quality as the major factors that affect labour productivity.

According to Syverson (2010), productivity is proficiency in production in relation to what outputs are attained from a specified set of inputs. Basically, single-factor productivity measures would reveal the quantities of output produced for every unit of an individual input. Capital and materials productivity measures are intermittently used, however, labour productivity is the utmost common measure normally used.

Brown and Harvey (2006) emphasise that productivity may be increased as follows:

- Increase production by either using smaller or the same volume of resources.
- Allow reduction of the volume of resources used whereas increasing the production or even keeping it the same.
- The volume of resources used may be increased provided that production also increases more.
- Production can be permitted to decrease provided that there is a substantial reduction in the volume of resources used.

2.10.1 Issues affecting productivity

According to CMN (2010), Namibian mines have stiff competition both from the local and the international stage and they can only enhance their competitive edge by maintaining sustainable production levels. Often management styles pose a serious stumbling block to improving productivity at the mines and poor management styles often result in poor employee recruitment procedures, thus creating an inadequately equipped labour force. As previously discussed, strikes in the Namibian mining sector are a contributing factor to low productivity. A poorly-equipped labour force poses a fertile breeding ground for hostilities and conflicts between employers and their employees (Barker, 2007).

When a strike occurs, sometimes its impact on productivity is merely overlooked. Management often estimates the damages caused by a strike in unclear terms, and thus the impact of strikes on productivity is often not finitely accounted for. Smit and Cronje (2002) emphasise the importance of productivity by concurring that the standard of living in communities cannot be improved permanently by means of salaries and wage increases alone, but by increased productivity. Productivity is generally regarded as a foundation for economic growth since it provides countries with an international competitive advantage. It is therefore of critical importance for the country's long-term well-being and thus deserves proper consideration and understanding, whether strikes are taking place or not.

According to Cascio (2012), productivity is defined as a measure of the output of goods and services in relation to any given set inputs of labour, material and equipment, and an industry that is more productive will be in a better competitive position owing to the fact that its unit costs will be lower.

Cascio (2012) goes on to say that businesses with an increased productivity are able to pay better wage and in so doing, improving the standard of living without boosting inflation. This is so true because a business with an improved productivity will not have an excuse not to increase its employees' wages. Employees on the other hand expect to have their quality of work life improved as a result their hard work.

Barker (2007) is of the view that an increase in productivity improves the living standards of employees since they will be able to procure more goods and services. A highly productive company ensures that its employees have enough money to spend on leisure, and it can build decent houses and contribute to social and environmental programs. An increase in productivity levels further aids the firm to meet its obligations to its customers and employees and to government by paying taxes and dividends to stakeholders. It also helps an organisation to improve its competitiveness in the market place.

Sometimes people may think that unions have a stake in productivity. However, Hirsch (2010) claims the contrary and states that several comprehensive studies which were carried out did not find substantial evidence that unions significantly increase or decrease productivity.

On the contrary, Islam, Rana, Hoque, Azad & Ahmed (2013) in their empirical study found that most of workers are agitated because of dissatisfaction with salary, fringe benefits and working conditions, and the outcome was low productivity. Boal (2014) observes some undesirable effects of unionism on productivity at small mines which seemed to worsen over time. The author attributes the worsening productivity to deteriorating labour relations. Again on the measure of the effect of the United Mineworkers of America on productivity in West Virginia coal mining in the early 20th century, Boal (2014) finds strong evidence of an undesirable effect of unionism toward the end of the sample, worsening over time.

Apart from labour relations, Sharpe and Bradley (2009) point out that probable explanations for deteriorating mining productivity in Canada are the declining capital intensity, higher mining commodity prices, compositional shifts within the sub-sector, lagging innovation and technological progress, deterioration of the average quality of the workforce, greater environmental regulation, and deterioration of the average quality of resources exploited, independent of price effects and taxation.

McMahon and Moreira (2013) observe that apart from the economic growth, substantial enhancements in Human Development Index scores (HDI) were noted in states which are rich in minerals as opposed to those rich in oil. While this is generally so, dissatisfaction among mineworkers results in strikes, which ultimately leads to low productivity.

However, Cronjé, Reyneke and van Wyk (2013) note that even though the mines contribute to the nearby communities economically, they are still perceived to be guilty of poor labour conditions, corruption, pollution incidents, occupational safety and health failings, as well as having no respect for human rights. All these factors can affect productivity in a negative way.

Green (2014) warns that the Namibian economy is well-supported by the mining ventures which include the consolidated diamond mines, uranium mines, copper-lead-zinc mines. To survive and to consolidate the level of productive forces, the country depends on substantial semi-skilled and highly skilled manpower. The recruitment process is therefore crucial in the mining sector of Namibia to ensure that skilled people are employed to uplift the productivity levels.

According to Mitchell and Steen (2014), it was found that because of a skills deficiency the current workforce lack the necessary skills to operate in a cost-constrained environment. In big companies, incompetence has been identified as the major cause of poor productivity and as a result, there is a dire need to embark on skills development in order to achieve long-term success.

Houdet, Muloopa, Ochieng, Kutegeka and Nakangu (2014) observe that in Uganda, heavy reliance is placed on Artisanal and Small-scale mining (ASM). This strives to minimise capital and operational expenditure by making maximum use of casual labour, probably because they want to maximise profit and reduce the risk of strikes, since casual workers have limited negotiating capacity and bargaining power.

Any business is said to be excelling if its production levels are high and hence it will be able to overcome competition from similar business enterprises. There are many factors that affect productivity either positively or negatively. Several researchers, such as Barker (2007), Smit and Cronje (2002) and Gaither and Fraizer (2002), find that attitude of employees is one of the major contributing factors to productivity and that attitude can affect an organisation's growth and productivity. Positive attitudes are said to correlate with increased productivity, while negative attitudes can have an opposite effect.

According to Gaither and Fraizer (2002), poor recruitment procedures also have a great impact on a company's productivity and only companies that recruit people with the right skills and attitude have a greater chance of attaining high production levels. They further

stresses that training and development and the ability to retain skilled manpower are among other factors that may positively affect productivity.

According to Cummings and Worley (2005), an organisation's culture and its management structures may cause low employee morale. They further explain that organisational mismanagement contributes to the low morale of employees. The authors also suggest that management needs to take time to build relationships with employees through personal interaction in order to keep employees highly motivated. This appears to be true as people respect those who treat them with respect.

Brown and Harvey (2006) note that productivity and quality interventions have been attracting attention from company management in the last few years. This attention seems to have borne a positive impact towards improving productivity of organisations. Finne more and van Rensburg (2002) note that adversarial relationships between employees and their employers often negatively affect an organization's productivity. They point out that if a company has an open-door policy towards a union to which its employees are affiliated, the high involvement of the union, including in the early planning stages, of every issue that is of great concern to the employees, often ensures that teamwork helps to overcome the typical adversarial relationship between management and workers. It appears to be true that if a collegial relationship exists between management and workers, then productivity would improve. Union bodies help to ensure that management teams are always honest with their employees (Brown & Harvey, 2006). Gaither and Frazier (2002) state that there is no set formula to precisely predict human behaviour in general and productivity in particular.

2.10.2 Impact of employee involvement on productivity

Cummings & Worley (2005) advocate the principle of employee involvement since it allows employees to contribute to decisions affecting organisational performance and employee welfare and ultimately leads to higher productivity.

Cummings and Worley (2005) further explain how employee involvement interventions can affect productivity, as shown in Figure 2.1 and Figure 2.2.

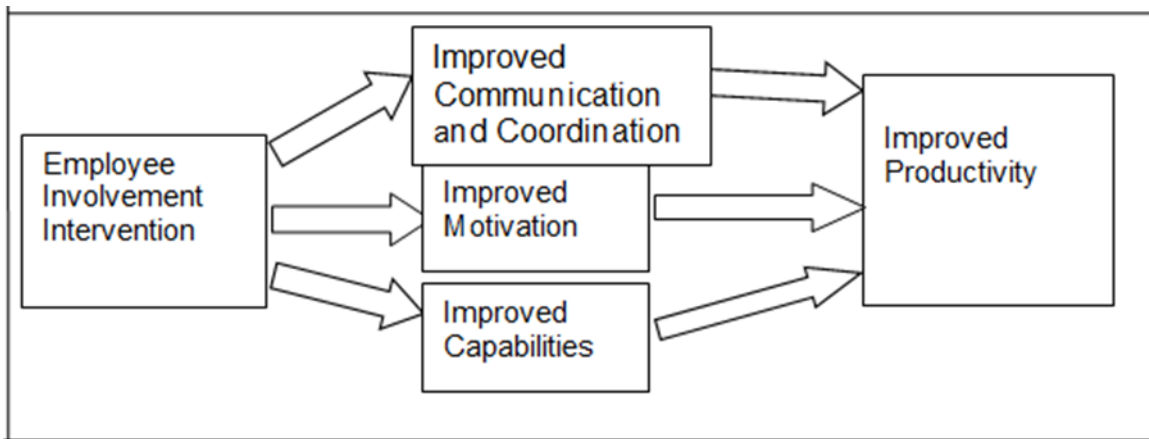


Figure 2.1: How employee involvement affects productivity (Cummings & Worley, 2005)

Figure 2.1 illustrates how the involvement of employees in decision-making at the workplace, can lead to productivity improvement in at least three ways:

Firstly, involvement of employees can lead to improved communication and co-ordination between employees, as well as organisational units that contribute to an overall task.

Secondly, employee involvement intervention can increase motivation of employees and this leads to improved performance.

Thirdly, employee involvement can help to enhance the competencies of employees and this will lead to better performance.

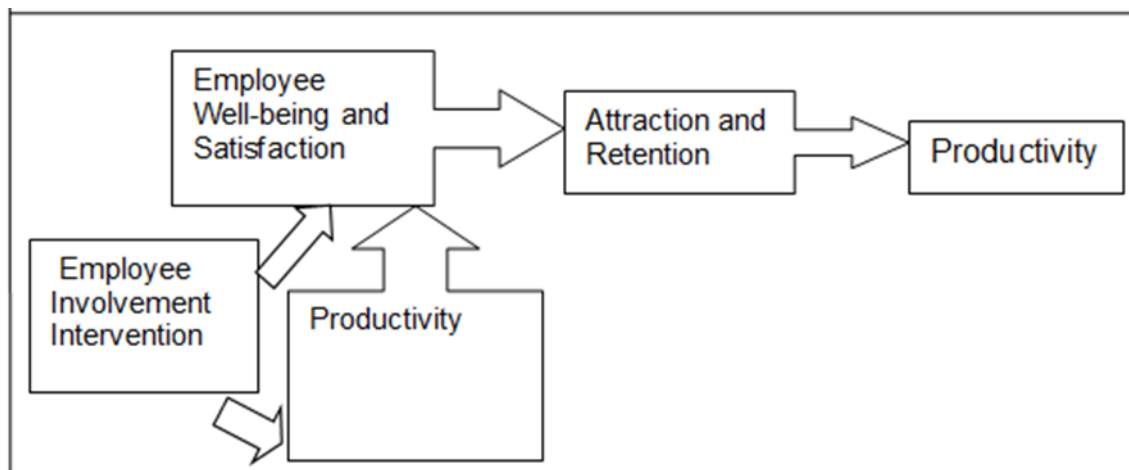


Figure 2.2: Secondary effects on productivity (Cummings & Worley, 2005)

According to Cummings & Worley (2005), the practices depicted in Figure 2.2 improve the welfare and satisfaction of employees and create a working environment conducive to productivity. When productivity is increased, so does employee satisfaction and this will

ultimately encourage the best employees to take up employment and to stay longer with the company.

Finnemore and van Rensburg (2002) emphasise the importance of sharing the benefits of improved productivity with workers as this helps to boost their morale. Failure to do so may lead to low morale and high staff turnover. They further state that productivity can be increased as follows:

- Improving skills of the entire workforce: If the skills of workers are improved, this will enable them to excel in their duties.
- Greater union/management co-operation: It is imperative that there is a good relationship between union and management, because a union has the ability to instigate workers not to perform and can also encourage workers to perform.
- Create adequate workplace and workforce flexibility.

However, the aforementioned methods are only possible if the relationship between management and union is good, and that enables them to strive towards increased productivity. It is correct to say that unions could have either a positive or a negative effect on productivity, but all depends on their attitude towards rigid work rules, strike activities, training and improvement of job satisfaction.

In life, people do not always view or understand things in the same way. Although some of the causes of strikes are highlighted in the above sections, it is important to be mindful that different groups of people may have different perceptions of the environment around them. A poor perception of one's environment may become a driving force for a strike. Brown and Harvey (2006) define perception as a process used by individuals to give meaning to their environment by interpreting and organizing sensory impressions. Although perception can be substantially different from reality, it is a basic factor used in understanding behaviours by different subjects. Hence, it is always important to build a good impression for every situation since impressions are difficult to change once made. Brown and Harvey discuss two types of perception: selective perception and closure perception. They state that selective perception often happens as a result of previously accrued perceptions. Selective perception leads people to ignore information they do not want to acknowledge because it might be distracting or conflict with their ideas or values. This is dangerous because even when everybody sees that something is green, such person would say it is red, simply because that is the colour that that person wants to see. On the other hand, closure refers to the propensity of the individual to fill in any missing information, to complete the perception and give it meaning and wholeness. Closure may lead a person to perceive more in a situation than is already there, by adding information to make the picture seem complete and also satisfy their own opinion.

According to Barker (2007), productivity cannot be considered in isolation from wage increases because when the unit labour cost is increased, the remuneration of workers should also be increased, and this will obviously impact the cost of production negatively. In view of the above, it is important that both management and unions understand this concept in order to make informed decisions whenever they are dealing with wage negotiations.

Erasmus *et al.* (2005) emphasise that when dealing with strikes and other forms of work stoppages, it is important to realise that workers may have legitimate grievances related to the employment relationship and that a strike may be a last resort in demonstrating their dissatisfaction and to pressurise management to concede to their demands. It is therefore important that management must address the employment relationship conflict in a professional way so that employees become productive again as soon as the strikes are over in order to increase the production levels that may be lost during the strike.

2.11 Summary

During the Namibian pre-independence era, mining sector strikes were rampant due to political, economical and social reasons. Even after Namibia attained its independence, strikes in the mining sector continued unabated. This indicates that political independence alone did not do enough to quell disturbances in the mining sector. Inferences can be drawn from the literature that regardless of where in the world strikes occur, the causes of strikes in mining sectors are similar and strike action has a negative impact on the productivity of the mining sector. It is also clear from the literature that there is a relationship between mineworker strikes and mine productivity. In most cases, strikes have a negative impact on the productivity of any organisation, and hence mineworker strikes cannot be viewed in isolation and reference must be made of their impact on mine productivity. In the light of this phenomenon, this research explores the perceptions of mineworkers and mine management teams on the causes and the impact of strikes on productivity within the mining sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter addresses the methodology used in this study. It outlines the research design, and discusses the population, sampling, the instruments used in this research, and data collection and analysis procedures. The significance and limitations of this study, as well as ethical considerations, are also dealt with in this chapter.

3.2 Theoretical aspects of research methodology

Kothari (2011) defines research as a scientific and systematic search for relevant information on a certain topic. According to Woody (cited in Kothari, (2011), research is more about defining and redefining problems, formulating hypotheses or suggested solutions; collecting, organising and evaluating data; making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulated hypotheses. Kothari emphasises that the purpose of research is to discover answers to questions through the application of scientific procedures, while its main aim is to find out the truth which has not yet been discovered yet. Kothari (2011) describes a good research as one that meets the following criteria:

1. The aim of the research should be clearly defined and common concepts be used.
2. The research procedure used should be described in sufficient detail to allow another researcher to repeat the research for further advancement, keeping the continuity of what has already been attained.
3. The procedural design of the research should be carefully planned to yield results that are as objective as possible.
4. The researcher should report with complete frankness, flaws in procedural design and estimate their effects upon the findings.
5. The analysis of data should be sufficiently adequate to reveal its significance and the methods of analysis used should be appropriate. The validity and reliability of the data should be checked carefully.
6. Conclusions should be confined to those justified by the data of the research and limited to those for which the data provides an adequate basis.
7. Greater confidence in research is warranted if the researcher is experienced, has a good reputation in research and is a person of integrity.

3.3 Research design

According to Welman and Kruger (2002), a research design is a plan which states how the respondents for the research are acquired and how the information is collected from them. The research design defines how the researcher will engage the respondents in obtaining information required to reach conclusions pertaining to the research problem. Furthermore, Welman and Kruger (2002) emphasise that it is imperative to specify the following in the research design:

- The number of groups that should be used;
- Whether such groups are to be drawn randomly from the populations involved as well as whether they should be assigned randomly to groups; and
- What exactly should be done with them in the case of experimental research

The research design for this study was planned to discover the perceptions of members of mine management bodies, Mineworkers Union members and non-union members on the impact of strikes on productivity in the selected mines.

3.4 Research approach

The best research approach for this study was deemed to be a quantitative approach. According to Gravetter and Forzano (2009), quantitative research is more about measuring variables for respondents individually for the purpose of attaining scores, generally numerical values that are submitted for statistical analysis, summary and interpretation. Maree (2007), on the other hand, defines quantitative research as a process that is systematic and objective in its ways of using numerical data from only a selected subgroup of the universe or population to generalise the findings to the universe that is being studied. When conducting a study that makes use of quantitative research, the numerical measurement of specific aspects of phenomena is imperative and should be precise. The aim of using quantitative research is to make sure that this study is valid by means of numbers.

In this study, the data collection tool was a five-point Likert scale questionnaire. A five-point Likert or summated attitude scale is usually used for multi-dimensional attitudes. Statements contained in the questionnaire offered multiple-choice answers which were Strongly disagree, Disagree, Undecided, Agree, Strongly agree, to rate these statements. This type of approach is the most popular scale used because, according to Welman and Kruger (2002), it is the easiest to compile of all the other attitude scales. The scale has a set of avowals about the attitudinal object. Some of those avowals represent a positive attitude while others represent a negative attitude towards the object. The data that were obtained from the questionnaire were later analysed using the Statistical Package for Social Sciences (SPSS) which is a software package used for statistical analysis.

3.5 Population

A research population is generally a large collection of individuals or objects, known to have similar characteristics, which is the main focus of a scientific query (Welman & Kruger, 2002). Since the research problem relates to a specific population, the population in turn comprises the collection of all units of analysis holistically where specific conclusions will be drawn.

In this particular research, the population comprised employees of the three selected mines, consisting of mine management members, union-member employees and non-union employees, as well as officials of the MLSW. The three selected mines were chosen on the basis that they were the only ones that were willing to take part in this study. Seeing that they also experienced strikes from time to time, the respondents were considered to be fit to express their opinions on the impact of strikes on productivity in the selected mines. The size of the population is $N = 1496$ of the selected mines and $N = 400$ in respect of officials of MLSW. A total of 250 questionnaires were distributed, but only 175 questionnaires consisting of 145 from the selected mines plus 30 from MLSW were completed and returned to the researcher.

According to Welman, Kruger and Mitchell (2005), it is impractical and uneconomical to include the whole population in a research project. However, the selection of the sample must be done in such a way that the results of the research can be generalised from a sample to a population to have meaning beyond the limited setting in which they were obtained. This research focused only on three selected mines and therefore the results cannot be generalised to the entire mining sector of Namibia, they are only applicable to the three selected mines.

3.6 Sample and sampling procedures

The target population for this study consisted of mineworkers from the three selected mines and management bodies. Mineworkers were further categorised into ordinary union members, union officials and non-union workers. The management body consisted mainly of human resources personnel and executive managers. Opinions from officials from the MLSW, who were frequently involved in the mineworkers' strikes, were also included in the study sample. The opinions of the MLSW officials were important in order to minimise biased information that might be put forward by employees and employers as each group would be trying to defend its position.

The three mines selected for this study operate in the Erongo, Karas and Khomas regions of Namibia. Most mines in Namibia are situated in these regions and the selected mines are easily accessible. In particular, the choice of the Karas region was premised on the fact that there are two big mining companies in that region, both of which had experienced more than

one strike, and it was felt that the two mining companies could not be left out of this research. Importantly too, the Khomas region houses the headquarters of most mining companies, thus making it easy to access information on the operation of various mining companies in Namibia as a whole.

A total of 250 respondents from these three mines, together with some officials from MLSW, were asked to respond to the questionnaires. However, only 175 respondents, comprising 89 mineworkers (54 union members and 35 non-union members), 56 management body members and 30 officials from the MLSW, completed the questionnaires. Although the sample size looks relatively small compared to the target population in Namibia, meaningful responses were gathered from these questionnaires.

3.7 Systematic sampling

Vogt, Gardner and Haeffele (2012) aver that systematic sampling is widely used when simple random sampling would be inconvenient. They continue to add that simple random sampling is often inconvenient and frequently not feasible. One of the reasons why systematic sampling was chosen for this study is because it is easy and cheap to use. This sampling method was used to determine the impact of strikes on productivity in the three selected mines. A Likert scale-type questionnaire was sent to the selected mines for the employees to complete.

According to the Chamber of Mines (2013), Navachab Gold Mine employs 460 employees of which 400 are permanent employees, while 60 are temporary, Langer Heinrich Uranium (Pty) Ltd employs about 327 permanent, 45 temporary and 776 contract workers. It also employs 6 expatriates. Skorpion Zinc (Pty) Ltd on the other hand employs 733 permanent employees, 22 temporary employees, 582 contractors and 30 expatriates. In total there are 1496 permanent employees, including expatriates from the selected mines who were considered for this research and every seventh name on the list was selected.

There are 400 employees from the MLSW and every twelfth name on the MLSW list was selected.

The rationale behind choosing every seventh name from the selected mines and every twelfth name from the MLSW was to reduce the sample size to a manageable number.

3.8 Research instrument

The researcher used different sets of questionnaires for different target groups (see Appendices B1, C1, D1 and E1). The questionnaires were presented based on a five-point Likert scale. A five-point Likert scale based questionnaire, is a more effective and

inexpensive data gathering tool (Welman & Kruger, 2002) and can be used for collecting data from a much larger sample.

3.9 Research process

A systematic sample of mineworkers, union members, non-union members, union officials, as well as members of mine management such as human resources practitioners and executive managers were selected. All data collected were first coded in order to enable statistical processing of data before entering it into SPSS. The same procedure was followed with the questionnaires which were completed by the MLSW officials. Data was then summarised and analysed using SPSS. The findings obtained from these surveys are presented in Chapter Four.

3.10 Data analysis

Data for this study was gathered from the questionnaires and from a literature review of books, Internet, journals and newspapers. The questionnaire was developed in English to ensure that all respondents understood the questionnaire properly. The researcher collected the questionnaires and assigned values to each code on each questionnaire. The code values were captured onto a computer to produce statistical data. A software package (SPSS) was used for statistical analysis of data. The results were presented in graphs and tables format.

A Chi-Square test of association was applied to the data to ascertain whether relationships existed between the research variables such as gender, population group, age, marital status, highest academic qualification, professional qualification, job title, period in employment, salary scale, mineworker's union membership perceptions on strikes and productivity.

The Chi-Square test for independence of row and column categories is summarised as follows:

Null Hypothesis: H_0 : The row and column categories are not associated.

Alternative Hypothesis: H_1 : The row and column categories are associated.

$$\text{Test Statistic: } \chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where:

E is the expected count

O is the observed count

$$\text{And } E = \frac{\text{row total} \times \text{column total}}{\text{Grand total}}$$

Rejection region: $\chi^2 > \chi^2_{\alpha}$, where χ^2_{α} , is based on degrees of freedom, d.f. = (number of rows -1)(number of columns -1), and the level of significance, α .

The principle of Chi-Square statistics is that the bigger the difference (observed – expected) the stronger the evidence against the null hypothesis.

In this study, the Chi-Square test is used to determine whether the respondent's opinion or perception towards a view expressed in the questionnaire is dependent on whether the respondent is a member of management or the Mineworkers Union. For each question in the questionnaires, the Chi-Square test results assessed at 5% level of significance are summarised in subsection 4.3.2. A relationship is therefore significant if the p-value of the test is less than 0.05.

3.11 Validity and reliability

According to Welman *et al.* (2005), validity is more about the extent to which the research findings precisely represent the actual situation of the happening, while reliability on the other hand is about the extent to which the findings are trustworthy and how replicable they are when an instrument measures the same way every time it is used under similar circumstances with the same subjects. In order to ensure the validity and reliability in this research, the questionnaires were pre-tested on people who deal with labour-related matters at both employers and employees levels, those not dealing with such matters as well as some staff members of MLSW. The questionnaires were then modified and grouped accordingly. The reliability of the instrument used in this research was measured and gave a Chronbach's Alpha of 0.822 which suggests good reliability.

3.12 Limitation of the study

This study focused on three selected mines in Namibia. Some mining companies were not interested in participating in this survey, even those who had experienced strikes in their companies. Also, responses obtained from a five-point Likert Scale might not perfectly represent the situation on the ground since respondents were limited to choosing responses guided by very rigid options.

3.13 Ethical considerations

The researcher ensured that confidentiality was maintained throughout the research. Approval was obtained from Ethics Committee of the Cape Peninsula University of

Technology for the study to be conducted (Appendix A). Respondents were not required to provide their names on the questionnaires and this ensured anonymity. The survey was done in a responsible manner, embracing the values of honesty, clarity, accountability and openness to public scrutiny. The information gathered was not misused and participants were not deliberately misled in any way.

A covering consent letter (Appendices B, C, D and E) accompanied each questionnaire. The covering letter explained the aims of the research and the respondent's role in the process. The letter informed participants that strict confidentiality of all responses would be maintained.

The project does not deliberately mislead participants in any way, neither cause physical or psychological harm nor discomfort.

This research is free from bias, with no hidden agendas and was mainly conducted to add to knowledge.

3.14 Summary

This chapter described how data in this study was gathered. It explains the strength and weaknesses of the instrument used. The inexpressive nature of the five-point Likert scale affected the applicability of the research results. However, some of the results strongly indicate the need to judiciously assess various respondents' viewpoints, since ignoring employees' disgruntlement might lead to devastating strikes.

The next chapter describes the data presentation, data analysis and findings of the study.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the data analysis and results obtained in this study. Various graphs and tables were used to summarise information. Statistical tests were conducted with the view of testing the significance of the results. The first part of this chapter deals with the demographic data, while the second part deals with a detailed analysis of the data that is accompanied by presentation of results and findings.

Before data was entered into SPSS, it was first classified through a process of random selection of particular entries and cross-checking with questionnaires so as to maintain the integrity of the data set. Descriptive statistics such as graphs were used to establish the structure of the data. Pie charts and bar graphs were used to summarise the demographic information.

Data was grouped into two sets. The first set, hereinafter referred to as “Group 1”, comprised responses from three groups:

- 1) Human Resource Practitioners and Management.
- 2) Mineworkers Union Members and Mine Officials.
- 3) Mineworkers (Non-Union members).

The second set, hereinafter referred to as “Group 2”, comprised responses from officials of the MLSW.

4.2 Analysis of demographic results

Gender distribution of respondents

From Figure 4.1 below it can be observed that many more male respondents from Group 1 than women: 92 males versus 53 females. From this result, it may be inferred that there is gender bias in the recruitment of mineworkers. However, the researcher is not in a position to say whether this bias may possibly lead to a strike.

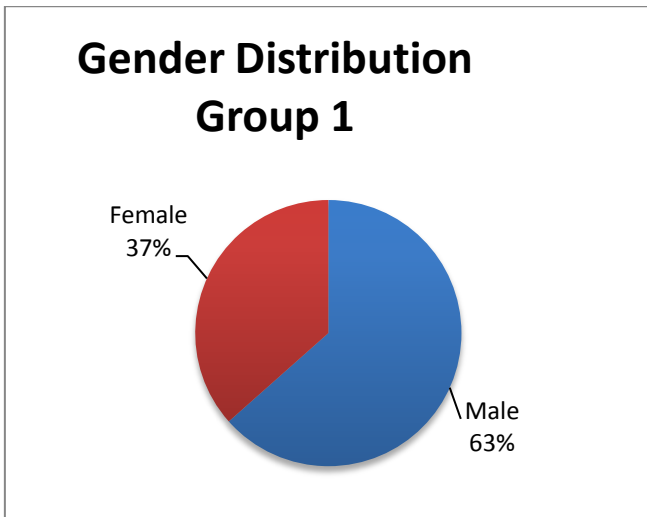


Figure 4.1: Gender distribution of Group 1 respondents

Figure 4.2 below illustrates responses from Group 2 respondents which do not clearly indicate a gender bias in recruitment processes in the MLSW. As such, the researcher deduced that the expressed opinions are general in nature, and appeal to both sexes. Although 17 males and 16 females responded to Group 2 questions, the difference in the number of males and females is not significant enough for us to make a gender-based proclamation.

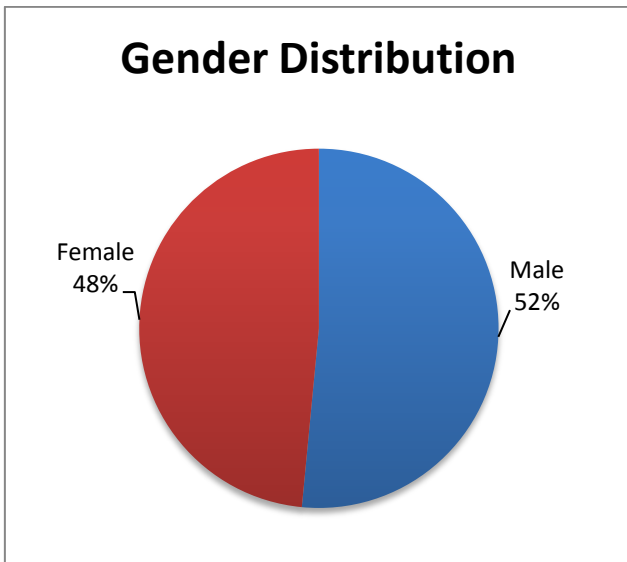


Figure 4.2: Gender distribution of Group 2 respondents

Age distribution of respondents

Figure 4.3 below shows a skewed distribution of the age groups. Most mineworkers are aged between 21 and 40 years old. This is mainly an energetic and less-experienced workforce group. The researcher is tempted to believe that this group requires much reorientation on the need to balance personal gains and corporate requirements. As such, there is a need to always insist that all grievances be first presented to a third and neutral party before workers are legally allowed to strike.

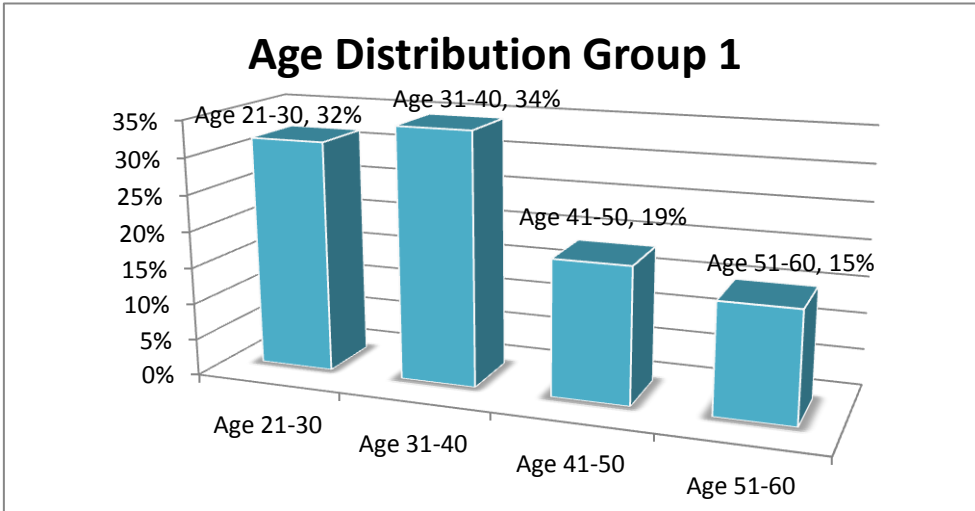


Figure 4.3: Age distribution of Group 1 respondents

Figure 4.4 below shows that there is a normal distribution of age groups in the MLSW. This represents continuity and the possibility of passing on of experience from generation to generation.

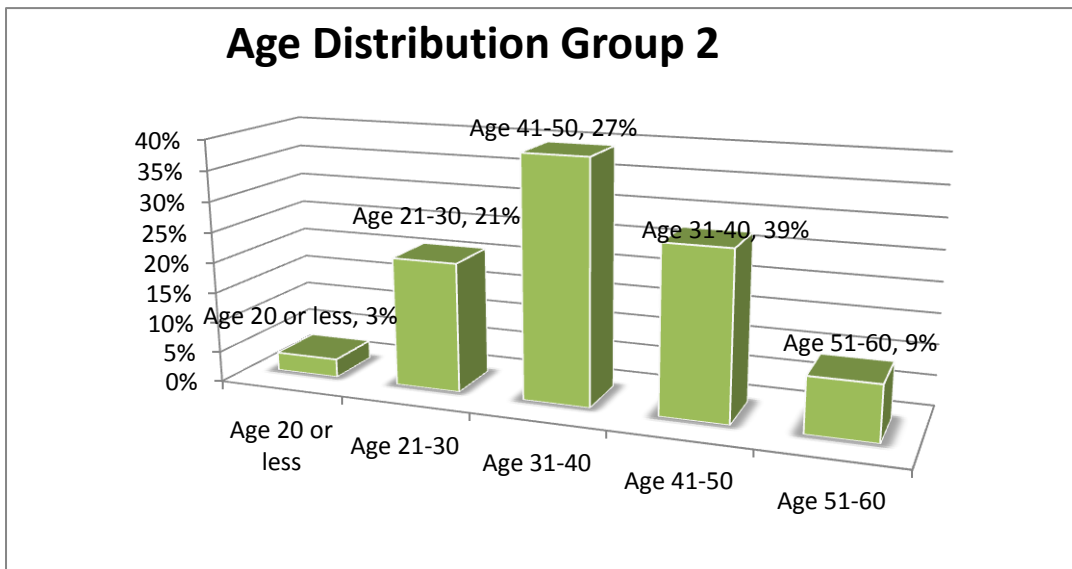


Figure 4.4: Age distribution of Group 2 respondents

Distribution of highest academic qualification of respondents

According to Figure 4.5 below, most mineworkers do not have a sound academic education. It can also be seen that most female mineworkers are, on average, better educated than their male counterparts. This implies that male employees, who constitute the majority of the mineworkers, might not necessarily have any professional qualifications unless the companies run job-related training sessions for its employees. Poorly educated people will readily embark on very destructive strikes over small issues without necessarily taking into consideration the consequences of their actions. As a result, there is always a need to engage and update the mineworkers on all issues that pertain to their social and economic welfare

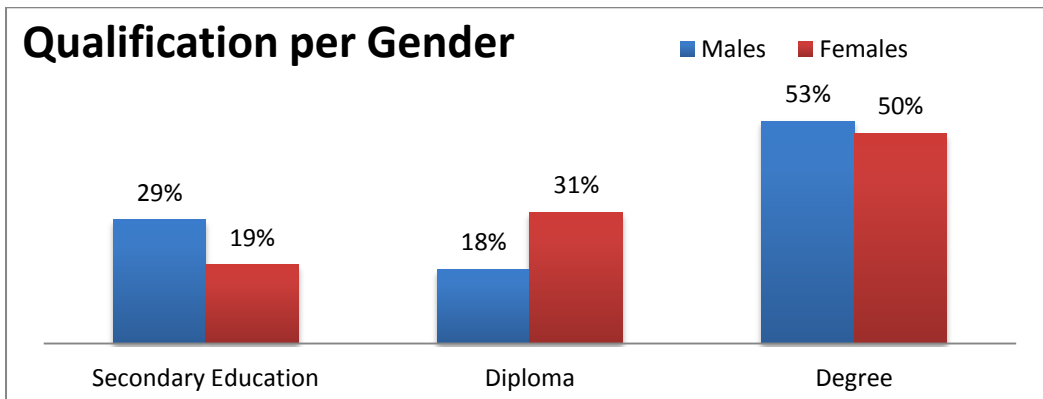


Figure 4.5: Distribution of highest academic qualification for Group 1 respondents

Figure 4.6 below illustrates that the majority of employees in the MLSW are well educated and possibly they are also professionally qualified for their jobs.

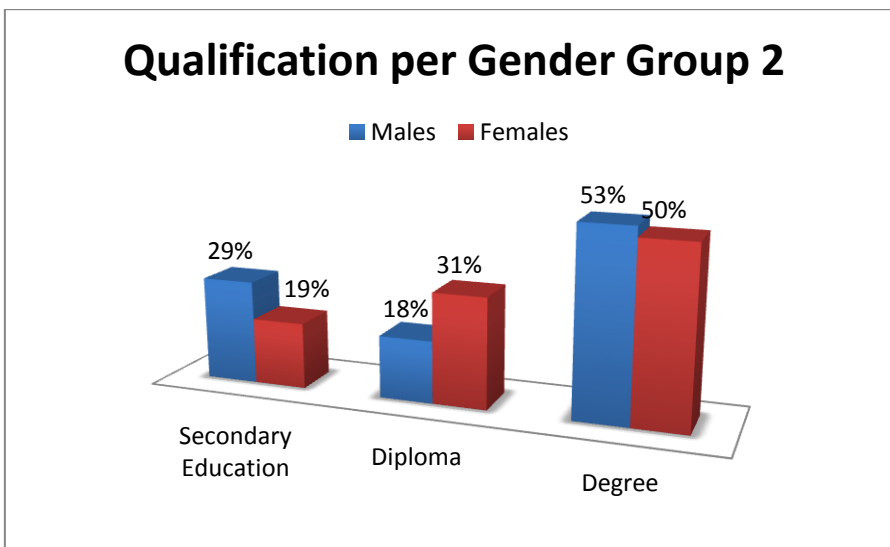


Figure 4.6: Distribution of highest academic qualification for Group 2 respondents

Distribution of job titles for respondents

As is to be expected from Figure 4.5, Figure 4.7 below shows that the majority of mineworkers are general workers, without any professional qualifications.

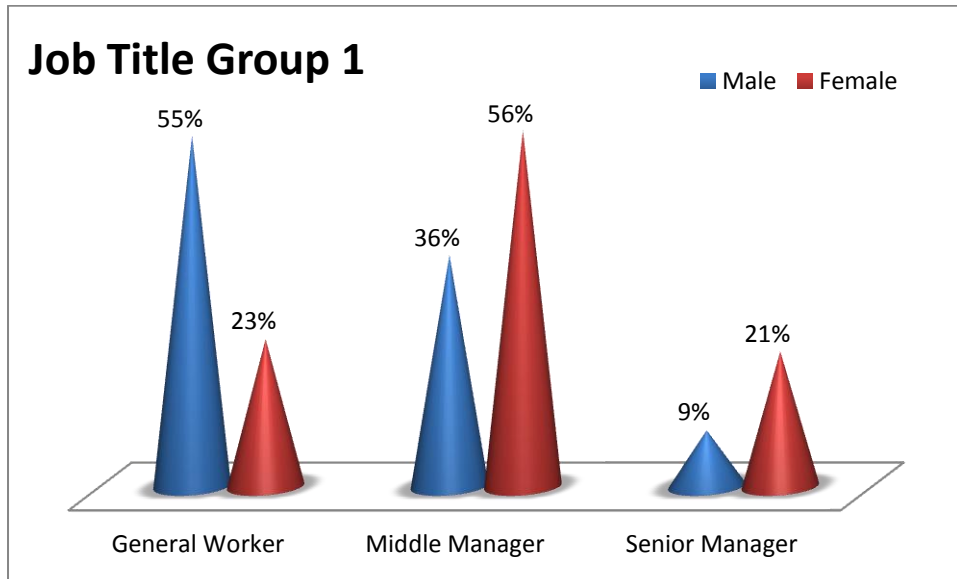


Figure 4.7: Distribution of job title for Group 1 respondents

The classification of MLSW employees according to their job positions (Figure 4.8) is not clear as there is no big difference between the number of general workers (a total of 17 in sample data) and the number of middle level managers (a total of 15 in sample data). The researcher is not sure whether everyone who is not a manager in the MLSW is classified as a general worker. This is one of the shortfalls of using the Likert scale as classified items are only put into broader groups which might not exactly share the same features.

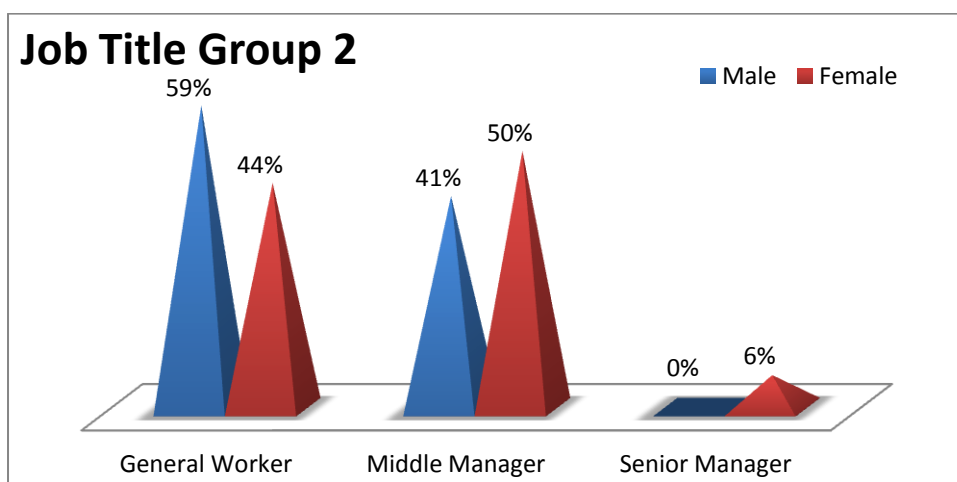


Figure 4.8: Distribution of job titles for Group 2 respondents

Salary scale of respondents

According to Figure 4.9 and Figure 4.10, the majority of both the mineworkers and MLSW employees earn less than N\$15,001. However, one would have expected most MLSW employees to earn more than mineworkers.

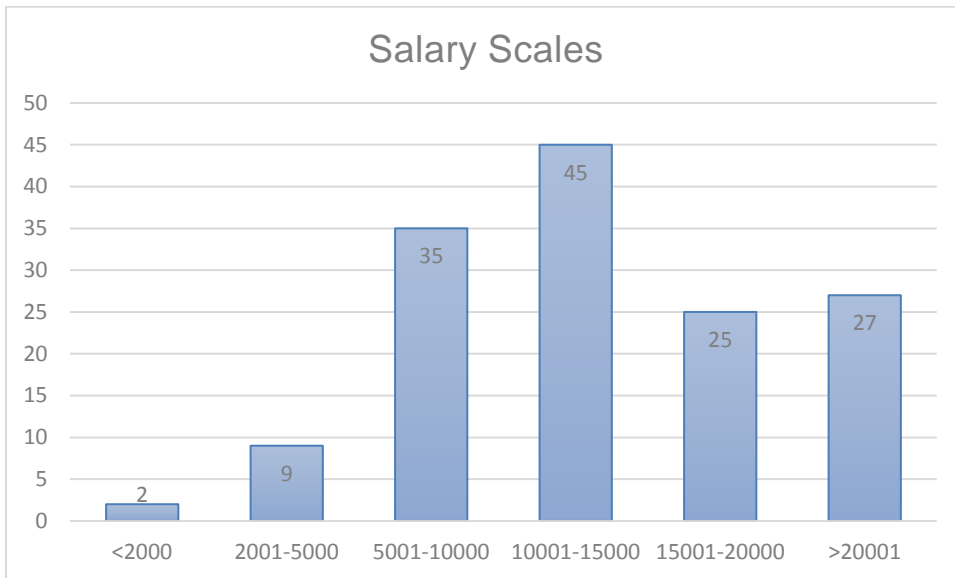


Figure 4.9: Salary scale for Group 1 respondents

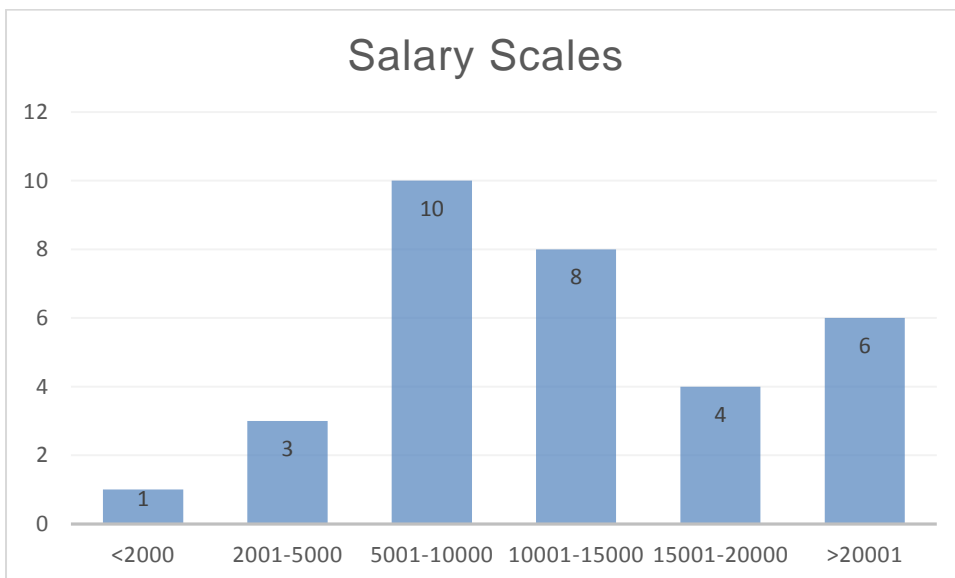


Figure 4.10: Salary scale for Group 2 respondents

Ethnic distribution of mineworkers and MLSW employees

Figure 4.11 and Figure 4.12 below show that most employees in the selected mines and those in the MLSW, are black. This is a true reflection of Namibia’s population distribution whereby the black people are the majority. However, the survey did not explore whether

certain job positions are held by people from specific tribes or whether the job positions are equally distributed amongst different tribes.

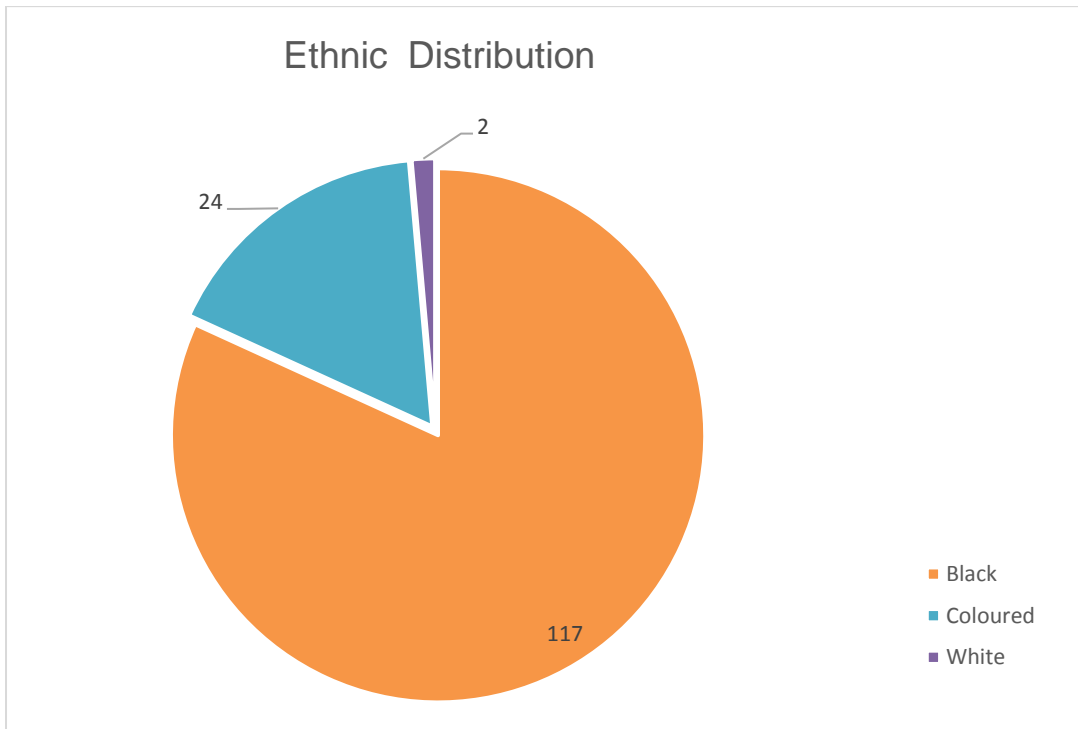


Figure 4.11: Ethnic distribution of mineworkers

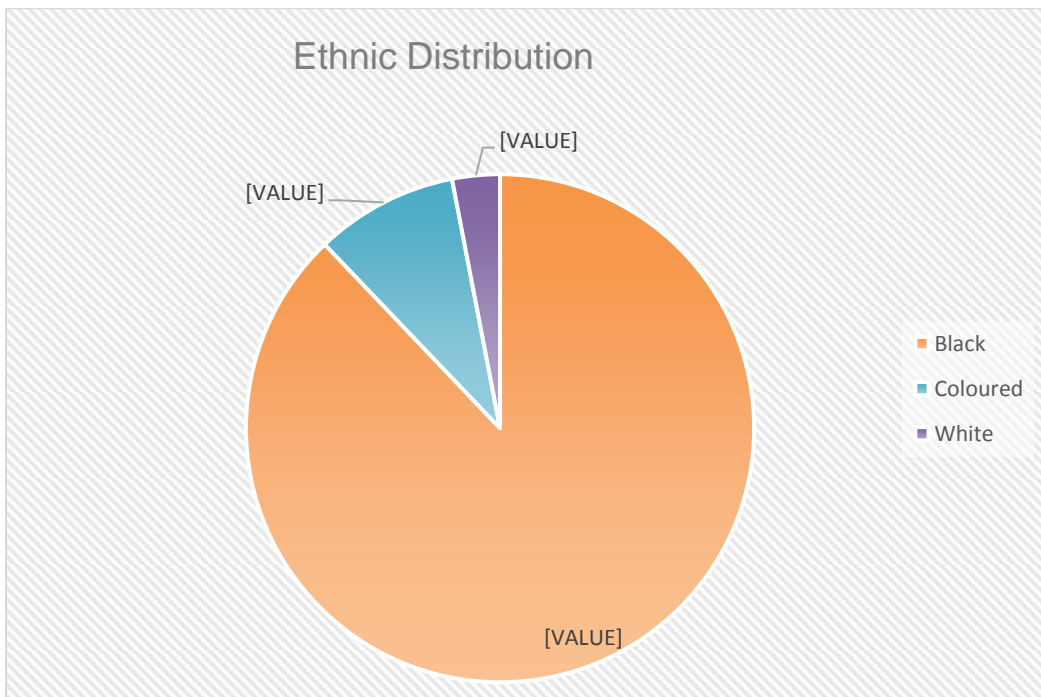


Figure 4.12: Ethnic distribution of MLSW respondents

Distribution of respondents according to marital status

Figure 4.13 below reveals that 71 of the polled mineworkers are single and have never been married. However, an almost equal number of mineworkers are married, divorced or widowed. According to the survey results, 69 mineworkers are married, 1 is widowed and 2 are divorced.

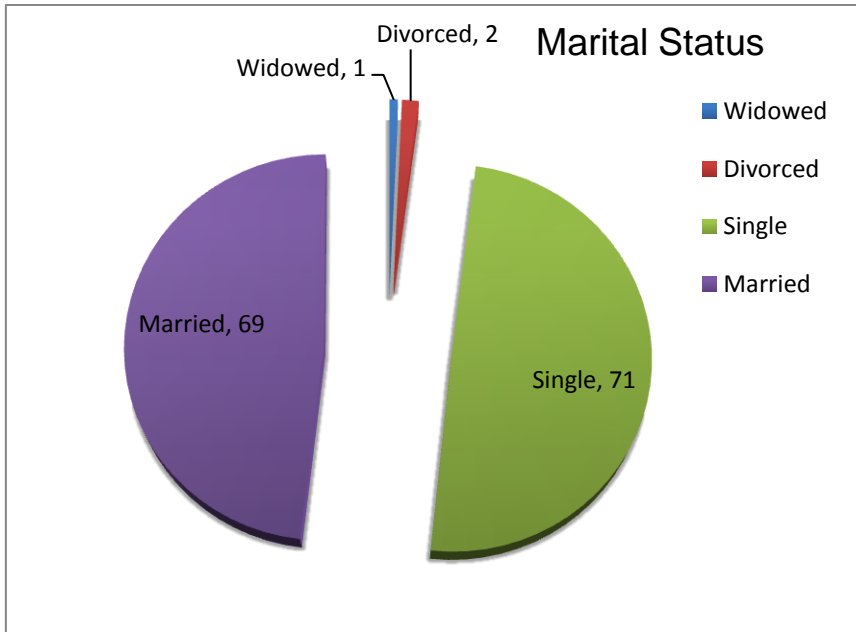


Figure 4.13: Distribution of mineworkers according to marital status

The majority of respondents from the MLSW (Figure 4.14 below) were either married, divorced or widowed, but still a significantly large number were single.

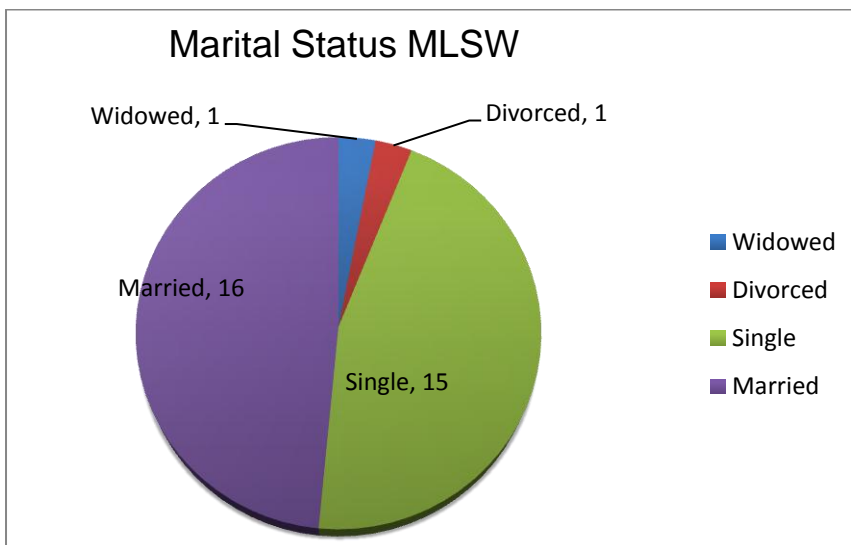


Figure 4.14: Distribution of MLSW officials according to marital status

Distribution of professional qualifications of respondents

Most of the mineworkers are either semi-skilled or skilled. This somewhat contradicts the observations made with regard to Figure 4.5, namely, that most mineworkers are poorly educated. However, it is possible that mines hire and train people in the various mining professions while in service. This would explain the high numbers of semi-skilled and skilled workers observed in Figure 4.15 below. If this is the case, mine management should be commended for that and it can be deduced that miners' strike for reasons other than professional ones.

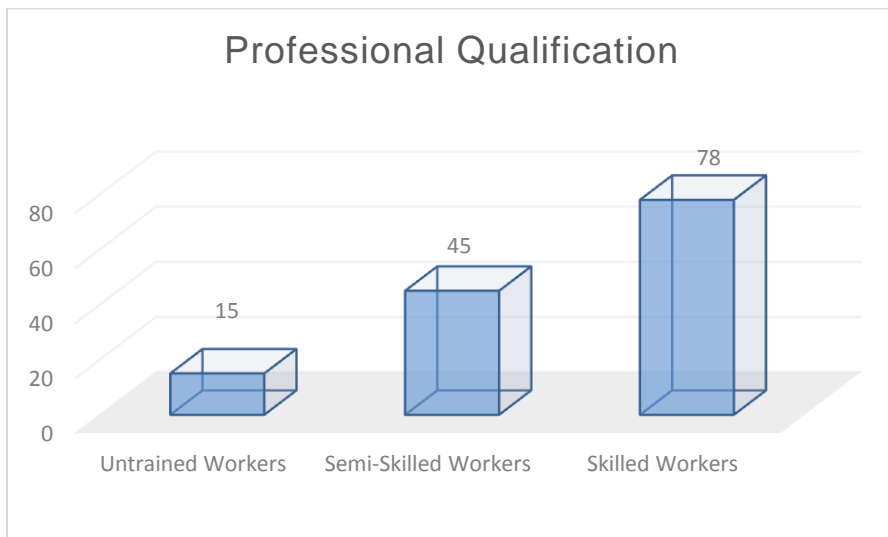


Figure 4.15: Distribution of professional qualifications of mineworkers

Figure 4.16 below shows that most employees in the MLSW are trained and equipped for their jobs. Thus, miners and their employers are most likely to have trust in the arbitration processes conducted by the MLSW officials.



Figure 4.16: Distribution of professional qualifications of MLSW officials

Employment period of respondents

Figures 4.17 and 4.18 below show that the majority of respondents from both the mineworker and MLSW groups have been in employment for at least three years. This is a positive sign as the workers are able to pass on their accumulated experiences to the next generation of employees.

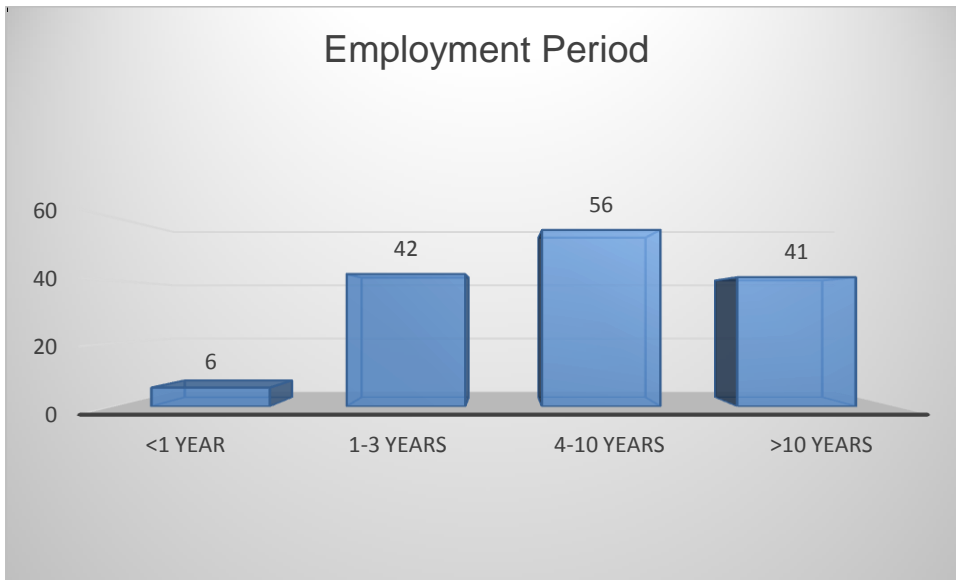


Figure 4.17: Employment period of mineworker respondents

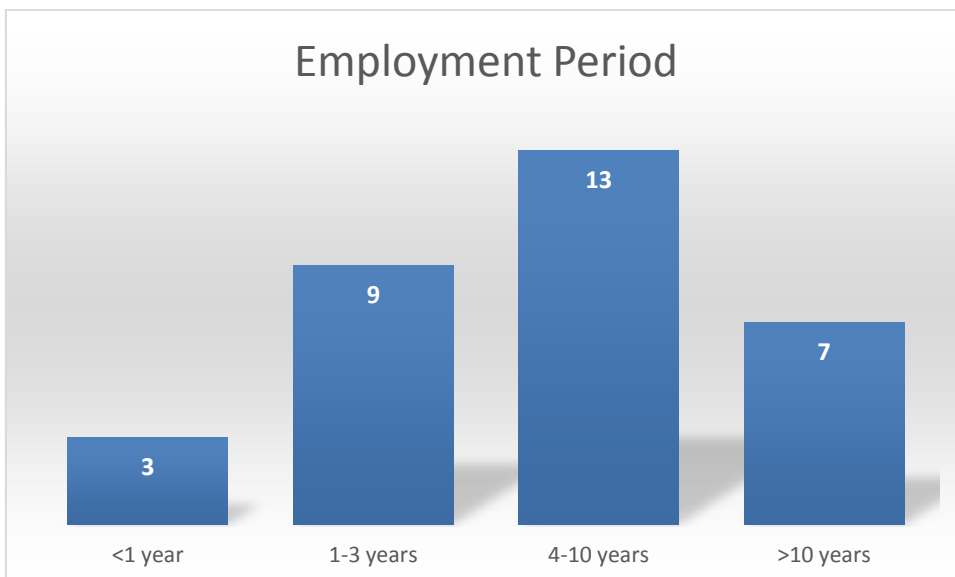


Figure 4.18: Employment period of MLSW respondents

Membership affiliation of mineworkers to Mineworkers Union

According to Figure 4.19, 65% of the respondent mineworkers are members of the Mineworkers Union and hence it is most likely that the views expressed by the union members in this survey truly represent the views of the ordinary miners.

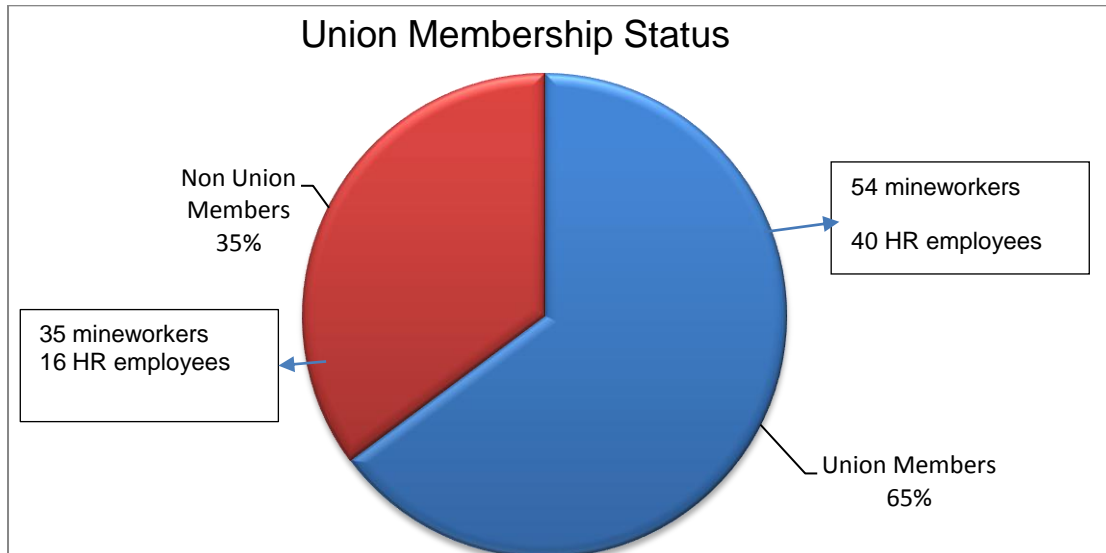


Figure 4.19: Membership affiliation level to Mineworkers Union

4.3 Hypothesis testing

4.3.1 Introduction

In this dissertation, hypothesis testing is done by implementing inferential statistics, in particular, the Chi-Square test, which is sometimes referred to as the goodness of fit test. The Chi-Square test is mainly used to explore relationships between the selected categorical values (Corder & Foreman, 2014; Bagdonavicius & Nikulin, 2011). Sometimes people are interested in finding out whether variations between the observed sequence and the expected result are due to chance or whether there are other factors influencing those variations.

Two key assumptions which are used when performing the Chi-Square test are:

- The two variables must be measured at an ordinal or nominal level.
- The two variables should consist of two or more categorical, independent groups.

4.3.2 Chi-Square test for each question in the questionnaire for mineworkers, Mineworkers Unions and HR practitioners and management

Statement 1 Reviewing the perception that “A strike does not seriously affect the productivity of a mine”

H₀: There is no association between the perceptions of management, union members and non-union members on whether a strike does not seriously affect productivity of the mine.

H₁: There is an association between the perceptions of management, union members and non-union members on whether a strike does not seriously affect productivity of the mine.

The survey results obtained from the above-mentioned question are summarised in Table 4.1.

Table 4.1: A strike does not seriously affect the productivity of a mine

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	2 (3.6%)	17 (30.4%)	2 (3.6%)	14 (25%)	21 (37.5%)	56
MUN members and Officials	5 (9.3%)	2 (3.7%)	0 (0%)	9 (16.7%)	38 (70.4%)	54
Mineworkers (Non-union members)	9 (25.7%)	1 (2.9%)	0 (0%)	7 (20%)	18 (51.4%)	35

On the statement that a strike does not seriously affect productivity of the mine, the respondents answered as follows:

- Members of mine management bodies: A total of 34% (3.6% strongly agree, 34.4% agree) agreed with the statement. A total of 62.5% (37.5% strongly disagree, 25% disagree) disagreed with the statement while 3.6% were undecided.
- Mineworkers Union members: A total of 13% (9.3% strongly agree, 3.7% agree) agreed with the statement. A total of 87.1% (70.4 strongly disagree, 16.7 disagree) disagreed with the statement while nobody was undecided.
- Non-union members: A total of 28.6% (25.7% strongly agree, 2.9% agree) agreed with the statement. A total of 71.4% (51.4% strongly disagree, 20% disagree with the statement while nobody was undecided.

An analysis given in Table 4.1 reveals that the majority of Mineworkers Union members and officials, as well as non-union members, either strongly disagree or somewhat disagree with the notion that strikes do not seriously affect the productivity of mines. The majority of human resource practitioners and management have a divided opinion on how strikes affect productivity. Accordingly, the researcher concluded that mineworkers are always aware that strikes seriously affect the productivity of a company, and hence maybe they embark on strikes as a means of sabotaging the company for ignoring their plight. This demonstrates the reason why mineworkers often resort to strikes as a means of forcing their employers to address their grievances. Their motive is to hurt the company where it is felt most—loss of productivity—in an effort to attract the attention of their employers. It is important to point out that even though most employers know the gravity of strikes, in order for them to prevent easily giving in to the mineworkers’ demands, some of them sometimes pretend not to know that strikes affect the productivity of the mines.

Since the majority of mineworkers and a slightly high percentage of human resources and management personnel strongly disagree that strikes do not seriously affect the productivity of mines, the question is with what degree of confidence the researcher can say that the employees and their employers share the same opinion on the impact of strikes on the selected mines. In order to answer this question, the Chi-Square test was used to verify the reliability of the survey results. Table 4.2 shows the Chi-square test results for the survey data given in Table 4.1.

Table 4.2: Chi-Square test results for perceptions on question 1 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.186 ^a	8	.000
Likelihood Ratio	29.763	8	.000
Linear-by-Linear Association	3.441	1	.550
N of Valid Cases	145		

The Chi-Square test results show that there is a significant relationship between the perceptions of management, union members and non-union members regarding the opinion that “A strike does not seriously affect productivity of a mine” (Chi-square = 37.705, probability value (p- value <0.0001)). As a result, one may conclude that mineworkers embark on strikes with the intention of crippling the productivity of the mine during the course of the dispute. In order to reduce strikes at mines, it is proposed that ordinary employees must be thoroughly apprised of the negative effects of strikes before the unions sanction the workers to strike. Mine management, on the other hand, must sensitise all staff to the impact

of strikes on productivity because destruction is not always the best way towards building a better future.

Statement 2 Reviewing the perception that “A strike is the best weapon for solving labour disputes at mines”

H₀: There is no association between the perceptions of management, union members and non-union members on whether a strike is the best weapon for resolving labour disputes at a company.

H₁: There is an association between the perceptions of management, union members and non-union members on whether a strike is the best weapon for resolving labour disputes at the company.

The survey results obtained from the above-mentioned question are summarised in Table 4.3 below.

Table 4.3: A strike is the best weapon for solving labour disputes at mines

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	1 (1.8%)	19 (33.9%)	7 (12.5%)	17 (30.4%)	12 (21.4%)	56
MUN members and Officials	6 (11.1%)	6 (11.1%)	2 (3.7%)	27 (50%)	13 (24.1%)	54
Mineworkers (Non-union members)	3 (8.6%)	19 (54.3%)	1 (2.9%)	8 (22.9%)	4 (11.4%)	35

On the statement that a strike is the best weapon for resolving labour disputes at a company, the respondents answered as follows:

- Members of mine management bodies: A total of 35.7% (1.8% strongly agree, 33.9% agree) agreed with the statement. A total of 51.8% (21.4% strongly disagree, 30.4% disagreed) disagreed with the statement while 12.5% were undecided.
- Mineworkers Union members: A total of 22.2% (11.1% strongly agree, 11.1% agree) agreed with the statement. A total of 74.1% (24.1% strongly disagree, 50% disagree) disagreed with the statement while 3.7% were undecided.

- Non-union members: A total of 62.9% (8.6% strongly agree, 54.3% agree) agreed with the statement. A total of 34.3% (11.4% strongly disagree, 22.9% disagree) disagreed with the statement while 2.9% were undecided.

The distribution of responses to the view that a strike is the best weapon for solving disputes at mines is summarised in Table 4.3. The analysis of the data shows that most human resources practitioners support the use of strikes as a tool for resolving industrial disputes. This is in contrast to the expectations, since human resources personnel are normally classified as part of management and not part of the workforce. Such a result means that human resources personnel will do little to avert strikes. This could also be attributed to the fact that when employees are negotiating for wage increments, the human resources practitioners will also benefit from the outcome of the negotiations. On the other hand, the researcher observed that most officials from the Mineworkers Union do not favour strikes as a means of resolving industrial disputes. Maybe union members were not sincere in their responses since they are the same people who often instigate workers to strike. Another school of thought is that union members may merely discourage strikes as a way of avoiding losing their jobs salaries during or after a strike. It was expected of union members to agree to the use of strikes as a means of resolving industrial disputes, because strikes are normally carried out by workers, and union members represent the wishes of the workers. Most non-union members are of the opinion that a strike is the best tool for resolving labour disputes. However, this may be due to the fact that non-union members may not have a comprehensive understanding of the consequences of strikes on the productivity of companies, whereas union members might always be reminded of the consequences of striking by the employers in their negotiation forums.

After reviewing the data shown in Table 4.3, the question remains, do the mine management and the mineworkers share the same view on whether strikes are the best weapon for solving industrial disputes?

Table 4.4: Chi-Square test results for perceptions on Statement 2 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.186 ^a	8	.000
Likelihood Ratio	29.763	8	.000
Linear-by-Linear Association	3.441	1	.064
N of Valid Cases	145		

The Chi-Square test results show that there is a significant relationship between management, union members and non-union members' perceptions regarding the opinion

that “Strike is the best weapon for resolving labour disputes” (Chi-square = 28.186, probability value (p- value <0.0001)).

A closer look at the results shown in Table 4.3 shows that the majority of respondents who share the same views were from the union members and mine management. This group, in most cases, is composed of moderately and well-educated people who often quantify the effects of their actions before they allow a strike to take place. It is important under these circumstances for mine management to work closely and co-ordinate with Mineworkers Union members to avert a strike. However, in most cases mine management often distances themselves from unions.

Statement 3 Reviewing the perception that “MLSW promptly tries to resolve strikes in the selected mines”

H₀: There is no association between the perceptions of management, union members and non-union members on whether MLSW promptly tries to resolve strikes in the selected mines.

H₁: There is an association between the perceptions of management, union members and non-union members on whether MLSW promptly tries to resolve strikes in the selected mines.

The survey results, indicating the distribution of views on the above-mentioned perception are summarised in Table 4.5.

Table 4.5: The MLSW tries to promptly resolve strikes in the selected mines

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	5 (9.3%)	30 (55.6%)	4 (7.4%)	14 (25.9%)	1 (1.9%)	54
MUN members and Officials	2 (3.8%)	26 (50%)	8 (15.4%)	12 (23.1%)	4 (7.7%)	52
Mineworkers (Non-union members)	1 (2.9%)	23 (65.7%)	3 (8.6%)	7 (20%)	1 (2.9%)	35

On the statement that the MLSW promptly tries to resolve strikes in the selected mines, the respondents answered as follows:

- Members of mine management bodies: A total of 64.9% (9.3% strongly agree, 55.6% agree) agreed with the statement. A total of 27.8% (1.9% strongly disagree, 25.9% disagreed) disagreed with the statement while 7.4% were undecided.
- Mineworkers Union members: A total of 53.8% (3.8% strongly agree, 50% agree) agreed with the statement. A total of 30.8% (7.7% strongly disagree, 23.1% disagree) disagreed with the statement while 15.4% were undecided.
- Non-union members: A total of 68.6% (2.9% strongly agree, 65.7% agree) agreed with the statement. A total of 22.9% (2.9% strongly disagree, 20% disagree) disagreed with the statement while 8.6% were undecided.

A rough analysis of the information shown in Table 4.5 shows that most respondents from all the different groups of people, who responded to the survey, that is the Mineworkers Union (50%), non-union members (65.7%), and the mine management (55.6%), agree that the MLSW promptly tries to solve labour disputes. However, a relatively high number of people from the management bodies (25.9%) and the Mineworkers Union members (23.1%) show that some people disagree that the MLSW officials promptly try to resolve labour disputes at mines. In the researcher’s opinion, this figure roughly represents a group of aggrieved people who think that instant justice was not delivered when they badly expected the intervention of the MLSW (MLSW) officials. However, it must be remembered that the mandate of MLSW is to promote harmonious labour relations between employers and employees, without necessarily always resorting to resolving industrial disputes. The MLSW may merely create a conducive and fair environment for disputing parties to go and resolve their differences.

Table 4.6: Chi-Square test results for perceptions on Statement 3 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.376 ^a	8	.497
Likelihood Ratio	7.190	8	.516
Linear-by-Linear Association	.017	1	.896
N of Valid Cases	141		

It is important to verify to what extent do mine management, Mineworkers Union members and the generality of the mineworkers concur on the role played by the MLSW officials towards resolving industrial disputes at mines. The Chi-Square test results show that there is no significant relationship between management, union members and non-union members’ perceptions regarding the opinion that “The MLSW promptly tries to resolve the causes of

strikes” (Chi-square = 7.376, probability value (p- value =0.497)). It could be that all respondents appreciate the role of the MLSW in dispute prevention and resolution.

Statement 4 Reviewing the perception that “the MLSW always attempts to resolve causes of strikes in the selected mines”

H₀: There is no association between the perceptions of management, union members and non-union members on whether the MLSW always attempts to resolve causes of strikes in the selected mines.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the MLSW always attempts to resolve causes of strikes in the selected mines.

The survey results obtained from the above-mentioned question are summarised in Table 4.7.

Table 4.7: The MLSW always attempts to resolve causes of strikes in the selected mines

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	6 (10.7%)	25 (44.6%)	7 (12.5%)	16 (28.6%)	2 (3.6%)	56
MUN members and Officials	2 (3.7%)	30 (55.6%)	5 (9.3%)	12 (22.2%)	5 (9.3%)	54
Mineworkers (Non-union members)	3 (8.6%)	20 (57.1%)	4 (11.4%)	7 (20%)	1 (2.9%)	35

On the statement that the MLSW always attempts to resolve causes of strikes in the selected mines, the respondents answered as follows:

- Members of mine management bodies: A total of 55.3% (10.7% strongly agree, 44.6% agree) agreed with the statement. A total of 32.2% (3.6% strongly disagree, 28.6% disagreed) disagreed with the statement while 12.5% were undecided.
- Mineworkers Union members: A total of 59.3% (3.7% strongly agree, 55.6% agree) agreed with the statement. A total of 31.5% (9.3% strongly disagree, 22.2% disagree) disagreed with the statement while 9.3% were undecided.

- Non-union members: A total of 65.7% (8.6% strongly agree, 57.1% agree) agreed with the statement. A total of 22.9% (2.9% strongly disagree, 20% disagree) disagreed with the statement while 11.4% were undecided.

The results shown in Tables 4.5 and 4.7 are very closely related. Whereas Table 4.5 shows the distribution of perceptions on how promptly MLSW officials resolve causes of strikes in the selected mines, Table 4.7 shows the distribution of the respondents' perceptions on how promptly MLSW officials help to resolve the causes of strikes in the selected mines. The only difference between the two perceptions is that the causes of strikes may be resolved before or after the strike occurs whereas a strike is only resolved after it has occurred. According to the survey data shown in Tables 4.5 and 4.7, the majority of the respondents agree that MLSW officials promptly resolve the causes of strikes, and again the same respondents also concur that the MLSW officials promptly resolve strikes in the selected mines.

Table 4.8: Chi-Square test results for perceptions on Statement 4 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.993 ^a	8	.648
Likelihood Ratio	6.092	8	.637
Linear-by-Linear Association	.424	1	.515
N of Valid Cases	145		

The Chi-Square test results in Table 4.8 above show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the MLSW always attempts to resolve causes of strikes in the selected mines" (Chi-square = 5.993, , probability value (p- value =0.648). Even though more than half of the mine union members (55.6%) and mineworkers' non-union members (57.1%) generally agreed that MLSW attempts to resolve causes of strikes in selected mines, less than half of the human resources practitioners and management (28.6%) disagreed with the statement. This could be that MLSW is expected to be seen resolving the causes of strikes in order to decrease the possibility of strikes.

Statement 5 Reviewing the perception that "the MLSW has pre-determined mechanisms for averting strikes/tensions in the selected mines"

H₀: There is no association between the perceptions of management, union members and non-union members on whether the MLSW has pre-defined mechanisms for averting strikes and resolving tensions in the selected mines.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the MLSW has pre-defined mechanisms for averting strikes and resolving tensions in the selected mines.

The survey results obtained from the above-mentioned question are summarised in Table 4.9.

Table 4.9: The MLSW has pre-defined mechanisms for averting strikes in the selected mines

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	6 (10.7%)	27 (48.2%)	11 (19.6%)	10 (17.9%)	2 (3.6%)	56
MUN members and Officials	5 (9.3%)	28 (51.9%)	10 (18.5%)	9 (16.7%)	2 (3.7%)	54
Mineworkers (Non-union members)	1 (2.9%)	28 (80%)	4 (11.4%)	1 (2.9%)	1 (2.9%)	35

On the statement that the MLSW has pre-defined mechanisms for averting strikes and resolving tensions in the selected mines, the respondents answered as follows:

- Members of mine management bodies: A total of 58.9% (10.7% strongly agree, 48.2% agree) agreed with the statement. A total of 21.5% (3.6% strongly disagree, 17.9% disagreed) disagreed with the statement while 19.6% were undecided.
- Mineworkers Union members: A total of 61.2% (9.3% strongly agree, 51.9% agree) agreed with the statement. A total of 20.4% (3.7% strongly disagree, 16.7% disagree) disagreed with the statement while 18.5% were undecided.
- Non-union members: A total of 82.9% (2.9% strongly agree, 80% agree) agreed with the statement. A total of 5.8% (2.9% strongly disagree, 2.9% disagree) disagreed with the statement while 11.4% were undecided.

The distribution of survey data shown in Table 4.9 show that the majority of respondents of group 1 agree that the MLSW has pre-defined mechanisms for averting strikes and resolving tensions in the selected mines. This is particularly true because in 2009 the MLSW introduced a new Labour Act, No. 11 of 2007, which empowers the MLSW to conciliate and arbitrate labour disputes. This is the reason why mineworkers and management bodies concur that MLSW has mechanisms in place for resolving labour disputes.

Table 4.10: Chi-Square test results for perceptions on Statement 5 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.947 ^a	8	.205
Likelihood Ratio	12.516	8	.130
Linear-by-Linear Association	2.176	1	.140
N of Valid Cases	145		

The Chi-Square test results in Table 4.10 above show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The MLSW has pre-defined mechanisms for averting strikes and resolving tensions in the selected mines." (Chi-square = 10.947, probability value (p- value =0.205)).

Most of the respondents who either disagree or are undecided on whether the MLSW has mechanisms in place for resolving labour disputes, may be saying so simply because they were never involved in a process of conciliation and arbitration that is administered by MLSW officials.

Statement 6 Reviewing the perception that "Strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW"

H₀: There is no association between the perceptions of mine management, union members and non-union members on whether strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW.

H₁: There is an association between the perceptions of mine management, union members and non-union members on whether strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW.

The survey results obtained from the above-mentioned question are summarised in Table 4.11.

Table 4.11: Strikes in the selected mines are always resolved by the employers and workers without involving the MLSW

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	11 (20%)	25 (45.5%)	6 (10.9%)	12 (21.8%)	1 (1.8%)	55
MUN members and Officials	7 (13%)	27 (50%)	5 (9.3%)	13 (24.1%)	2 (3.7%)	54
Mineworkers (Non-union members)	4 (11.4%)	23 (65.7%)	2 (5.7%)	4 (11.4%)	2 (5.7%)	35

On the statement that strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW, the respondents answered as follows:

- Members of mine management bodies: A total of 65.5% (20% strongly agree, 45.5% agree) agreed with the statement. A total of 23.6% (1.8% strongly disagree, 21.8% disagreed) disagreed with the statement while 10.9% were undecided.
- Mineworkers Union members: A total of 63% (13% strongly agree, 50% agree) agreed with the statement. A total of 27.8% (3.7% strongly disagree, 24.1% disagree) disagreed with the statement while 9.3% were undecided.
- Non-union members: A total of 77.1% (11.4% strongly agree, 65.7% agree) agreed with the statement. A total of 17.1% (5.7% strongly disagree, 11.4% disagree) disagreed with the statement while 5.7% were undecided.

According to Table 4.11, most respondents agree that strikes in the selected mines are always resolved by the employers and their employees without necessarily involving the MLSW officials. This argument is particularly true, especially if one takes into consideration the fact that the MLSW is mandated to play merely a conciliatory role in disputes. In most cases the MLSW does not prescribe what the disputing parties must do, but just outlines a framework within which a particular dispute must be resolved. It is up to the disputing parties to go out and negotiate for an amicable solution to their disputes. Thus most respondents agree that the MLSW does not necessarily resolve disgruntlements within the selected mines. Some respondents view the role of MLSW as merely assisting the warring parties to settle disputes on their own although sometimes the MLSW officials give decisive rulings when they are engaged as arbitrators. In such cases the decisions taken by MLSW officials will be considered final and binding on both parties, especially when disputing parties fail to

mutually agree on a solution. Sometimes when the disputing parties fail to resolve their disputes, they get a certificate of an unresolved dispute, armed with which either party can legally resort to a strike or a lockout. In such cases the MLSW will continue monitoring the dispute until it is resolved.

Table 4.12: Chi-Square test results for perceptions on Statement 6 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.102 ^a	10	.619
Likelihood Ratio	8.582	10	.572
Linear-by-Linear Association	.009	1	.924
N of Valid Cases	145		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW" (Chi-square = 8.102, probability value (p-value = 0.619)).

However, this to some extent, contradicts the fact that the same respondents believe that the MLSW have enough mechanisms in place to resolve labour disputes that might lead to strikes. If the mine management and their employees believe that strikes are always resolved by the workers and the management without the intervention of the MLSW, then it seems redundant to involve the MLSW in the first place.

Statement 7 Reviewing perception that "The MLSW is not concerned about issues in the selected mines"

H₀: There is no association between the perceptions of management, union members and non-union members on whether the MLSW is not concerned with productivity issues in the selected mines.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the MLSW is not concerned with productivity issues in the selected mines.

The survey results obtained from the above-mentioned question are summarised in Table 4.13.

Table 4.13: The MLSW is not concerned about productivity issues in the selected mines

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	6 (10.7%)	10 (17.9%)	4 (7.1%)	29 (51.8%)	7 (12.5%)	56
MUN members and Officials	1 (1.9%)	4 (7.4%)	7 (13%)	34 (63%)	8 (14.8%)	54
Mineworkers (Non-union members)	1 (2.9%)	3 (8.6%)	3 (8.6%)	22 (62.9%)	6 (17.1%)	35

On the statement that the MLSW is not concerned with productivity issues in the selected mines, the respondents answered as follows:

- Members of mine management bodies: A total of 28.6% (10.7% strongly agree, 17.9% agree) agreed with the statement. A total of 64.3% (12.5% strongly disagree, 51.8% disagreed) disagreed with the statement while 7.1% were undecided.
- Mineworkers Union members: A total of 9.3% (1.9% strongly agree, 7.4% agree) agreed with the statement. A total of 77.8% (14.8% strongly disagree, 63% disagree) disagreed with the statement while 13% were undecided.
- Non-union members: A total of 11.5% (2.9% strongly agree, 8.6% agree) agreed with the statement. A total of 80% (17.1% strongly disagree, 62.9% disagree) disagreed with the statement while 8.6% were undecided.

Table 4.13 shows an overwhelming number of respondents from human resource personnel, union members and non-union members disagreeing with the statement that the MLSW is not concerned with productivity in the selected mines. This could be as a result of consultative meetings between mine management and the Mineworkers Union, initiated by the MLSW from time to time on labour-related issues.

On the other hand, the number of respondents who disagreed was relatively insignificant. It is surprising that the high number of those who disagreed was from human resource personnel and management.

Table 4.14: Chi-Square test results for perceptions on Statement 7 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.265 ^a	8	.247
Likelihood Ratio	10.106	8	.258
Linear-by-Linear Association	5.409	1	.020
N of Valid Cases	145		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The MLSW is not concerned with productivity issues in the selected mines" (Chi-square = 10.265, probability value (p- value = 0.247).

Statement 8 Reviewing the perception that "The mine always recruits workers based on their skills and qualifications"

H₀: There is no association between the perceptions of mine management, union members and non-union members on whether the mine always recruits workers based on their skills and qualifications.

H₁: There is an association between the perceptions of mine management, union members and non-union members on whether the mine always recruits workers based on their skills and qualifications.

The survey results obtained from the above-mentioned question are summarised in Table 4.15.

Table 4.15: The mine always recruits workers based on their skills and qualifications

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	12 (21.4%)	38 (67.9%)	5 (8.9%)	1 (1.8%)	0 (0%)	56
MUN members and Officials	9 (17%)	36 (67.9%)	2 (3.8%)	5 (9.4)	1 (1.9%)	53
Mineworkers (Non-union members)	5 (14.3%)	28 (80%)	0 (0%)	2 (5.7%)	0 (0%)	35

On the statement that the mine always recruits workers based on their skills and qualifications, the respondents answered as follows:

- Members of mine management bodies: A total of 89.3% (21.4% strongly agree, 67.9% agree) agreed with the statement. A total of 1.8% disagreed with the statement while 8.9% were undecided.
- Mineworkers Union members: A total of 84.9% (17% strongly agree, 67.9% agree) agreed with the statement. A total of 11.3% (1.9% strongly disagree, 9.4% disagree) disagreed with the statement while 3.8% were undecided.
- Non-union members: A total of 94.3% (14.3% strongly agree, 80% agree) agreed with the statement. A total of 5.7% disagreed with the statement while nobody was undecided.

According to Table 4.15, the majority of the respondents are happy with the recruitment process in the selected mines. Most respondents said that the mines' Human Resources departments always recruit workers based on their skills and qualifications. This is a positive attribute of the mine management group as the mineworkers are most likely to strike over unfair labour practices. It is evident from the collected data that the human resource personnel and management always try to ensure that only people with the appropriate skills and qualifications are allowed to fill the vacant job positions. However, a relatively insignificant number of respondents were either undecided or not in agreement with the above-mentioned statement.

Table 4.16: Chi-Square test results for perceptions on Statement 8 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.533 ^a	8	.299
Likelihood Ratio	11.402	8	.180
Linear-by-Linear Association	.352	1	.553
N of Valid Cases	144		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The mine always recruits workers based on their skills and qualifications" (Chi-square = 9.533, probability value (p-value = 0.299). This finding also does not disagree or agree with the results obtained from the demographic analysis done in Figure 4.5 where the majority of the mineworkers were shown to have only secondary school education. Maybe the majority of those secondary school certificates are also employed as general workers, a position that does not necessarily need specific academic or professional skills.

Statement 9 Reviewing the perception that “The mine fully advertises all posts before recruiting any employee”

H₀: There is no association between the perceptions of management, union members and non-union members on whether mines fully advertise all posts before recruiting any employee.

H₁: There is an association between the perceptions of management, union members and non-union members on whether mines fully advertise all posts before recruiting any employee.

The survey results obtained from the above-mentioned question are summarised in Table 4.17.

Table 4.17: The mine fully advertises all posts before recruiting any employee

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	14 (25.5%)	32 (58.2%)	5 (9.1%)	4 (7.3%)	0 (0%)	55
MUN members and Officials	8 (14.8%)	36 (66.7%)	1 (1.9%)	7 (13%)	2 (3.7%)	54
Mineworkers (Non-union members)	6 (17.1%)	27 (77.1%)	0 (0%)	2 (5.7%)	0 (0%)	35

On the statement that mines fully advertises all posts before recruiting any employee, the respondents answered as follows:

- Members of mine management bodies: A total of 83.7% (25.5% strongly agree, 58.2% agree) agreed with the statement. A total of 7.3% (disagreed with the statement while 9.1% were undecided).
- Mineworkers Union members: A total of 81.5% (14.8% strongly agree, 66.7% agree) agreed with the statement. A total of 16.7% (3.7% strongly disagree, 13% disagree) disagreed with the statement while 1.9% were undecided.
- Non-union members: A total of 94.2% (17.1% strongly agree, 77.1% agree) agreed with the statement. A total of 5.7% disagreed with the statement while nobody was undecided.

Table 4.17 demonstrates that a significant number of respondents (members of mine management bodies, Mineworkers Union members and non-union members) agree with the statement that the mines fully advertise all posts before recruiting any employee. This shows

that there is transparency in the recruitment of mineworkers, thus the recruitment process will not be one of the contentious issues that might lead to strikes within the surveyed mines. The researcher further scrutinised the views of a small number of respondents who were either undecided or disagreed with the view that mines fully advertise jobs before recruiting employees. It could be that that small group might have missed the adverts or that they were somehow unfairly treated during the recruitment process but the positive aspect is that the majority are happy with the process.

Table 4.18: Chi-Square test results for perceptions on Statement 9 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.111 ^a	8	.108
Likelihood Ratio	14.447	8	.071
Linear-by-Linear Association	.002	1	.961
N of Valid Cases	144		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The company fully advertises all posts before recruiting any employees" (Chi-square = 13.111, probability value (p- value = 0.108)). However, it is important to note that there is no strong contention over this issue so as to warrant strong intervention measures.

Statement 10 Reviewing the perception that "The mine always prioritises affirmative action in its recruitment"

H₀: There is no association between the perceptions of management, union members and non-union members on whether the mine always prioritises affirmative action in its recruitments.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the mine always prioritises affirmative action in its recruitments.

The survey results obtained from the above-mentioned question are summarised in Table 4.19 below.

Table 4.19: The mine always prioritises affirmative action in its recruitment

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	16 (29.1%)	30 (54.5%)	6 (10.9%)	3 (5.5%)	0 (0%)	55
MUN members and Officials	3 (5.7%)	34 (64.2%)	6 (11.3%)	9 (17%)	1 (1.9%)	53
Mineworkers (Non-union members)	2 (5.7%)	28 (80%)	1 (2.9%)	4 (11.4%)	0 (0%)	35

On the statement that the mine always prioritises affirmative action in its recruitments, the respondents answered as follows:

- Members of mine management bodies: A total of 83.6% (29.1% strongly agree, 54.5% agree) agreed with the statement. A total of 5.5% disagreed with the statement while 10.9% were undecided.
- Mineworkers Union members: A total of 69.9% (5.7% strongly agree, 64.2% agree) agreed with the statement. A total of 18.9% (1.9% strongly disagree, 17% disagree) disagreed with the statement while 11.3% were undecided.
- Non-union members: A total of 85.7% (5.7% strongly agree, 80% agree) agreed with the statement. A total of 11.4% disagreed with the statement while 2.9% were undecided.

Table 4.19 depicts an overwhelming concurrence by the members of mine management bodies, Mineworkers Union members and non-union members on the view that the mine always prioritises affirmative action in their recruitments. This view further supports the data shown in Figure 4.7 which shows that the number of female and male employees in the management positions is almost equal. This analysis did not take into account employees from the general mineworkers due to the fact women in most cases do not want to be employed as general mineworkers. Here the researcher highlights that the percentage representation of women in the management positions is in accordance with the objects of the Namibian Affirmative Action Act No 29 of 1998.

Table 4.20: Chi-Square test results for perceptions on Statement 10 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.676 ^a	8	.006
Likelihood Ratio	22.340	8	.004
Linear-by-Linear Association	3.489	1	.062
N of Valid Cases	143		

The Chi-Square test results show that there is a significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The mine always prioritises affirmative action in its recruitments" (Chi-square = 21.676, probability value (p- value = 0.006). The researcher concludes that the mineworkers and management concur that the mines always prioritise affirmative action in its recruitments. This is further supported by evidence extracted from Table 4.19 where the majority of the respondents indicated that they agree that affirmative action is prioritised during recruitment of miners.

Statement 11 Reviewing the perception that "The mine prioritises skills development"

H₀: There is no association between the perceptions of management, union members and non-union members on whether mine prioritises skills development.

H₁: There is an association between the perceptions of management, union members and non-union members on whether mine prioritises skills development.

The survey results obtained from the above-mentioned question are summarised in Table 4.21.

Table 4.21: The mine prioritises skills development

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	16 (32%)	25 (50%)	5 (10%)	4 (8%)	0 (0%)	50
MUN members and Officials	12 (22.2%)	32 (59.3%)	7 (13%)	2 (3.7%)	1 (1.9%)	54
Mineworkers (Non-union members)	1 (2.9%)	28 (80%)	2 (5.7%)	3 (8.6%)	1 (2.9%)	35

On the statement that mine prioritises skills development, the respondents answered as follows:

- Members of mine management bodies: A total of 82% (32% strongly agree, 50% agree) agreed with the statement. A total of 8% disagreed with the statement while 10% were undecided.
- Mineworkers Union members: A total of 81.5% (22.2% strongly agree, 59.3% agree) agreed with the statement. A total of 5.6% (1.9% strongly disagree, 3.7% disagree) disagreed with the statement while 13% were undecided.
- Non-union members: A total of 82.9% (2.9% strongly agree, 80% agree) agreed with the statement. A total of 11.5% (2.9% strongly disagree, 86.6% disagree) disagreed with the statement while 5.7% were undecided.

According to the distribution of survey data shown in Table 4.21, the majority of respondents agree that the mines prioritise skills development. This notion is further supported by the demographic evidence provided in Section 4.2 in Figures 4.5 and 4.15 where most miners are recruited with secondary school qualifications and end up attaining professional qualifications. This means the mines, to some extent, send their employees for further training.

Table 4.22: Chi-Square test results for perceptions on Statement 11 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.749 ^a	10	.080
Likelihood Ratio	20.438	10	.025
Linear-by-Linear Association	2.172	1	.141
N of Valid Cases	140		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The mine prioritises skills development" (Chi-square = 16.749, probability value (p-value = 0.080)). However, a rough analysis given in Table 4.21 shows that the majority of respondents agree that the mine prioritises skills development.

Statement 12 Reviewing the perception that “Employee performance and commitment are evaluated periodically by the management”

H₀: There is no association between the perceptions of management, union members and non-union members on whether employee performance and commitment are evaluated periodically by the management body.

H₁: There is an association between the perceptions of management, union members and non-union members on whether employee performance and commitment are evaluated periodically by the management body.

The survey results obtained from the above-mentioned question are summarised in Table 4.23.

Table 4.23: Employees performance and commitment are evaluated periodically by management

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	16 (29.1%)	31 (56.4%)	5 (9.1%)	2 (3.6%)	1 (1.8%)	55
MUN members and Officials	8 (14.8%)	34 (63%)	5 (9.3%)	6 (11.1%)	1 (1.9%)	54
Mineworkers (Non-union members)	3 (8.6%)	30 (85.7%)	0 (0%)	1 (2.9%)	1 (2.9%)	35

On the statement that employee performance and commitment are evaluated periodically by the management body, the respondents answered as follows:

- Members of mine management bodies: A total of 85.5% (29.1% strongly agree, 56.4% agree) agreed with the statement. A total of 5.4% (1.8% strongly disagree, 3.6% disagreed) disagreed with the statement while 9.1% were undecided.
- Mineworkers Union members: A total of 77.8% (14.8% strongly agree, 63% agree) agreed with the statement. A total of 13% (1.9% strongly disagree, 11.1% disagree) disagreed with the statement while 9.3% were undecided.
- Non-union members: A total of 94.3% (8.6% strongly agree, 85.7% agree) agreed with the statement. A total of 5.8% (2.9% strongly disagree, 2.9% disagree) disagreed with the statement while nobody was undecided.

The survey results represented in Table 4.23 show that the majority of respondents (members of mine management bodies, Mineworkers Union members and non-union members) agree that employees' performance and commitment are periodically evaluated by the management. This shows that the mine management monitors employee's performance which will enable employees to improve their performance regularly.

Table 4.24: Chi-Square test results for perceptions on Statement 12 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.061 ^a	8	.058
Likelihood Ratio	17.229	8	.028
Linear-by-Linear Association	.901	1	.342
N of Valid Cases	144		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "Employee performance and commitment are evaluated periodically by the management body" (Chi-square = 15.061, probability value (p-value = 0.058)).

Statement 13 Reviewing the perception that "In cases of misconduct, management investigates the circumstances before charging an employer"

H₀: There is no association between the perceptions of management, union members and non-union members on whether in cases of misconduct management investigates the circumstances before charging employees.

H₁: There is an association between the perceptions of management, union members and non-union members on whether in cases of misconduct, management investigates the circumstances before charging employees.

The survey results obtained from the above-mentioned question are summarised in Table 4.25.

Table 4.25: In cases of misconduct management investigates the circumstances before charging an employee

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	22 (39.3%)	27 (48.2%)	6 (10.7%)	1 (1.8%)	0 (0%)	56
MUN members and Officials	5 (9.3%)	37 (68.5%)	5 (9.3%)	4 (7.4%)	3 (5.6%)	54
Mineworkers (Non-union members)	5 (14.7%)	28 (82.4%)	0 (0%)	0 (0%)	1 (2.9%)	34

On the statement that in case of misconduct, management investigates the circumstances before charging an employee, the respondents answered as follows:

- Members of mine management bodies: A total of 87.5% (39.3% strongly agree, 48.2% agree) agreed with the statement. 1.8% disagreed while 10.7% were undecided.
- Mineworkers Union members: A total of 77.8% (9.3% strongly agree, 68.5% agree) agreed with the statement. A total of 13% (5.6% strongly disagree, 7.4% disagree) disagreed with the statement while 9.3% were undecided.
- Non-union members: A total of 97.1% (14.7% strongly agree, 82.4% agree) agreed with the statement while 2.9% strongly disagreed with the statement. Nobody was undecided.

Table 4.26: Chi-Square test results for perceptions on Statement 13 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.017 ^a	8	.001
Likelihood Ratio	31.368	8	.000
Linear-by-Linear Association	2.462	1	.117
N of Valid Cases	144		

The Chi-Square test results show that there is a significant relationship between management, union members and non-union members' perceptions regarding the opinion that "In cases of misconduct, management investigates the circumstances before charging

an employee” (Chi-square = 27.017, probability value (p- value = 0.001)). According to Chi-Square test results shown in Table 4.26, mineworkers and management concur that in cases of misconduct, management investigates the circumstances before charging an employee. This is a positive perception, instead of having employees who always feel that they are being victimised.

Statement 14 Reviewing the perception that “Management always consults with workers and trade unions before taking any decision affecting employees”

H₀: There is no association between the perceptions of management, union members and non-union members on whether management always consults with workers and trade unions before taking any decision affecting employees.

H₁: There is an association between the perceptions of management, union members and non-union members on whether management always consults with workers and trade unions before taking any decision affecting employees.

The survey results obtained from the above-mentioned question are summarised in Table 4.27.

Table 4.27: Management always consults with workers and unions on decisions affecting employees

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	19 (33.9%)	27 (48.2%)	5 (8.9%)	1 (1.8%)	4 (7.1%)	56
MUN members and Officials	6 (11.1%)	27 (50%)	5 (9.3%)	10 (18.5%)	6 (11.1%)	54
Mineworkers (Non-union members)	12 (34.3%)	17 (48.6%)	0 (0%)	4 (11.4%)	2 (5.7%)	35

On the statement that management always consults with workers and trade unions before taking any decision affecting employees, the respondents answered as follows:

- Members of mine management bodies: A total of 82.1% (33.9% strongly agree, 48.2% agree) agreed with the statement. 1.8% disagreed while 10.7% were undecided.

- Mineworkers Union members: A total of 61.1% (11.1% strongly agree, 50% agree) agreed with the statement. A total of 29.6% (18.5% strongly disagree, 11.1% disagree) disagreed with the statement while 9.3% were undecided.
- Non-union members: A total of 82.9% (34.3% strongly agree, 48.6% agree) agreed with the statement. A total of 17.1% (11.4% strongly disagree, 5.7 disagree) disagreed with the statement. Nobody was undecided.

Table 4.28: Chi-Square test results for perceptions on Statement 14 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.216 ^a	8	.014
Likelihood Ratio	23.998	8	.002
Linear-by-Linear Association	.336	1	.562
N of Valid Cases	145		

The Chi-Square test results show that there is a significant relationship between management, union members and non-union members' perceptions regarding the opinion that "Management always consults with workers and trade unions before taking any decision affecting employees" (Chi-square = 19.216, probability value (p- value = 0.014)). According to Table 4.27, employees and management concur that management always consults with workers and trade union before taking any decision affecting employees. This is an indication of a healthy situation, as employers are not acting unilaterally. It serves to dissuade employees from striking.

Statement 15 Reviewing perception that "management tries to resolve disputes by reaching consensus with employees"

H₀: There is no association between the perceptions of management, union members and non-union members on whether management tries to resolve disputes by reaching consensus with employees.

H₁: There is an association between the perceptions of management, union members and non-union members on whether management tries to resolve disputes by reaching consensus with employees.

The survey results obtained from the above-mentioned question are summarised in Table 4.29 below.

Table 4.29: Management tries to resolve disputes by reaching consensus with employees

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	15 (26.8%)	34 (60.7%)	3 (5.4)	3 (5.4%)	1 (1.8%)	56
MUN members and Officials	20 (37%)	21 (38.9%)	9 (16.7%)	3 (5.6%)	1 (1.9%)	54
Mineworkers (Non-union members)	8 (22.9%)	22 (62.9%)	2 (5.7%)	3 (8.6%)	0 (0%)	35

On the statement that management tries to resolve disputes by reaching consensus with employees, the respondents answered as follows:

- Members of mine management bodies: A total of 87.5% (26.8% strongly agree, 60.7% agree) agreed with the statement. A total of 7.2% (1.8% strongly disagree, 5.4% disagree) disagreed with the statement while 5.4% were undecided.
- Mineworkers Union members: A total of 75.9% (37% strongly agree, 38.9% agree) agreed with the statement. A total of 7.5% (1.9% strongly disagree, 5.6% disagree) disagreed with the statement while 16.7% were undecided.
- Non-union members: A total of 85.8% (22.9% strongly agree, 62.9% agree) agreed with the statement. A total of 8.6% disagreed with the statement while 5.7% were undecided.

Table 4.30: Chi-Square test results for perceptions on Statement 15 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.928 ^a	10	.041
Likelihood Ratio	20.452	10	.025
Linear-by-Linear Association	.251	1	.616
N of Valid Cases	145		

The Chi-Square test results show that there is a significant relationship between management, union members and non-union members' perceptions regarding the opinion

that “Management tries to resolve disputes by reaching consensus with employees” (Chi-square = 18.928, probability value (p- value = 0.041)). This position is further supported by survey results shown in Table 4.29 where the majority of respondents agree with the perception.

Statement 16 Reviewing the perception that “Cases of misconduct are treated fairly by management”

H₀: There is no association between the perceptions of management, union members and non-union members on whether cases of misconduct are treated fairly by management.

H₁: There is an association between the perceptions of management, union members and non-union members on whether cases of misconduct are treated fairly by management.

The survey results obtained from the above-mentioned question are summarised in Table 4.31 below.

Table 4.31: Cases of misconduct are treated fairly by management

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	16 (28.6%)	28 (50%)	10 (17.9%)	2 (3.6%)	0 (0%)	56
MUN members and Officials	12 (22.2%)	23 (42.6%)	6 (11.1%)	11 (20.4%)	2 (3.7%)	54
Mineworkers (Non-union members)	5 (14.3%)	21 (60%)	2 (5.7%)	7 (20%)	0 (0%)	35

On the statement of whether cases of misconduct are fairly treated by management, the respondents answered as follows:

- Members of mine management bodies: A total of 78.6% (28.6% strongly agree, 50% agree) agreed with the statement. 3.6% disagreed while 17.9% were undecided.
- Mineworkers Union members: A total of 64.8% (22.2% strongly agree, 42.6% agree) agreed with the statement. A total of 24.1% (3.7% strongly disagree, 20.4% disagree) disagreed with the statement while 11.1% were undecided.

- Non-union members: A total of 74.3% (14.3% strongly agree, 60% agree) agreed with the statement. A total of 20% disagreed with the statement while 5.7% were undecided.

A convincingly very large number of respondents agreed that cases of misconduct are fairly handled. According to the Chi-Square results shown in Table 4.32 below, the researcher accepts the null hypothesis. Management should be commended for taking positive steps towards avoiding strikes.

Table 4.32: Chi-Square test results for perceptions on Statement 16 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.200 ^a	8	.040
Likelihood Ratio	18.492	8	.018
Linear-by-Linear Association	3.517	1	.061
N of Valid Cases	145		

The Chi-Square test results show that there is a significant relationship between management, union members and non-union members' perceptions regarding the opinion that "cases of misconduct are treated fairly by management" (Chi-square = 16.200, probability value (p-value = 0.040)).

Statement 17 Reviewing the perception that "Management regards labour issues as a management prerogative"

H₀: There is no association between the perceptions of management, union members and non-union members on whether management regards labour issues as a management prerogative.

H₁: There is an association between the perceptions of management, union members and non-union members on whether management regards labour issues as a management prerogative.

The survey results obtained from the above-mentioned question are summarised in Table 4.33 below.

Table 4.33: Management regards labour issues as a management prerogative

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	15 (26.8%)	29 (51.8%)	8 (14.3%)	4 (7.1%)	0 (0%)	56
MUN members and Officials	11 (20.4%)	27 (50%)	10 (18.5%)	5 (9.3%)	1 (1.9%)	54
Mineworkers (Non-union members)	3 (8.6%)	25 (71.4%)	5 (14.3%)	1 (2.9%)	1 (2.9%)	35

On the statement that management regards labour issues as a management prerogative, the respondents answered as follows:

- Members of mine management bodies: A total of 78.6% (26.8% strongly agree, 51.8% agree) agreed with the statement. A total of 7.1% strongly disagreed with the statement while 14.3% were undecided.
- Mineworkers Union members: A total of 70.4 (20.4% strongly agree, 50% agree) agreed with the statement. A total of 11.2% (1.9% strongly disagree, 9.3% disagree) disagreed with the statement while 18.5% were undecided.
- Non-union members: A total of 80% (8.6% strongly agree, 71.4% agree) agreed with the statement. A total of 5.8% (2.9% strongly disagree, 2.9% disagree) disagreed with the statement while 14.3% were undecided.

Table 4.34: Chi-Square test results for perceptions on Statement 17 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.113 ^a	8	.423
Likelihood Ratio	9.317	8	.316
Linear-by-Linear Association	.970	1	.325
N of Valid Cases	144		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "management regards labour issues as a management prerogative" (Chi-square = 8.113, probability value (p- value =0.423)). However, the distribution of results in Table 4.33 shows that a very high number of respondents agree that management and mineworkers

share the perception that labour issues are a prerogative of the management. However, this response may not be statistically significant.

Statement 18 Reviewing the perception that “The working relationship between the union and management is good”

H₀: There is no association between the perceptions of management, union members and non-union members on whether the working relationship between the union and management is good.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the working relationship between the union and management is good.

The survey results obtained from the above-mentioned question are summarised in Table 4.35 below.

Table 4.35: The working relationship between the union and management is good

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	8 (15.1%)	31 (58.5%)	6 (11.3%)	7 (13.2%)	1 (1.9%)	53
MUN members and Officials	10 (18.5%)	28 (51.9%)	8 (14.8%)	5 (9.3%)	3 (5.6%)	54
Mineworkers (Non-union members)	1 (2.9%)	29 (82.9%)	3 (8.6%)	2 (5.7%)	0 (0%)	35

On the statement that the working relationship between the union and management is good, the respondents answered as follows:

- Members of mine management bodies: A total of 73.6% (15.1% strongly agree, 58.5% agree) agreed with the statement. A total of 15.1% (1.9 strongly disagree, 13.2% disagree) disagreed with the statement while 11.3% were undecided.
- Mineworkers Union members: A total of 70.4 (18.5% strongly agree, 51.9% agree) agreed with the statement. A total of 14.9% (5.6% strongly disagree, 9.3% disagree) disagreed with the statement while 14.8% were undecided.
- Non-union members: A total of 85.8% (2.9% strongly agree, 82.9% agree) agreed with the statement. A total of 5.7% disagreed while 8.6% were undecided.

Table 4.36: Chi-Square test results for perceptions on Statement 18 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.078 ^a	8	.148
Likelihood Ratio	13.908	8	.084
Linear-by-Linear Association	.244	1	.621
N of Valid Cases	142		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the working relationship between the union and management is good" (Chi-square = 12.078, probability value (p- value = 0.148)). The majority of the respondents agree that the working relationship between management and the Mineworkers Union is good.

Statement 19 Reviewing the perception that "The company fairly shares its proceeds with employees"

H₀: There is no association between perceptions of management, union members and non-union members on whether the company fairly shares its proceeds with employees are independent.

H₁: There is an association between perceptions of management, union members and non-union members on whether the company shares its proceeds with employees are not independent.

The survey results obtained from the above-mentioned question are summarised in Table 4.37 below.

Table 4.37: The company fairly shares its proceeds with employees

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	7 (12.7%)	35 (63.6%)	8 (14.5%)	2 (3.6%)	3 (5.5%)	55
MUN members and Officials	7 (13.2%)	26 (49.1%)	7 (13.2%)	7 (13.2%)	6 (11.3%)	53
Mineworkers (Non-union members)	2 (5.7%)	26 (74.3%)	1 (2.9%)	4 (11.4%)	2 (5.7%)	35

On the statement that the company fairly shares its proceeds with employees, the respondents answered as follows:

- Members of mine management bodies: A total of 76.3% (12.7% strongly agree, 63.6% agree) agreed with the statement. A total of 9.1% (5.5 strongly disagree, 3.6% disagree) disagreed with the statement while 14.5% were undecided.
- Mineworkers Union members: A total of 62.3 (13.2% strongly agree, 49.1% agree) agreed with the statement. A total of 24.5% (11.3% strongly disagree, 13.2% disagree) disagreed with the statement while 13.2% were undecided.
- Non-union members: A total of 80% (5.7% strongly agree, 74.3% agree) agreed with the statement. A total of 17.1% (5.7% strongly disagree, 11.4% disagree) disagreed with the statement while 2.9% were undecided.

Table 4.38: Chi-Square test results for perceptions on Statement 19 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.927 ^a	8	.206
Likelihood Ratio	12.345	8	.136
Linear-by-Linear Association	.540	1	.463
N of Valid Cases	143		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "The company shares its proceeds with employees" (Chi-square = 10.927, probability value (p- value = 0.206)). Interestingly, the bar graph representation of the respondents' perceptions shown in Table 4.37 shows an overwhelming number of respondents agreeing that the company fairly shares its proceeds with the employees.

Statement 20 Reviewing the perception that "The union can help improve productivity at a company"

H₀: There is no association between the perceptions of management, union members and non-union members on whether the union can help improve productivity at a company.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the union can help improve productivity at accompany.

The survey results obtained from the above-mentioned question are summarised in Table 4.39 below.

Table 4.39: The union can help improve productivity at a company

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	14 (25%)	31 (55.4%)	5 (8.9%)	5 (8.9%)	1 (1.8%)	56
MUN members and Officials	14 (25.9%)	34 (63%)	3 (5.6%)	2 (3.7%)	1 (1.9%)	54
Mineworkers (Non-union members)	12 (34.3%)	20 (57.1%)	2 (5.7%)	1 (2.9%)	0 (0%)	35

On the statement that the union can help improve productivity at accompany, the respondents answered as follows:

- Members of mine management bodies: A total of 80.4% (25% strongly agree, 55.4% agree) agreed with the statement. A total of 10.7% (1.8 strongly disagree, 8.9% disagree) disagreed with the statement while 8.9% were undecided.
- Mineworkers Union members: A total of 88.9 (25.9% strongly agree, 63% agree) agreed with the statement. A total of 5.6% (1.9% strongly disagree, 3.7% disagree) disagreed with the statement while 5.6% were undecided.
- Non-union members: A total of 91.4% (34.3% strongly agree, 57.1% agree) agreed with the statement. A total of 2.9% disagreed with the statement while 5.7% were undecided.

Table 4.40: Chi-Square test results for perceptions on Statement 20 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.184 ^a	8	.840
Likelihood Ratio	4.552	8	.804
Linear-by-Linear Association	2.847	1	.092
N of Valid Cases	145		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the union can help improve productivity at a company" (Chi-square = 4.184, probability

value (p- value =0.840)). The researcher observes that the representation of the same perceptions shown in Table 4.39 supports that management and ordinary employees agree with this hypothesis. Even if the descriptive statistics are suggesting an agreement, the hypothesis test did not yield significant results at 5% level.

Statement 21 Reviewing the perception that “The employer rewards the best performing employees”

H₀: There is no association between the perceptions of management, union members and non-union members on whether the employer rewards the best performing employees.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the employer rewards the best performing employees.

The survey results obtained from the above-mentioned question are summarised in Table 4.41 below.

Table 4.41: The employer rewards best performing employees

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	11 (20%)	30 (54.5%)	7 (12.7%)	3 (5.5%)	4 (7.3%)	55
MUN members and Officials	5 (9.3%)	30 (55.6%)	4 (7.4%)	6 (11.1%)	9 (16.7%)	54
Mineworkers (Non-union members)	4 (11.4%)	26 (74.3%)	0 (0%)	3 (8.6%)	2 (5.7%)	35

On the statement that the employer rewards the best performing employees, the respondents answered as follows:

- Members of mine management bodies: A total of 74.5% (20% strongly agree, 54.5% agree) agreed with the statement. A total of 12.8% (7.3 strongly disagree, 5.5% disagree) disagreed with the statement while 12.7% were undecided.
- Mineworkers Union members: A total of 64.9% (9.3% strongly agree, 55.6% agree) agreed with the statement. A total of 27.8% (16.7% strongly disagree, 11.1% disagree) disagreed with the statement while 7.4% were undecided.

- Non-union members: A total of 85.7% (11.4% strongly agree, 74.3% agree) agreed with the statement. A total of 14.3% (5.7% strongly disagree, 8.6% disagree) disagreed with the statement. Nobody was undecided.

Table 4.42: Chi-Square test results for perceptions on Statement 21 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.992 ^a	8	.112
Likelihood Ratio	15.139	8	.057
Linear-by-Linear Association	.047	1	.828
N of Valid Cases	144		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the employer rewards the best performing employees" (Chi-square = 12.992, probability value (p- value = 0.112)).

Statement 22 Reviewing the perception that "The employer always tries to address any possible cause of strike"

H₀: There is no association between the perceptions of management, union members and non-union members on whether the employer always tries to address any possible cause of strike.

H₁: There is an association between the perceptions of management, union members and non-union members on whether the employer always tries to address any possible cause of strike.

The survey results obtained from the above-mentioned question are summarised in Table 4.43 below.

Table 4.43: The employer always tries to address any possible cause of strike

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	8 (14.3%)	38 (67.9%)	6 (10.7%)	2 (3.6%)	2 (3.6%)	56
MUN members and Officials	11 (20.4%)	26 (48.1%)	9 (16.7%)	6 (11.1%)	2 (3.7%)	54
Mineworkers (Non-union members)	4 (11.4%)	27 (77.1%)	3 (8.6%)	1 (2.9%)	0 (0%)	35

On the statement that the employer always tries to address any possible cause of strike, the respondents answered as follows:

- Members of mine management bodies: A total of 82.2% (14.3% strongly agree, 67.9% agree) agreed with the statement. A total of 72.2% (3.6 strongly disagree, 3.6% disagree) disagreed with the statement while 10.7% were undecided.
- Mineworkers Union members: A total of 68.5% (20.4% strongly agree, 48.1% agree) agreed with the statement. A total of 14.8% (3.7% strongly disagree, 11.1% disagree) disagreed with the statement while 16.7% were undecided.
- Non-union members: A total of 88.5% (11.4% strongly agree, 77.1% agree) agreed with the statement. A total of 2.9% disagreed with the statement while 8.6% were undecided.

Table 4.44: Chi-Square test results for perceptions on Statement 22 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.396 ^a	8	.238
Likelihood Ratio	11.255	8	.188
Linear-by-Linear Association	.172	1	.678
N of Valid Cases	145		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the employer always tries to address any possible cause of strike" (Chi-square =

10.396, probability value (p- value =0.238)). Irrespective of the fact that the distribution of responses indicates that majority of the respondents agree that the employers tries to address the possible causes of strikes.

Statement 23 Reviewing the perception that “Productivity will improve if workers concerns are addressed through collective bargaining”

H₀: There is no association between the perceptions of management, union members and non-union members on whether productivity will improve if workers concerns are addressed through collective bargaining.

H₁: There is an association between the perceptions of management, union members and non-union members on whether productivity will improve if workers concerns are addressed through collective bargaining.

The survey results obtained from the above-mentioned question are summarised in Table 4.45 below.

Table 4.45: Productivity will improve if workers’ concerns are addressed through collective bargaining

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	13 (23.2%)	34 (60.7%)	5 (8.9%)	2 (3.6%)	2 (3.6%)	56
MUN members and Officials	17 (31.5%)	33 (61.1%)	3 (5.6%)	0 (0%)	1 (1.9%)	54
Mineworkers (Non-union members)	9 (25.7%)	23 (65.7%)	0 (0%)	3 (8.6%)	0 (0%)	35

On the statement that productivity will improve if workers concerns are addressed through collective bargaining, the respondents answered as follows:

- Members of mine management bodies: A total of 83.9% (23.2% strongly agree, 60.7% agree) agreed with the statement. A total of 7.2% (3.6 strongly disagree, 3.6% disagree) disagreed with the statement while 8.9% were undecided.

- Mineworkers Union members: A total of 92.6% (31.5% strongly agree, 61.1% agree) agreed with the statement. A total of 1.9% strongly disagreed with the statement while 5.6% were undecided.
- Non-union members: A total of 91.4% (25.7% strongly agree, 65.7% agree) agreed with the statement. A total of 8.6% disagreed with the statement while nobody was undecided.

Table 4.46: Chi-Square test results for perceptions on Statement 23 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.810 ^a	8	.279
Likelihood Ratio	13.234	8	.104
Linear-by-Linear Association	.799	1	.371
N of Valid Cases	145		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "Productivity will improve if workers concerns are addressed through collective bargaining" (Chi-square = 9.810, probability value (p- value =0.279)). This notion is supported by the representation of the survey results shown in Table 4.45 which strongly suggests that productivity will improve if workers' concerns are addressed through collective bargaining.

Statement 24 Reviewing the perception that "The union always tries to avoid strikes in the selected mines by resolving conflicts through negotiations"

H₀: There is no association between the perceptions of management, union members and non-union members on whether the union always tries to avoid strikes in the selected mines by resolving conflicts through negotiations.

H₁: There is no association between the perceptions of management, union members and non-union members on whether union always tries to avoid strikes in the selected mines through negotiations.

The survey results obtained from the above-mentioned question are summarised in Table 4.47 below.

Table 4.47: The union always tries to avoid strikes in the selected mines by resolving conflicts through negotiations

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	13 (23.2%)	38 (67.9%)	1 (1.8%)	4 (7.1%)	0 (0%)	56
MUN members and Officials	16 (29.6%)	34 (63%)	3 (5.6%)	0 (0%)	1 (1.9%)	54
Mineworkers (Non-union members)	12 (34.3%)	19 (54.3%)	1 (2.9%)	2 (5.7%)	1 (2.9%)	35

On the statement that the union always tries to avoid strikes in the selected mines through negotiations, the respondents answered as follows:

- Members of mine management bodies: A total of 91.1% (23.2% strongly agree, 67.9% agree) agreed with the statement. A total of 7.1% disagreed with the statement while 1.8% was undecided.
- Mineworkers Union members: A total of 92.6% (29.6% strongly agree, 63% agree) agreed with the statement. A total of 1.9% strongly disagreed with the statement while 5.6% were undecided.
- Non-union members: A total of 88.6% (34.3% strongly agree, 54.3% agree) agreed with the statement. A total of 8.6% (2.9% strongly disagree, 5.7% disagree) disagreed with the statement while 2.9% were undecided.

Table 4.48: Chi-Square test results for perceptions on Statement 24 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.516 ^a	8	.482
Likelihood Ratio	10.167	8	.254
Linear-by-Linear Association	.050	1	.824
N of Valid Cases	144		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the union always tries to avoid strikes in the selected mines by resolving conflicts through negotiations" (Chi-square = 7.516, probability value (p- value = 0.482). Here the histogram representation of the results indicates that majority of the respondents are of the view that Mineworkers Union members always try to avoid strike situations at mines. This provides a fertile ground for mine management to engage the Mineworkers Union members whenever there are any grievances to settle.

Statement 25 Reviewing the perception that "Employer often discloses financial and other information during wage negotiations"

H₀: There is no association between the perceptions of management and union members on whether employer often discloses financial and other information during wage negotiations are independent.

H₁: There is an association between the perceptions of management and union members on whether employer often discloses financial information during negotiations.

The survey results obtained from the above-mentioned question are summarised in Table 4.49 below.

Table 4.49: The employer often discloses financial information during wage negotiations

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Human Resources Practitioners and Management	7 (12.5%)	38 (67.9%)	7 (12.5%)	3 (5.4%)	1 (1.8%)	56
MUN members and Officials	7 (13%)	31 (57.4%)	7 (13%)	7 (13%)	2 (3.7%)	54

On the statement that employer often discloses financial and other information during wage negotiations, the respondents answered as follows:

- Members of mine management bodies: A total of 80.4% (12.5% strongly agree, 67.9% agree) agreed with the statement. A total of 7.2% (1.8% strongly disagree, 5.4% disagree) disagreed with the statement while 12.5% were undecided.

- Mineworkers Union members: A total of 70.4% (13% strongly agree, 57.4% agree) agreed with the statement. A total of 16.7% (3.7% strongly disagree, 13% disagree with the statement while 13% were undecided).

Table 4.50: Chi-Square test results for perceptions on Statement 25 in the questionnaire

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.104 ^a	4	.894
Likelihood Ratio	1.107	4	.893
Linear-by-Linear Association	.423	1	.515
N of Valid Cases	110		

The Chi-Square test results show that there is no significant relationship between management, union members and non-union members' perceptions regarding the opinion that "the mine always recruits workers based on their skills and qualifications" (Chi-square = 1.104, probability value (p- value = 0.894)). The Chi-Square results are backed up by Table 4.49 which shows that the majority of the respondents agree that the mine management reveal the company's financial position during negotiations. It should be noted that ordinary mineworkers did not respond to this question since in most cases they do not directly participate in wage negotiations.

4.3.3 Analysis of responses from the questionnaires for MLSW officials

Statement 1 Reviewing the perception that “A strike does not seriously affect the productivity of the mine”

Figure 4.20 below indicates that 88% (43% of strongly disagree and 45% of disagree) of the respondents disagreed that a strike does not seriously affect productivity of the mine. This could be the reason why the MLSW tries to engage and encourage employers and employees to always reach consensus instead of resorting to strikes or lockout. About 10% of the respondents were undecided while another 10% (5% agreed and 5% strongly agreed) were in agreement with the above statement.

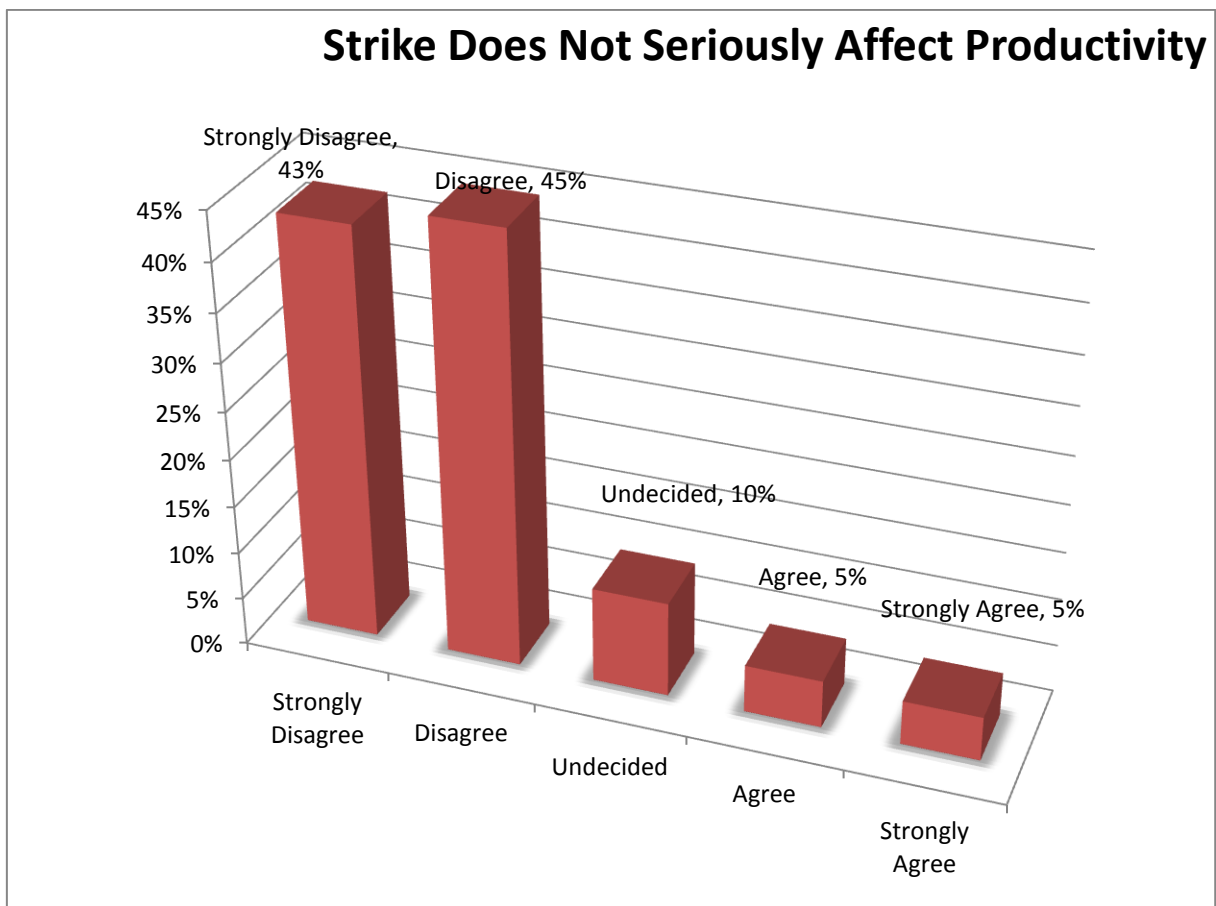


Figure 4.20: Distribution of responses to Statement 1 from the MLSW questionnaire

Statement 2 Reviewing the perception that “A strike is the best weapon for resolving labour disputes at a mine”

Figure 4.21 illustrates that a total of 75% (12% of them strongly disagree and 63% disagree) of the respondents are not in agreement with the statement that strike is the best weapon to resolve disputes. It appears that the majority of the officials from the MLSW take into account there are major ramifications associated with strikes. On the other hand, 15% (5% of agree and 10% of strongly agree) agree that a strike is the best weapon for solving labour disputes. About 10% of the respondents were undecided on the issue under review. The inference that can be drawn in this regard is that in most cases MLSW officials do not support strikes as a means of resolving industrial disputes since they mainly play only a conciliatory role.

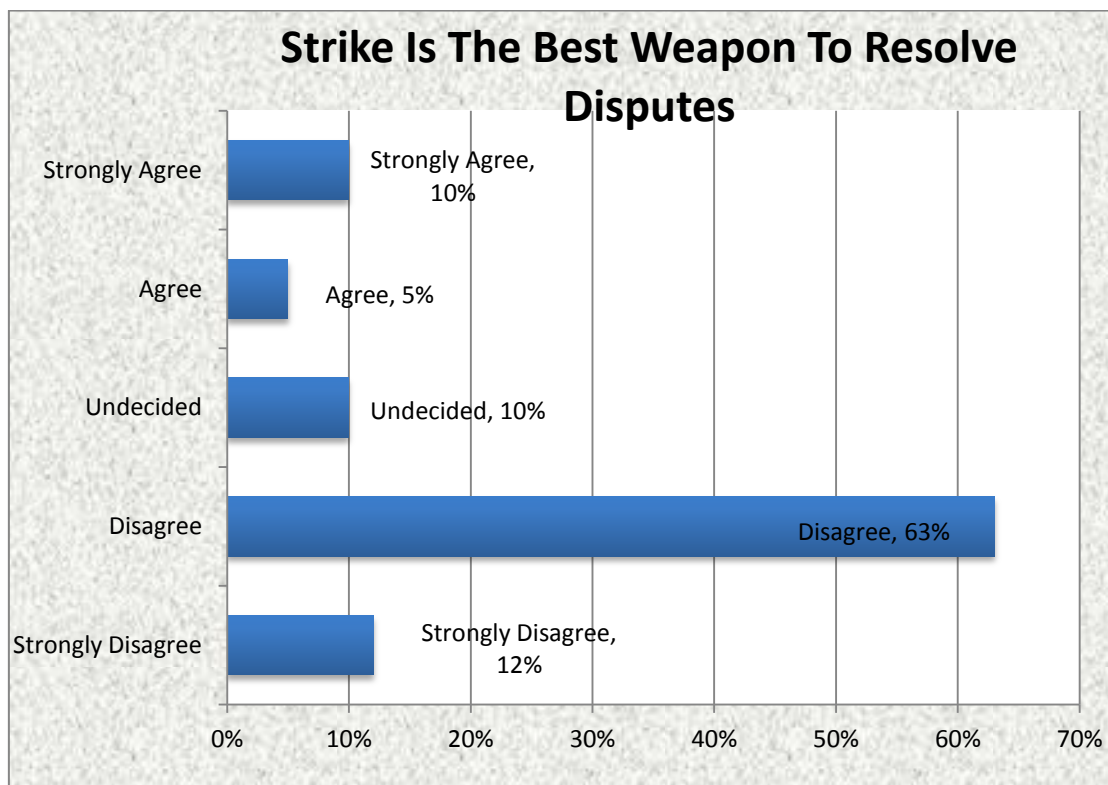


Figure 4.21: Distribution of responses to Statement 2 from the MLSW questionnaire

Statement 3 Reviewing the perception that “The MLSW always manages to resolve most causes of strikes in the selected mines”

The data in Figure 4.22 below reveals that 13% of the respondents strongly disagree and 40% of disagree do not concur with the statement that the MLSW always manages to resolve most causes of strikes. These results are alarming considering the fact that they come from the officials of the Ministry responsible for ensuring harmonious industrial relations between employees and their employers. One can only conclude that the officials feel that they are not doing well enough to put an end to strikes experienced in the selected mines.

A total of 30% (15% agree and 15% strongly agree) of respondents agree with the above-mentioned statement while 17% were undecided.

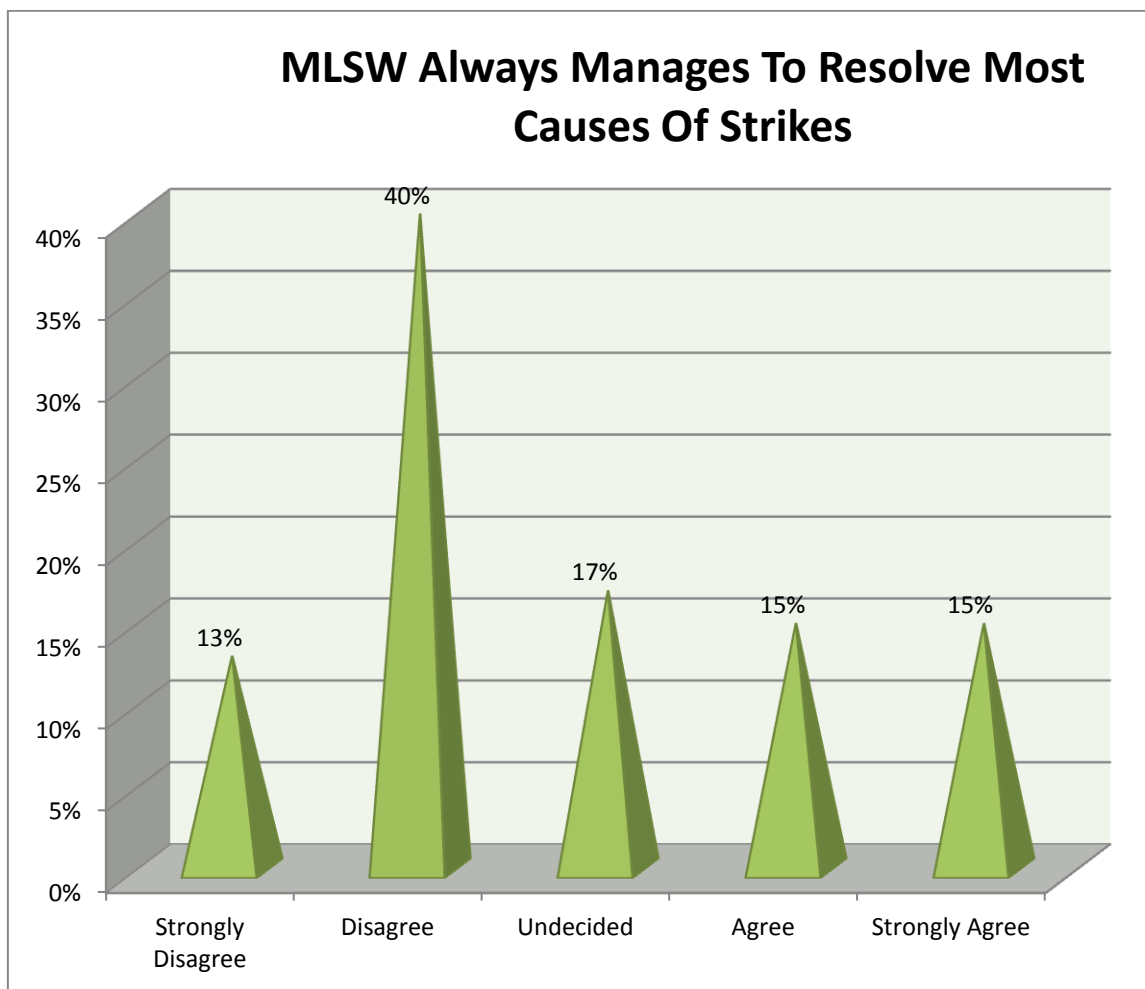


Figure 4.22: Distribution of responses to Statement 3 from the MLSW questionnaire

Statement 4 Reviewing the perception that “The MLSW has predefined mechanisms for averting strikes and resolving tensions in the mining sector”

Figure 4.23 below demonstrates that 64% (60% of agree and 4% of strongly agree) of the respondents agree that MLSW has pre-determined mechanisms for averting strikes and resolving tensions. About 15% of respondents disagree with the statement while 21% were undecided.

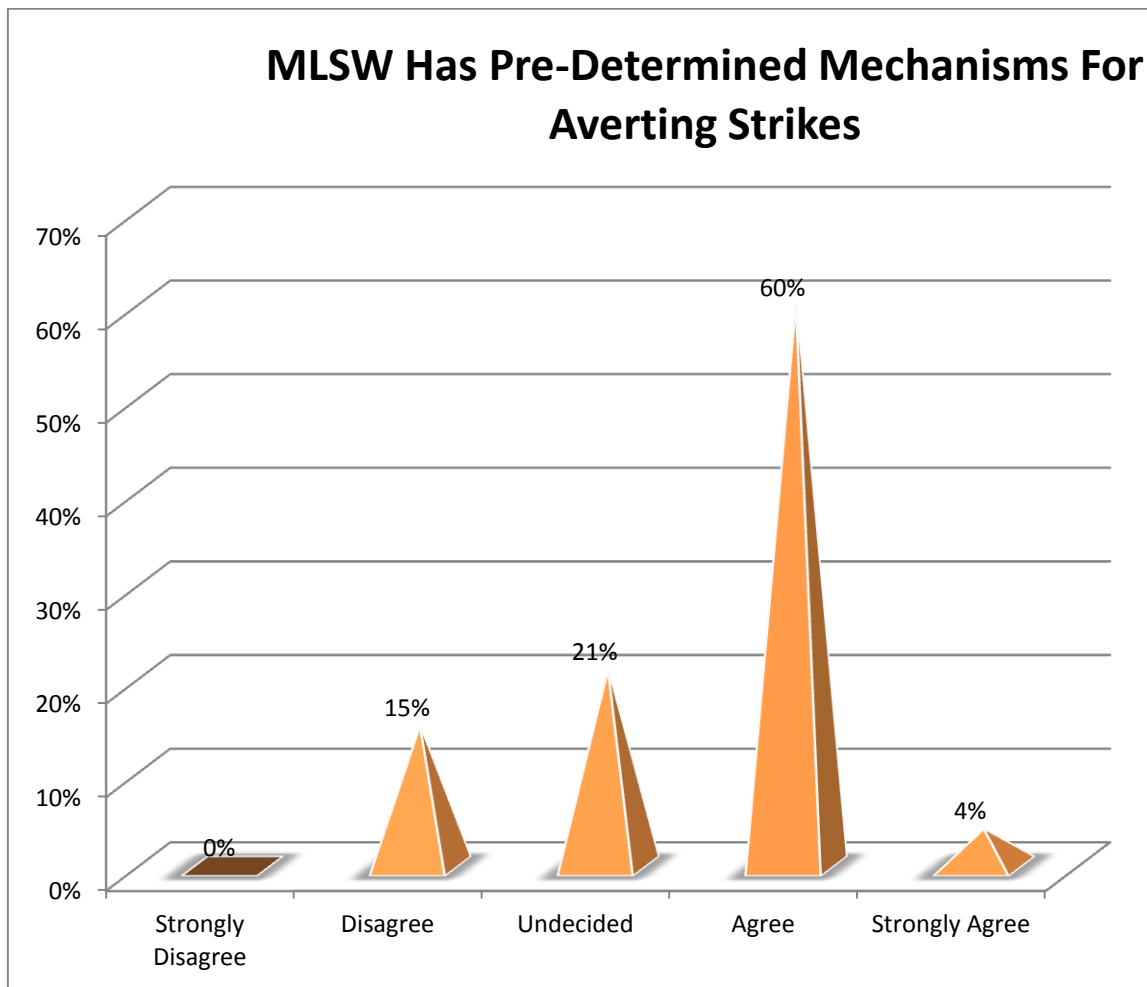


Figure 4.23: Distribution of responses to Statement 4 from the MLSW questionnaire

Statement 5 Reviewing the perception that “Strikes in the selected mines are always resolved by the employers and workers without involving the MLSW”

The responses to the statement that strikes in the selected mines are always resolved by the employers and their employees are summarised in Figure 4.24 below. The majority of officials of the MLSW (61%) were not in agreement with that statement. Out of this number, 3% of the respondents strongly disagree while 58% disagree. About 4% strongly agreed, 14% agreed while 21 were undecided. These results demonstrate the fact that MLSW officials are cognisant of their role in resolving industrial disputes before, during and after a strike.

The number of undecided officials merely represents a group of respondents who did not want to act as judges of their own work.

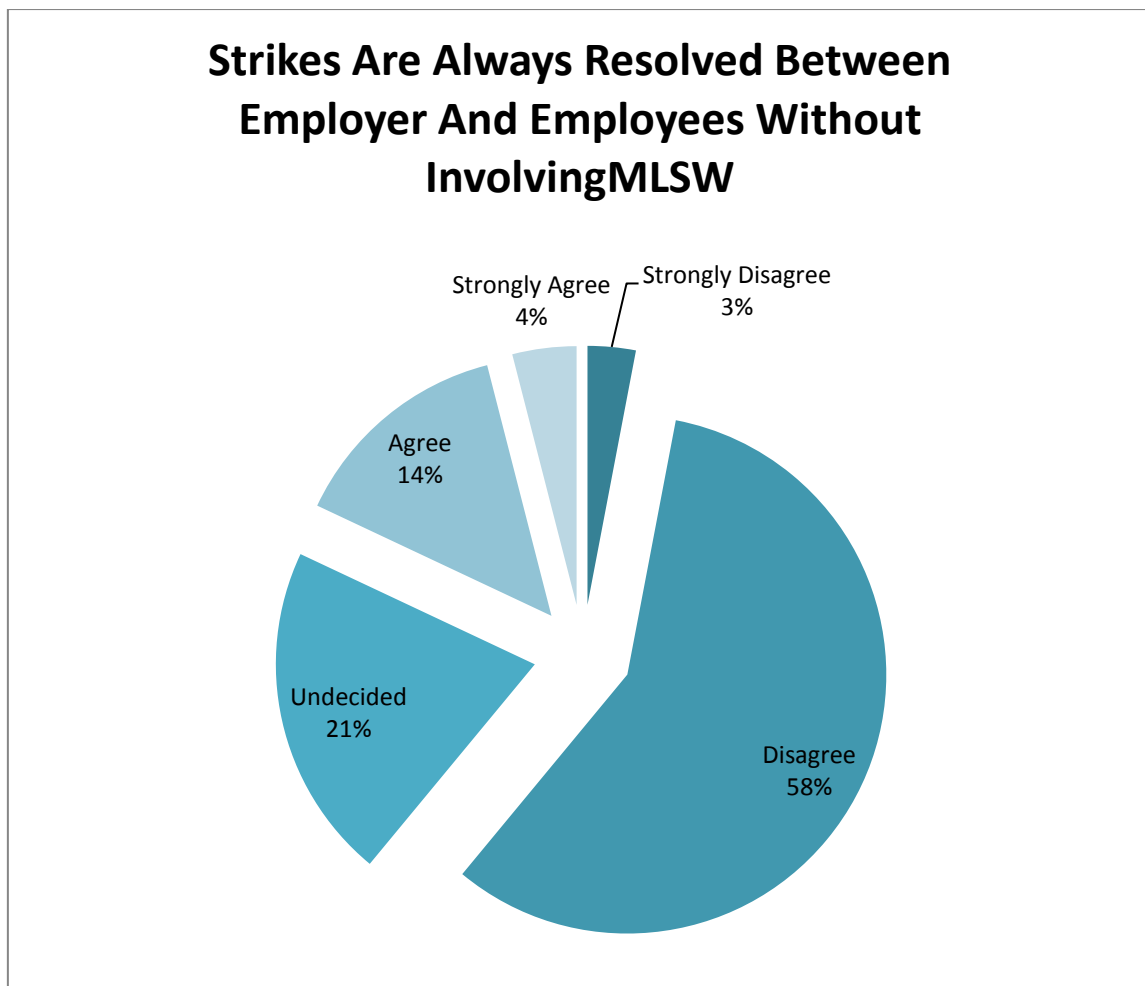


Figure 4.24: Distribution of responses to Statement 5 from the MLSW questionnaire

Statement 6 Reviewing the perception that “The mine prioritises recruiting skilled workers”

The responses as depicted in Figure 4.25 below show that 37% of respondents were undecided on the statement that the company prioritises recruiting skilled workers. About 3% strongly disagree, while 21% disagree with the notion that mines prioritises recruiting skilled workers. About 27% agreed and 12% strongly agreed with the statement. However, it can be said that MLSW officials are not the best judges in this situation since they work outside the mining environment.

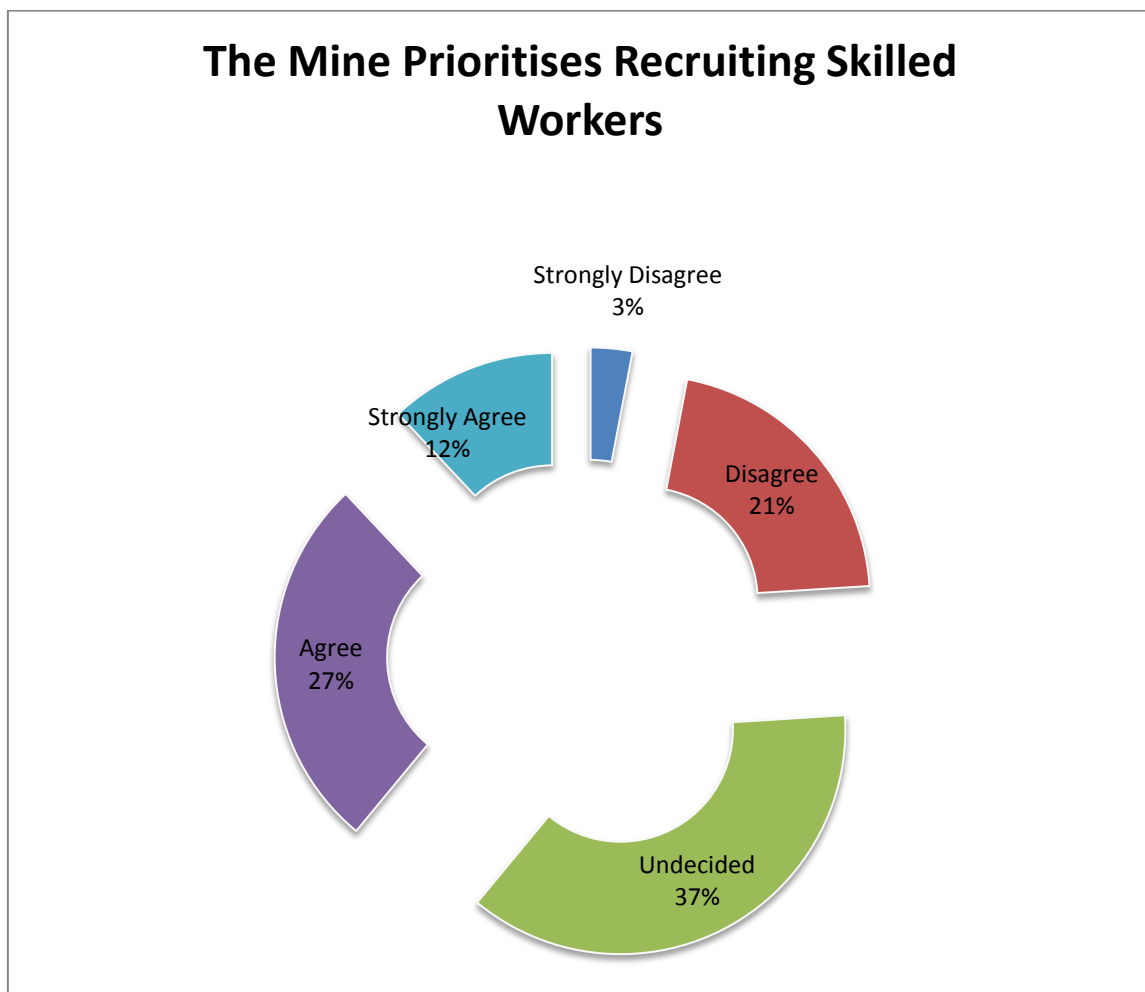


Figure 4.25: Distribution of responses to Statement 6 from the MLSW questionnaire

Statement 7 Reviewing the perception that “The mine always prioritises affirmative action in its recruitment”

Figure 4.26 below illustrates that 6% of the respondents indicated that they strongly disagree with the statement that the mine prioritises affirmative action in its recruitment. About 34% disagreed, while 30% were undecided. About 24% of the respondents agreed with other 6% strongly agreeing with the notion.

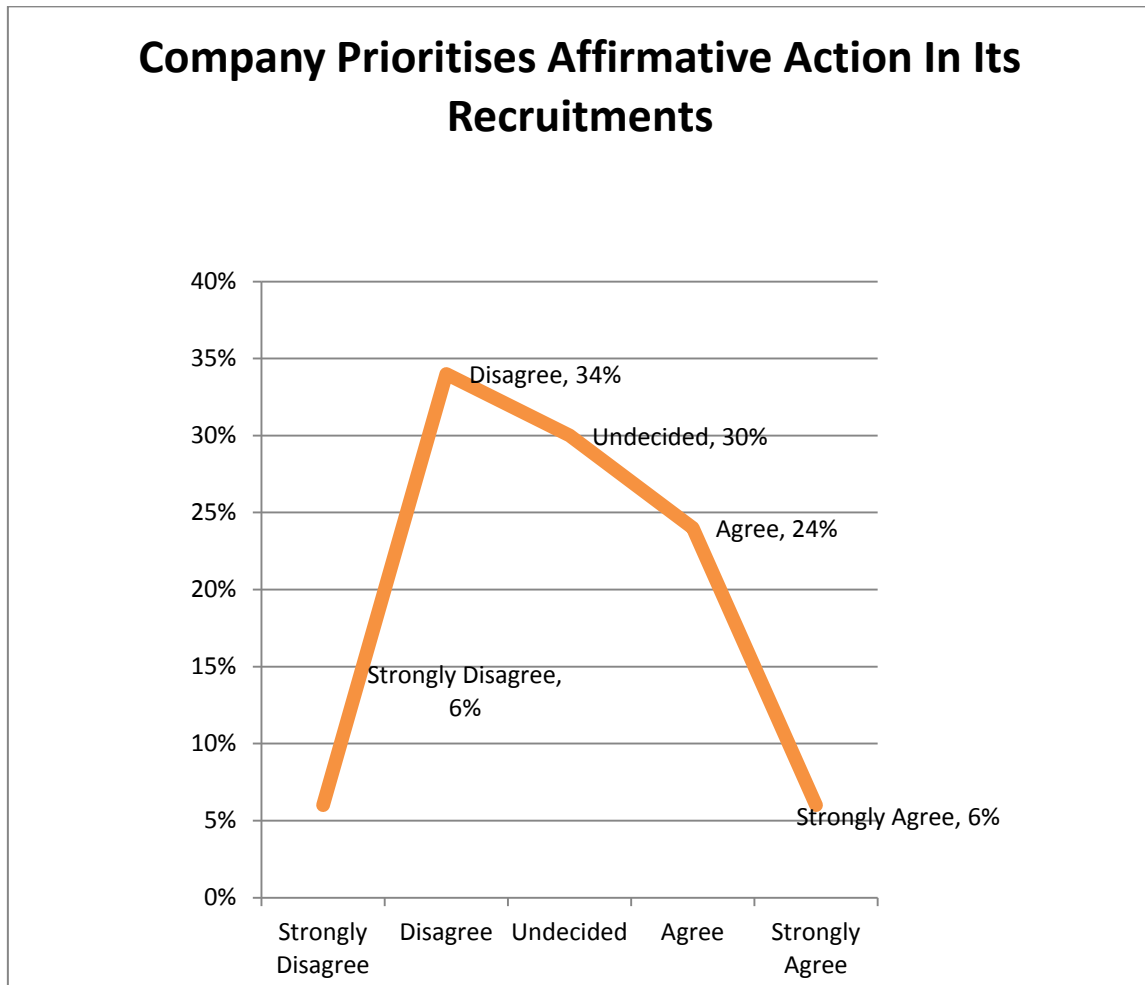


Figure 4.26: Distribution of responses to Statement 7 from the MLSW questionnaire

Statement 8 Reviewing the perception that “In cases of misconduct, management investigates the circumstances before charging an employee”

On the issue of whether management first investigates cases of misconduct before charging an employee, Figure 4.27 below shows that about 30% of the respondents disagreed with the statement, 7% were undecided, 60% agreed while 3% strongly agreed. Actually the MLSW officials are well positioned to answer this question since in most cases they are called in to arbitrate on cases of misunderstandings that arise when employees are unfairly treated at work.

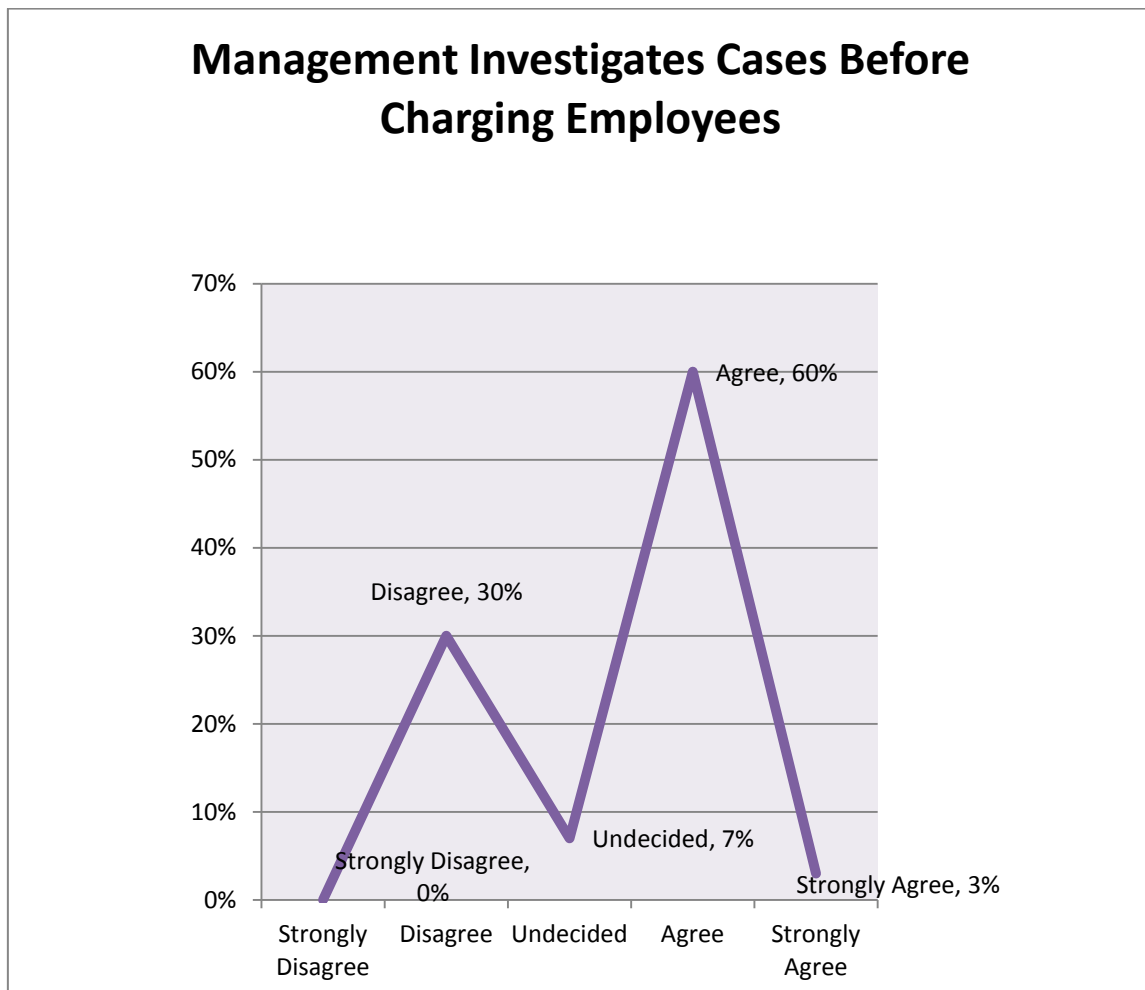


Figure 4.27: Distribution of responses to Statement 8 from the MLSW questionnaire

Statement 9 Reviewing the perception that “Management always consults with workers and the trade union before taking any decision affecting employees”

Figure 4.28 below reveals that about 60% (8% strongly disagree and 52% disagree) of the respondents indicated that they disagree with the statement that management consult unions and employees before taking decisions affecting employees. This could be attributed to the high number of disputes concerning unilateral changes of terms and conditions of employment that are often referred to the Labour Commissioner by the unions and/or by individuals who claim that an employer has altered the terms and conditions of employment. About 13% of the respondents were undecided, 25% agreed while 2% strongly agreed with the above statement.

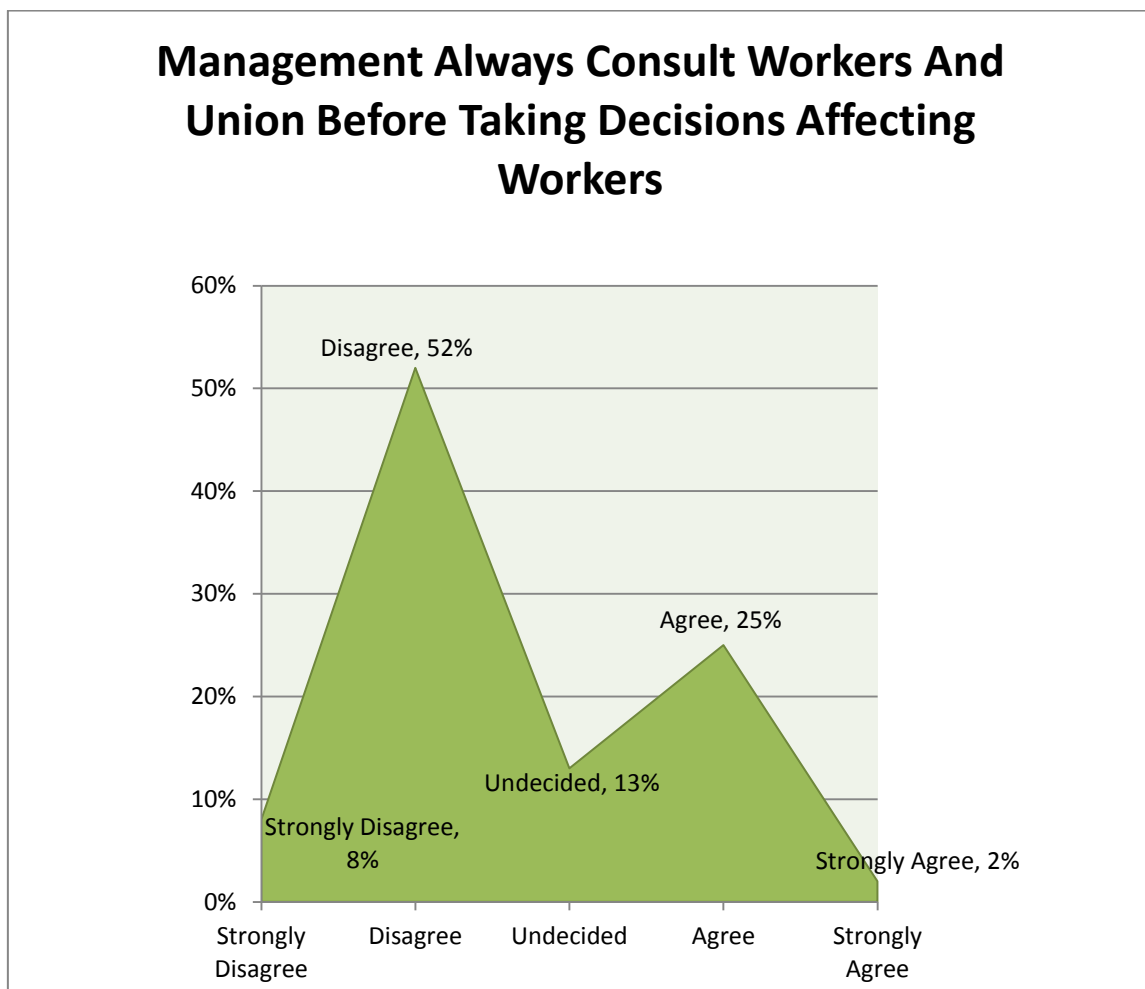


Figure 4.28: Distribution of responses to Statement 9 from the MLSW questionnaire

Statement 10 Reviewing the perception that “Management tries to resolve disputes by reaching consensus with employees”

Figure 4.29 below shows that 29% of the respondents disagreed that management tries to resolve labour disputes by reaching a consensus with employees. However, 19% of the respondents were undecided on this issue. On the other hand, 47% of the respondents agreed, while 5% strongly agreed with the above-mentioned statement. The MLSW has been tasked by the Government of Namibia to resolve labour disputes through conciliation and arbitration processes. It should be noted that most of the labour disputes have been successfully resolved through the conciliation process.

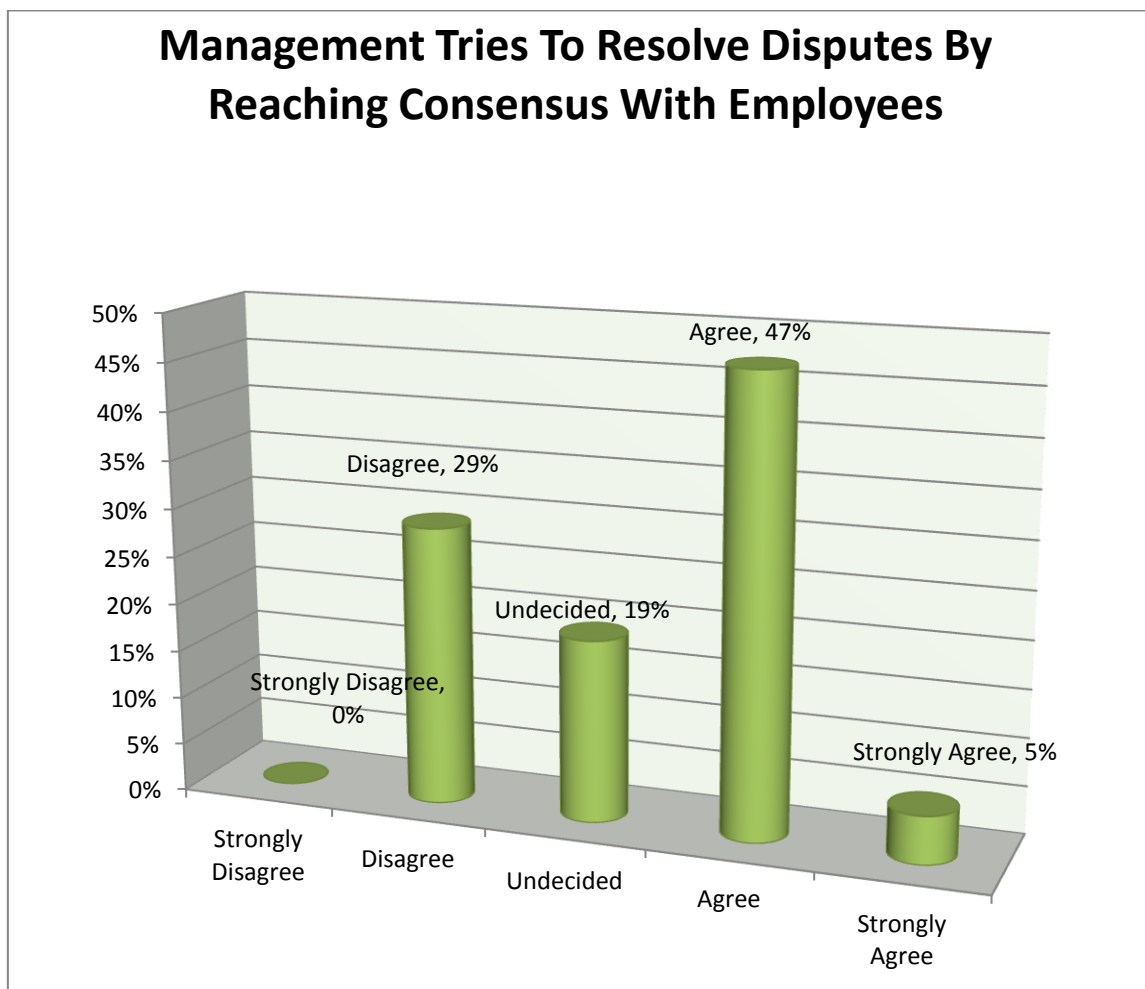


Figure 4.29: Distribution of responses to Statement 10 from the MLSW questionnaire

Statement 11 Reviewing the perception that “Management regards labour issues as a management prerogative”

According to Figure 4.30 below, 40% of respondents agreed while 9% strongly agreed that management regards labour issues as a management prerogative. About 31% disagreed with this notation, of which 3% strongly disagreed and the other 28% simply disagree with the notation. About 20% were undecided on the statement.

The above-mentioned results indicate that there are employers who are perceived to be of the opinion that labour issues should only be dealt with by the management while others have a contrary opinion.

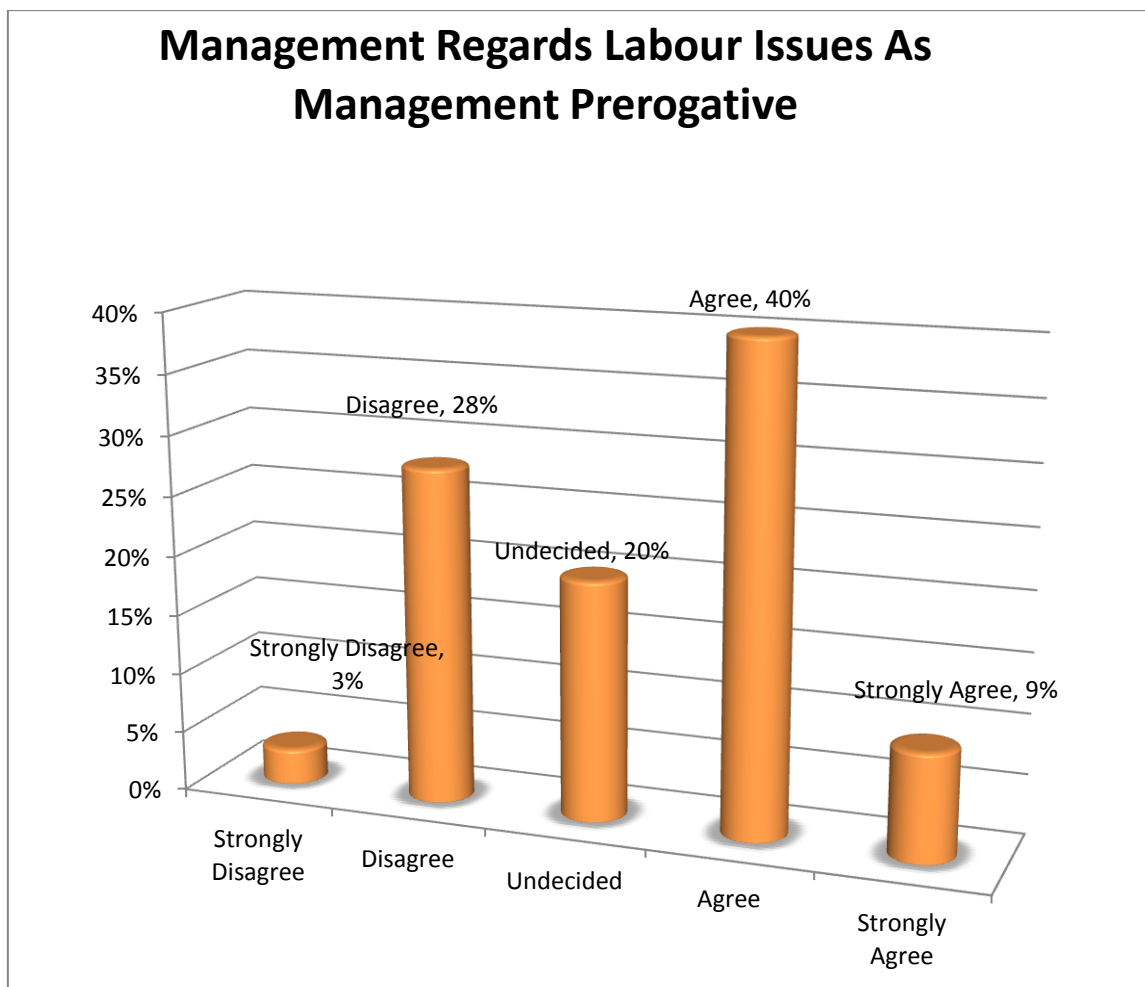


Figure 4.30: Distribution of responses to Statement 11 from the MLSW questionnaire

Statement 12 Reviewing the perception that “The employer always tries to address any possible cause of strikes”

As can be seen from Figure 4.31 below, a total of 42% of the respondents (33% of whom agree and while 9% strongly agree) are in agreement with the statement that employers try to address any possible causes of strikes. However, a total of 27% (6% strongly disagree and 21 merely disagree) disagreed with the above-mentioned statement. About 31% of the respondents were undecided on the issue.

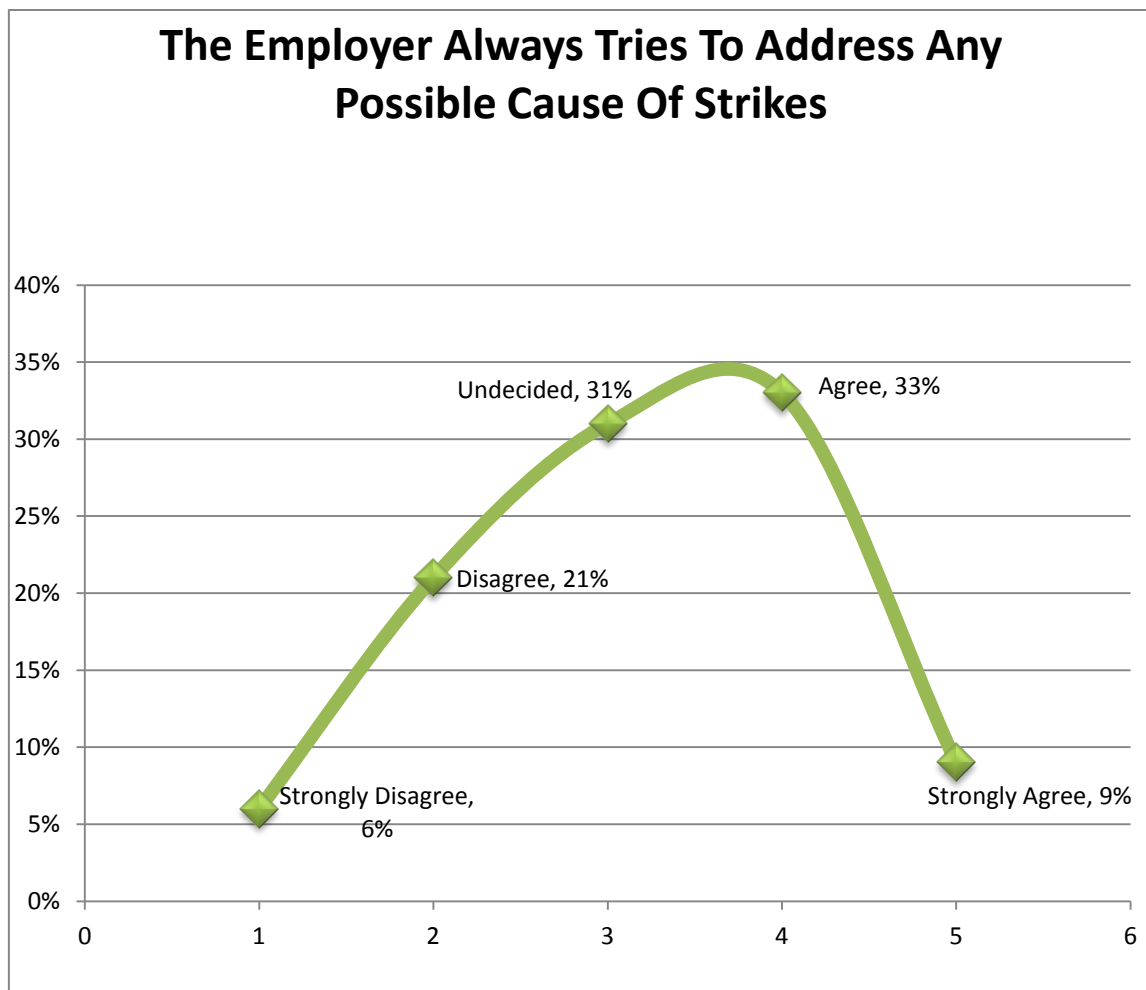


Figure 4.31: Distribution of responses to Statement 12 from the MLSW questionnaire

Statement 13 Reviewing the perception that “Employer often discloses financial and other information during wage negotiations”

As illustrated in Figure 4.32 below, a significant percentage of the respondents about 57% do not agree that the employer often discloses financial information during wage negotiations. About 21% agreed, while 22% were undecided on the issue.

This clearly illustrates that although disclosure of financial information is one of the key elements required during wage negotiations, there are still employers who do not do so.

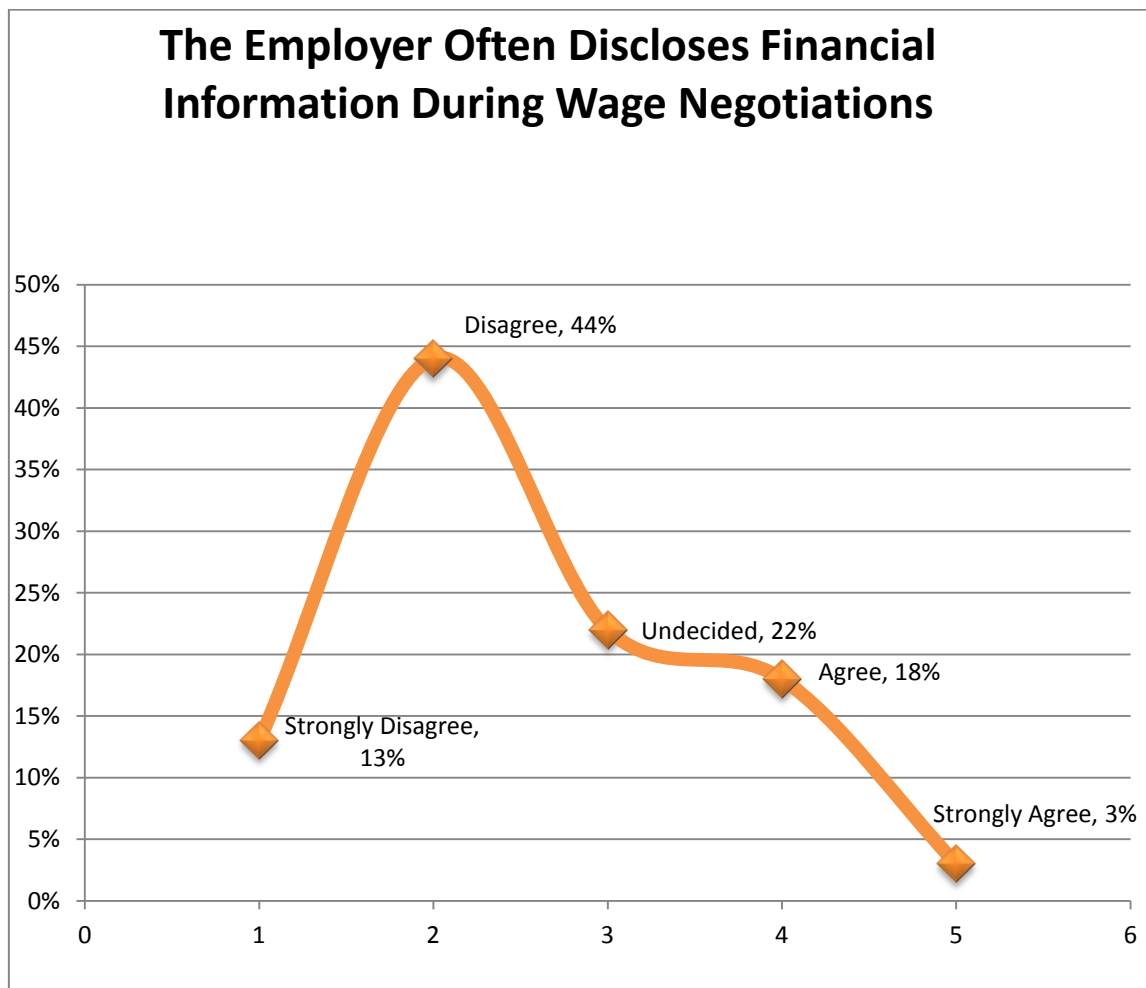


Figure 4.32: Distribution of responses to Statement 13 from the MLSW questionnaire

Statement 14 Reviewing the perception that “Productivity will improve if workers concerns are addressed through collective bargaining”

Figure 4.33 below reflects that 42% of the respondents agree, while 40% strongly agree that productivity will improve if workers’ concerns are addressed through effective collective bargaining. This clearly indicates that the MLSW places great emphasis on collective bargaining as a tool for addressing issues affecting employees. In fact the MLSW believes that a happy employee is a productive employee. About 9% of the respondents were undecided while other 9% disagreed with the statement.

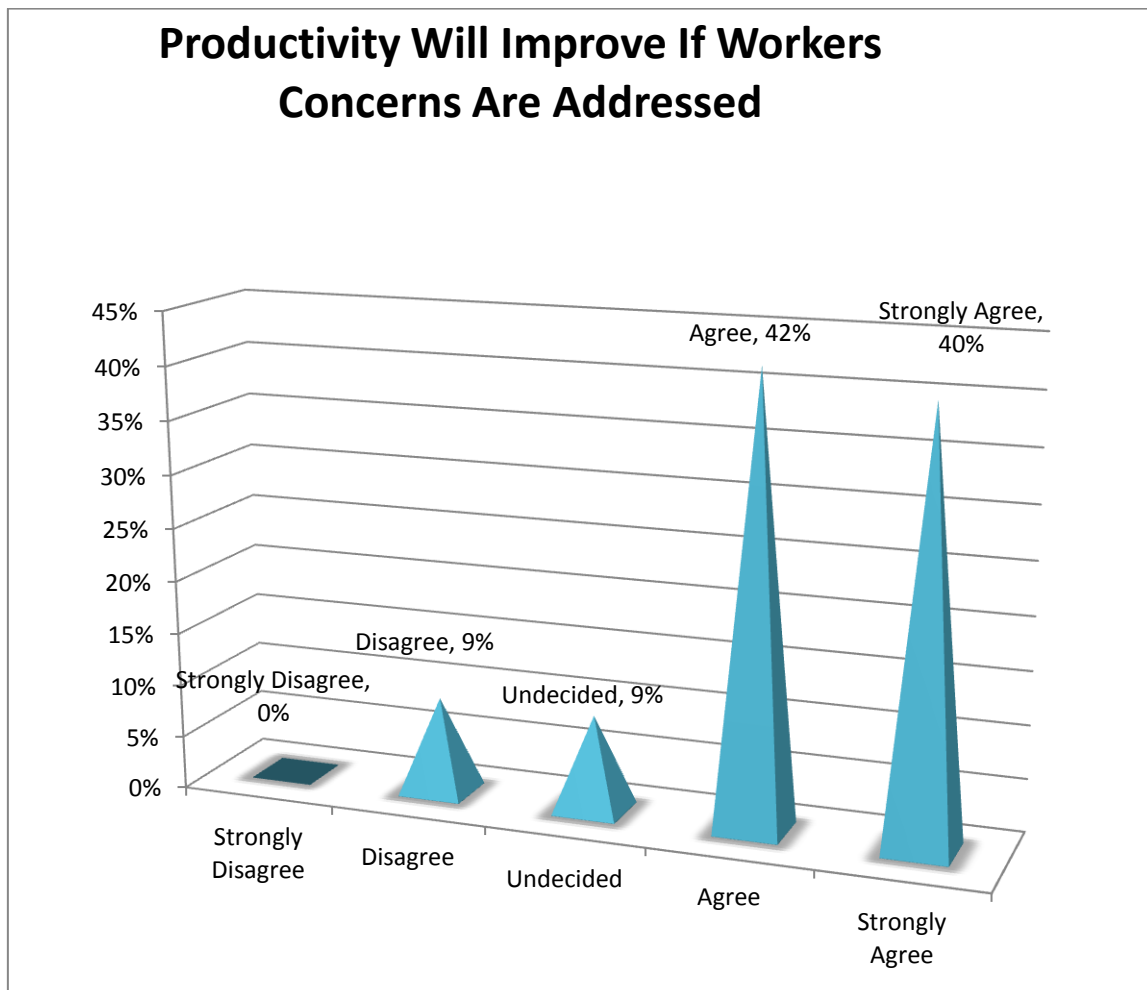


Figure 4.33: Distribution of responses to Statement 14 from the MLSW questionnaire

4.4 Conclusion

This chapter presented the results from the data analysis. The information was obtained from the completed and returned questionnaires and was presented in figures and tables, as well as by narration. In the following chapter these results are interpreted with a view to tie them to the literature and ultimately make recommendations.

CHAPTER FIVE

DISCUSSION OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter discusses the research findings that were presented in Chapter Four. The chapter also reviews whether each sub-objective was achieved. Based on the arguments on the generalised views on the achievements made in the research, recommendations and conclusions are outlined in this chapter.

5.2 Discussion of findings

Section 2.1 reviewed the history of strikes in Namibia's mining sectors. Issues of particular importance identified from the history of mine sector strikes included the causes of strike, how some strikes were quelled, roles of employees, unions and employers towards resolution of contentious issues that possibly lead to strikes. Case studies of mining sector strikes from both pre- and post-independent Namibia were reviewed with the aim of distinguishing between politically-motivated and labour-motivated strikes. Strikes in the selected mines were reviewed separately.

Study findings revealed that the major causes of strikes in the mining sector in general and the selected mines in particular in pre-independent Namibia were:

- low wages;
- poor housing conditions;
- low standards of living; and
- a ceiling on advancement of black employees' socio-economic status.

After Namibia gained political independence in 1990, strikes in Namibia's mining sector still continued unabated. Some of the major causes of strikes during pre-independent Namibia, such as poor remuneration, poor housing amenities and poor standards of living among the generality of mineworkers, were also the major causes of strikes in post-independent Namibia.

In an effort to establish perceptions of employees, Mineworkers Union members and employers of some of the identified causes of strikes, a questionnaire was used to gather the views of the above-mentioned groups on some of the contentious issues that possibly lead to strikes. The researcher endeavoured to ascertain whether there were any variations in perceptions on the following issues:

- transparency of recruitment procedures;
- the role of the MLSW in resolving strikes in the selected mines;

- transparency in dealing with cases of misconduct and resolution of conflictive situations;
- effective consultations between employees and employers on issues affecting employees' living conditions and remuneration; and
- effects of strikes on the productivity of mines.

In an attempt to explore perceptions of recruitment procedures, questions 8, 9, 10, 11 and 12 from the questionnaire were applied to samples consisting of members of mine management, Mineworkers Union members, and the ordinary mineworkers. According to the distribution of responses given in Tables 4.15, 4.17, 4.19, 4.21 and 4.23, the majority of respondents concurred that employees are recruited according to their skills, all posts are advertised before recruitment, employers prioritise affirmative action when recruiting; mines train their employees to improve their skills, and that performance appraisals are frequently conducted for employees. Although in most cases the Chi-Square tests showed that the differences in the above-mentioned perceptions are statistically not significant, the researcher concluded, based on evidence obtained from the statistical distribution that strikes in Namibia's mining sector are on average not principally caused by dissatisfaction with recruitment procedures.

One of the sub-objectives of this study was to explore whether there existed effective mechanisms for handling labour disputes and cases of misconduct. In order to explore this sub-objective, perceptions of employees, employers and labour unions on the role of the MLSW in resolving strikes, were reviewed, as well as perceptions on the transparency with which cases of misconduct and resolution of conflictive situations are handled. Questions 3, 4, 5, 6 and 7 were designed to collect the perceptions of mineworkers, Mineworkers Union members and mine management on the role of the MLSW towards resolving strikes and/or the causes of strikes at mines. According to the information shown in Tables 4.5, 4.7 and 4.9, the majority of respondents concurred that MLSW officials have mechanisms in place for promptly resolving labour disputes at mines. This confirms that the majority of respondents are aware of the Alternative Dispute Resolution mechanisms such as conciliation meetings and arbitration proceedings under the auspices of the MLSW through which labour disputes can be referred for resolutions. Although the MLSW plays a role in resolving conflicts at mines, Table 4.11 shows that the actual disputes are in most cases resolved as a result of direct negotiations between the employees and their employers.

Regarding the attitude of mine management bodies towards employees' grievances, results show a positive perception that management always investigate the circumstances of each misconduct case before charging an employee. This clearly indicates that employees charged with misconducts will be given full details of their alleged misconducts and face a

fair disciplinary hearing. There was concurrence among the participants that management always consult workers and trade unions before taking any decision affecting employees. This is an applaudable gesture from the management's side that they want employees to be involved in whatever decision they take. Mine workers and management also concur that management always tries to resolve disputes by reaching consensus with employees and that cases of misconduct are treated fairly by management. In general this shows that mine management bodies have a positive attitude towards employees' grievances which is likely to reduce strikes in the mining sector.

The main aim of this research was to assess perceptions on the impact of strikes on productivity. This was directly assessed using responses to statements 1, 7 and 20 in the questionnaire. According to the survey results shown in Tables 4.1, 4.13 and 4.39 the respondents concurred that strikes do affect productivity of the mines. Responses also indicated that the MLSW is concerned about the productivity of mines. Most respondents felt that the Mineworkers Union members do have a role to play in improving productivity at mines, most probably by sensitising the mineworkers to the destructive nature of strikes.

It is noteworthy that although in most cases employees were aware of the destructive nature of strikes, still they advocate for strikes whenever deadlock situations are reached at negotiation forums. This is the reason why this research proposes a framework that underpins the strengthening of a tripartite negotiation forum in the selected mines, which is presented in Section 5.2.

5.3 Recommendations

From the data analysis conducted in Chapter Four, strikes are perceived to be retrogressive for the company as well as for the workers, since strikes do not serve the long-term interests of both parties. To this effect, the following recommendations are made based on the findings of this study and according to some of the observations made from the literature review.

1. Management must always take employees' concerns into consideration, regardless of their gender, race and/or the position they hold in the mining company. Greater emphasis must be placed on fair action and swift attention to employees' grievances. This process must involve:
 - thoroughly investigating all alleged cases of misconduct before charging the accused;
 - resolving disputes as soon as they are brought forward;
 - honestly reviewing whether a company can possibly award employees a salary increment without jeopardising the company's financial position. Company

proceeds must be shared fairly and in a transparent manner between the employees and the company owners;

- giving incentives to outstanding performers; and
- prioritising employees' involvement on issues affecting their social and economic wellbeing. This decreases labour strife, reduces employee discontentment, decreases employee turnover, increases trust between employees and management, increases employees' commitment and ultimately improves a company's productivity.

2. Management and unions must sensitise all workers, including non-union members, on the need to resolve disputes through dialogue. This involves:

- educating employees and management on the negative effects of strikes;
- fairly articulating the company position with respect to workers' demands;
- collective bargaining process; and
- ensuring that workers identify themselves with the company's vision and strategic goals.

3. MLSW must continue impartially participating in the resolution of labour disputes. This involves:

- recruiting professional conciliators and arbitrators; and
- ensuring that MLSW officials are impartial when resolving labour disputes.
- developing preventative strategies for labour disputes.

Sensitisation of the impact of strikes on productivity is very important and after any strike parties must be able to freely discuss the aftermath of such particular strike in order to prevent history from repeating itself. As stated by Murwirapachena and Sibanda (2014) that in most cases, the disastrous effects of strikes are not clearly spelt out after the strike because no one would want to expose cured injuries. This in my view is very wrong and such effects need to be discussed openly so that both trade unions and management take cognisance of the past when dealing with labour disputes.

4. Management must continue to be transparent in their recruitment process. This involves:

- implementing affirmative action plan in order to advance qualified previously disadvantaged groups; and
- openly advertising open job positions before recruiting anyone.

5. Management must continue developing the skills of the workers.

6. Continuous dialogue between management and union must be maintained, not engage only when there are conflict situations.
7. Establishment of communication channels and fora for regular meetings between management and employees, not only to listen to employees' complaints, but also to ask for their input so that employees feel included and a valued member of the organization.

In order to apply the above-mentioned recommendations, the implementation of the framework depicted in Figure 5.1 is encouraged.

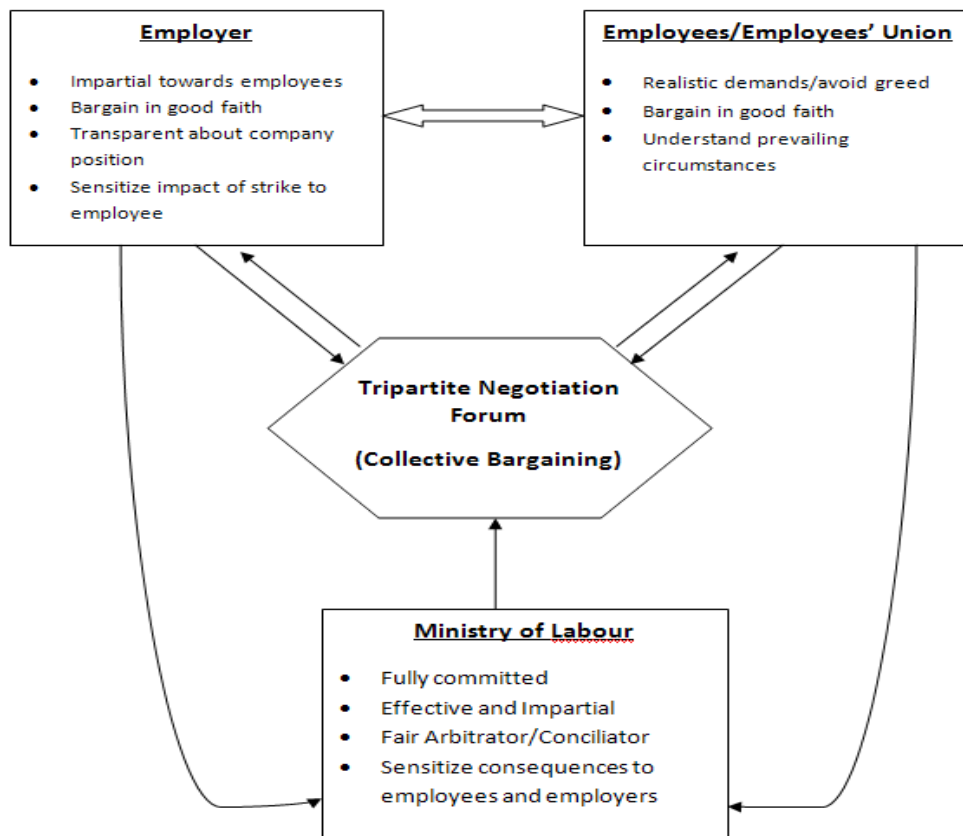


Figure 5.1: Framework for implementing the tripartite negotiation forum (Source: Researcher's own construct)

It should be noted that a tripartite negotiation forum as depicted in the above framework is not new in Namibia. However, the researcher's model emphasises the need to thoroughly inform the mineworkers and the mine management on the ripple effects of strikes and on the need to achieve a win-win situation for all the parties that are involved in a conflict. The above model also emphasises that although the employees and the employers can individually and separately approach the official, which is the MLSW, such official should always provide open feedback to the feuding parties through a tripartite negotiation forum, otherwise any other type of covert feedback may be misinterpreted as bias by one of the

feuding parties. The model further explains that at all times direct negotiations between employees and their employers must be kept open, as it is possible that agreements that can reduce strike action may be reached without necessarily engaging a third party.

It is worth mentioning that parties at times, when negotiating on their own, are likely to experience conflict and such conflict can erupt quickly because of the conflicting interests each party represents. During the negotiation, the employer represents the interest of the company, which is of maximising profit, while the union represents the interest of the workers, which is of uplifting the workers' living standards.

The framework shown in Figure 5.1 above outlines the responsibilities of each party to negotiation in order to lessen the likelihood of strike. Each party has different responsibilities as discussed below.

Employer: During the interaction between employer and employees, it is important for the employer to be fair towards employees when dealing with their issues. Employers must always bargain in good faith to avoid possible conflict that may lead to a strike. The employer must be transparent about company position during wage negotiations in order to create a trust relationship and a good image of the company. The employer must always endeavour to sensitise the employees to the impact of strikes in order to create awareness that strikes have devastating ramifications to both employer and employees.

Employees/employees' union: The union must try to avoid unrealistic demands accompanied by greediness which in the long run may affect the company negatively and may lead to closure of the company or unnecessary retrenchments. The union should endeavour to negotiate in good faith and advise its members to make realistic demands. Unions and their members must always try to understand the company's financial status and any other prevailing circumstances in which the company may find itself.

MLSW: The MLSW must be fully committed to assisting the employer and the employee/employees' union to amicably resolve a dispute without resorting to strike. The MLSW must come up with creative and effective ways on how to handle disputes between employer and employees and must do so in an impartial manner. Arbitrators and conciliators must always be fair when dealing with disputing parties and have access to critical information such as a company's financial statements so that the employees will understand why their demands cannot be met. Last but not least, the MLSW must advise the parties and ensure that the employer and employees are well informed of consequences of strikes on the employer and employees in particular, and on the country as a whole.

5.4 Conclusions

According to the findings, mineworkers and the mines' management teams concur that strikes have a devastating impact on the welfare of employees and the productivity of the mines. In Namibia, the investigation results indicate that mine management have been doing all they can in order to ameliorate possible causes of disgruntlement amongst their employees. Both the mineworkers and the mine management teams appreciate the role played by the MLSW in averting strikes in the selected mines. Since there is already a common entity trusted by the mineworkers and their employers, the researcher recommends that this relationship be further exploited in the hope of creating a harmonious working environment in the selected mines.

Industrial harmony is the only tool for sustaining or improving the productivity of the selected mines. The tripartite negotiation forum framework in Figure 5.1 is aimed at peacefully resolving or averting strikes in the selected mines. However, for this model to work, the negotiating parties must be very transparent with each other in order to avoid unnecessary bickering and confrontations. Mineworkers are further encouraged to join labour unions in order for them to approach the negotiating table with one voice. On the other hand, mine management teams must approach and review their employees' grievances with honour and respect. They must not always try to profiteer at the expense of the economic well-being of their employees.

If a good working relationship exists between the Mineworkers Union and the mine management teams, the two parties will help each other to communicate the mines' financial positions and the mines' long-term objectives to the ordinary mine employees. Once employees are correctly and honestly informed about the company's position, they are less likely to embark on destructive strikes.

In general, the mine management and the mineworkers share the same perceptions on the role of the MLSW in averting strikes. They also equally agree that strikes have a negative impact on the productivity of mines. As a result, fair and honest negotiations are the only viable option for averting or dissuading miners from engaging in strikes.

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APPENDICES

APPENDIX A: CPUT ETHICS COMMITTEE APPROVAL LETTER



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Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS
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At a meeting of the Research Ethics Committee on 18 September 2013, Ethics Approval was granted to SIHLAHLA, Kyllikki (208224483) for research activities

Related to the MTech/DTech: MTech: Human Resource Management at the Cape Peninsula University of Technology.

Title of dissertation/thesis:	Perceptions on the impact of strikes on productivity in the mining sector of Namibia Supervisor: Ms M Mavuso
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Comments:

Decision: APPROVED

	18 September 2013
Signed: Chairperson: Research Ethics Committee	Date
	7/10/13.
Signed: Chairperson: Faculty Research Committee	Date

Clearance Certificate No. | 201304RRC0118

APPENDIX B: COVERING LETTER FOR MINEWORKERS AND UNION OFFICIALS



PERCEPTIONS ON THE IMPACT OF STRIKES ON PRODUCTIVITY AT THE SELECTED MINES IN THE MINING SECTOR OF NAMIBIA.

Dear Research Participant,

My name is Kyllikki Sihlahla. I am studying for the M.Tech Degree in Human Resource Management at the Cape Peninsula University of Technology (CPUT), Cape Town, South Africa.

As a requirement for the qualification, I am carrying out a research project with the above title.

Purpose of the survey:

There have been a number of strikes in Namibia particularly in the mining sector and these may have resulted in reduced production levels in some way. The purpose of this survey is to elicit some information on how these strikes may have affected productivity in the selected mines.

The information obtained through this questionnaire is intended primarily for academic purposes and will under no circumstances be used for other purposes. Furthermore, it will be treated confidentially and respondents will remain anonymous. Your agreeing to voluntarily participate in this survey implies that your informed consent has been obtained.

Instructions:

Please TICK the answers that BEST represent your opinion and kindly answer all questions. Furthermore, your answer must strictly be based on the last strike that occurred within your organisation.

APPENDIX B1: QUESTIONNAIRE FOR MINeworkERS AND UNION OFFICIALS

SECTION A: DEMOGRAPHIC INFORMATION

(Indicate your answer by ticking the appropriate box)

1. Gender	
Male	1
Female	2

2. Population group	
Black	1
Coloured	2
White	3

3. Age group	
20 or less	1
21-30	2
31-40	3
41-50	4
51-60	5
61+	6

4. Marital status	
Married	1
Single	2
Widowed	3
Divorced	4

5. Highest academic qualification	
Primary Education	1
Secondary	2
Degree	3
Diploma	4

6. Professional qualification	
Skilled worker/Artisan	1
Semi-Skilled worker	2
Untrained worker	3

7. Job title	
Senior Manager	1
Middle Manager	2
General	3

8. Period in employment	
Less than 1 year	1
1-3 years	2
4-10 years	3
More than 10 years	4

9. Salary scale	
N\$2000 and below	1
N\$2001-N\$5000	2
N\$5001-N\$10000	3
N\$10001-N\$15000	4
N\$15001-N\$20000	5
N\$20001+	6

10. Mineworkers Union	
Yes	1
No	2

SECTION B: PERCEPTIONS ON THE RELATIONSHIP BETWEEN STRIKES AND PRODUCTIVITY

Please **TICK** the answer that **BEST** represents your opinion for each statement.

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
1. A strike does not seriously affect the productivity of a Company.	1	2	3	4	5
2. A strike is the best weapon for resolving labour disputes at a Company.	1	2	3	4	5
3. The MLSW promptly tries to resolve strikes in the selected mines.	1	2	3	4	5
4. The MLSW always attempts to resolve the causes of strikes in the selected mines.	1	2	3	4	5
5. The MLSW has predefined mechanisms for averting strikes and resolving tensions in the selected mines.	1	2	3	4	5
6. Strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW.	1	2	3	4	5
7. The MLSW is not concerned about productivity issues in the selected mines.	1	2	3	4	5
8. The Company always recruits workers based on their skills and qualifications.	1	2	3	4	5
9. The Company fully advertises all posts before recruiting any employee.	1	2	3	4	5
10. The Company always prioritises affirmative action in its recruitments.	1	2	3	4	5
11. The Company prioritises skills development.	1	2	3	4	5
12. Employee performance and commitment are evaluated periodically by the management body.	1	2	3	4	5
13. In cases of misconduct, management investigates the circumstances before charging an employee.	1	2	3	4	5
14. Management always consults with workers and trade unions before taking any decision affecting employees.	1	2	3	4	5
15. Management tries to resolve disputes by reaching consensus with employees.	1	2	3	4	5
16. Cases of misconduct are treated fairly by management.	1	2	3	4	5

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
17. Management regards labour issues as a management prerogative.	1	2	3	4	5
18. The working relationship between the union and management is good.	1	2	3	4	5
19. The Company fairly shares its proceeds with employees.	1	2	3	4	5
20. The union can help improve productivity at a Company.	1	2	3	4	5
21. The employer rewards the best performing employees.	1	2	3	4	5
22. The employer always tries to address any possible cause of strike.	1	2	3	4	5
23. Productivity will improve if workers' concerns are addressed through collective bargaining.	1	2	3	4	5
24. The union always tries to avoid strikes in the mining sector by trying to resolve conflicts through negotiations.	1	2	3	4	5
25. Employer often discloses financial and other information during wage negotiation.	1	2	3	4	5

Thanks very much for your valuable time taken in answering the above questions.

Ms. Kyllikki T. N. N Sihlahla

Contact Details: sihlahla2002@yahoo.co.uk

Telephone: (061) 379112 (W)

Cell phone: 0812413883

APPENDIX C: COVERING LETTER FOR MINEWORKERS (NON-UNION MEMBERS)



PERCEPTIONS ON THE IMPACT OF STRIKES ON PRODUCTIVITY AT THE SELECTED MINES IN THE MINING SECTOR OF NAMIBIA.

Dear Research Participant,

My name is Kyllikki Sihlahla. I am studying for the M.Tech Degree in Human Resource Management at the Cape Peninsula University of Technology (CPUT), Cape Town, South Africa.

As a requirement for the qualification, I am carrying out a research with the above title.

Purpose of the survey:

There have been a number of strikes in Namibia particularly in the mining sector and these may have resulted in reduced production levels in some way. The purpose of this survey is to elicit some information on how these strikes may have affected productivity in the selected mines.

The information obtained through this questionnaire is intended primarily for academic purposes and will under no circumstances be used for other purposes. Furthermore, it will be treated confidentially and respondents will remain anonymous. Your agreeing to voluntarily participate in this survey implies that your informed consent has been obtained.

Instructions:

Please TICK the answers that BEST represent your opinion and kindly answer all questions. Furthermore, your answer must strictly be based on the last strike that occurred within your organisation.

APPENDIX C1: QUESTIONNAIRE FOR MINeworkERS (NON-UNION MEMBERS)

SECTION A: DEMOGRAPHIC INFORMATION

(Indicate your answer by ticking the appropriate box)

1. Gender	
Male	1
Female	2

2. Population group	
Black	1
Coloured	2
White	3

3. Age group	
20 or less	1
21-30	2
31-40	3
41-50	4
51-60	5
61+	6

4. Marital status	
Married	1
Single	2
Widowed	3
Divorced	4

5. Highest academic qualification	
Primary Education	1
Secondary	2
Degree	3
Diploma	4

6. Professional qualification	
Skilled worker/Artisan	1
Semi-Skilled worker	2
Untrained worker	3

7. Job title	
Senior Manager	1
Middle Manager	2
General	3

8. Period in employment	
Less than 1 year	1
1-3 years	2
4-10 years	3
More than 10 years	4

9. Salary scale	
N\$2000 and below	1
N\$2001-N\$5000	2
N\$5001-N\$10000	3
N\$10001-N\$15000	4
N\$15001-N\$20000	5
N\$20001+	6

10. Mineworkers Union member?	
Yes	1
No	2

SECTION B: PERCEPTIONS ON THE RELATIONSHIP BETWEEN STRIKES AND PRODUCTIVITY

Please **TICK** the answer that **BEST** represents your opinion for each statement.

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
1. A strike does not seriously affect the productivity of a Company.	1	2	3	4	5
2. A strike is the best weapon for resolving labour disputes at a Company.	1	2	3	4	5
3. The MLSW promptly tries to resolve strikes in the selected mines.	1	2	3	4	5
4. The MLSW always attempts to resolve the causes of strikes in the selected mines.	1	2	3	4	5
5. The MLSW has predefined mechanisms for averting strikes and resolving tension in the selected mines.	1	2	3	4	5
6. Strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW.	1	2	3	4	5
7. The MLSW is not concerned with productivity issues in the selected mines.	1	2	3	4	5
8. The Company always recruits workers based on their skills and qualifications.	1	2	3	4	5
9. The Company fully advertises all posts before recruiting any employee.	1	2	3	4	5
10. The Company always prioritises affirmative action in its recruitments.	1	2	3	4	5
11. The Company prioritises skills development.	1	2	3	4	5
12. Employee performance and commitment are evaluated periodically by the management body.	1	2	3	4	5
13. In cases of misconduct, management investigates the circumstances before charging an employee.	1	2	3	4	5
14. Management always consults with workers and trade unions before taking any decision affecting employees.	1	2	3	4	5
15. Management tries to resolve disputes by reaching	1	2	3	4	5

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
consensus with employees.					
16. Cases of misconduct are treated fairly by management.	1	2	3	4	5
17. Management regards labour issues as a management prerogative.	1	2	3	4	5
18. The working relationship between the union and management is good.	1	2	3	4	5
19. The Company fairly shares its proceeds with employees.	1	2	3	4	5
20. The union can help improve productivity at a Company.	1	2	3	4	5
21. The employer rewards the best performing employees.	1	2	3	4	5
22. The employer always tries to address any possible cause of strike.	1	2	3	4	5
23. Productivity will improve if workers concerns are addressed through collective bargaining.	1	2	3	4	5
24. The union always tries to avoid strikes in the mining sector by resolving conflicts through negotiation.	1	2	3	4	5

Thanks very much for your valuable time taken in answering the above questions.

Ms. Kyllikki T. N. N Sihlahla

Contact Details: sihlahla2002@yahoo.co.uk

Telephone: (061) 379112 (W)

Cell phone: 0812413883

APPENDIX D: COVERING LETTER FOR MINEWORKERS (HR PRACTITIONER AND MANAGEMENT)



PERCEPTIONS ON THE IMPACT OF STRIKES ON PRODUCTIVITY AT THE SELECTED MINES IN THE MINING SECTOR OF NAMIBIA.

Dear Research Participant,

My name is Kyllikki Sihlahla. I am studying for the M.Tech Degree in Human Resource Management at the Cape Peninsula University of Technology (CPUT), Cape Town, South Africa.

As a requirement for the qualification, I am carrying out a research with the above title.

Purpose of the survey:

There have been a number of strikes in Namibia particularly in the mining sector and these may have resulted in reduced production levels in some way. The purpose of this survey is to elicit some information on how these strikes may have affected productivity in the selected mines.

The information obtained through this questionnaire is intended primarily for academic purposes and will under no circumstances be used for other purposes. Furthermore, it will be treated confidentially and respondents will remain anonymous. Your agreeing to voluntarily participate in this survey implies that your informed consent has been obtained.

Instructions:

Please TICK the answers that BEST represent your opinion and kindly answer all questions. Furthermore, your answer must strictly be based on the last strike that occurred within your organisation.

APPENDIX D1: QUESTIONNAIRE FOR MINEWORKERS (HR PRACTITIONER AND MANAGEMENT)

SECTION A: DEMOGRAPHIC INFORMATION

(Indicate your answer by ticking the appropriate box)

1. Gender	
Male	1
Female	2

2. Population group	
Black	1
Coloured	2
White	3

3. Age group	
20 or less	1
21-30	2
31-40	3
41-50	4
51-60	5
61+	6

4. Marital status	
Married	1
Single	2
Widowed	3
Divorced	4

5. Highest academic qualification	
Primary Education	1
Secondary	2
Degree	3
Diploma	4

6. Professional qualification	
Skilled worker/Artisan	1
Semi-Skilled worker	2
Untrained worker	3

7. Job title	
Senior Manager	1
Middle Manager	2
General	3

8. Period in employment	
Less than 1 year	1
1-3 years	2
4-10 years	3
More than 10 years	4

9. Salary scale	
N\$2000 and below	1
N\$2001-N\$5000	2
N\$5001-N\$10000	3
N\$10001-N\$15000	4
N\$15001-N\$20000	5
N\$20001+	6

10. Mineworkers Union member?	
Yes	1
No	2

SECTION B: PERCEPTIONS ON THE RELATIONSHIP BETWEEN STRIKES AND PRODUCTIVITY

Please **TICK** the answer that **BEST** represents your opinion for each statement.

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
1. A strike does not seriously affect the productivity of a Company.	1	2	3	4	5
2. A strike is the best weapon for resolving labour disputes at a Company.	1	2	3	4	5
3. The MLSW promptly tries to resolve strikes in the selected mines.	1	2	3	4	5
4. The MLSW always attempts to resolve causes of strikes in the selected mines.	1	2	3	4	5
5. The MLSW has predefined mechanisms for averting strikes and resolving tensions in the selected mines.	1	2	3	4	5
6. Strikes in the selected mines are always resolved by the employers and the workers without involving the MLSW.	1	2	3	4	5
7. The MLSW is not concerned with productivity issues in the selected mines.	1	2	3	4	5
8. The Company always recruits workers based on their skills and qualifications.	1	2	3	4	5
9. The Company fully advertises all posts before recruiting any employee.	1	2	3	4	5
10. The company always prioritises affirmative action in its recruitments.	1	2	3	4	5
11. The company prioritise skills development	1	2	3	4	5
12. Employee performance and commitment are evaluated periodically by the management body.	1	2	3	4	5
13. In cases of misconduct, management investigates the circumstances before charging an employee.	1	2	3	4	5
14. Management always consults with workers and trade union before taking any decision affecting employees.	1	2	3	4	5
15. Management tries to resolve disputes by reaching consensus with employees.	1	2	3	4	5

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
16. Cases of misconduct are treated fairly by management.	1	2	3	4	5
17. Management regards labour issues as a management prerogative.	1	2	3	4	5
18. The working relationship between the union and management is good.	1	2	3	4	5
19. The Company fairly shares its proceeds with employees.	1	2	3	4	5
20. The union can help improve productivity at a Company.	1	2	3	4	5
21. The employer rewards the best performing employees.	1	2	3	4	5
22. The employer always tries to address any possible cause of strike.	1	2	3	4	5
23. Productivity will improve if workers' concerns are addressed through collective bargaining.	1	2	3	4	5
24. The union always tries to avoid strikes in the mining sector by trying to resolve conflicts through negotiations.	1	2	3	4	5
25. Employer often discloses financial and other information during wage negotiations.	1	2	3	4	5

Thanks very much for your valuable time taken in answering the above questions.

Ms. Kyllikki T. N. N Sihlahla

Contact Details: sihlahla2002@yahoo.co.uk

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Cell phone: 0812413883

APPENDIX E: COVERING LETTER FOR MLSW OFFICIALS



PERCEPTIONS ON THE IMPACT OF STRIKES ON PRODUCTIVITY AT THE SELECTED MINES IN THE MINING SECTOR OF NAMIBIA.

Dear Research Participant,

My name is Kyllikki Sihlahla. I am studying for the M.Tech Degree in Human Resource Management at the Cape Peninsula University of Technology (CPUT), Cape Town, South Africa.

As a requirement for the qualification, I am carrying out a research with the above title.

Purpose of the survey:

There have been a number of strikes in Namibia particularly in the mining sector and these may have resulted in reduced production levels in some way. The purpose of this survey is to elicit some information on how these strikes may have affected productivity in the selected mines.

The information obtained through this questionnaire is intended primarily for academic purposes and will under no circumstances be used for other purposes. Furthermore, it will be treated confidentially and respondents will remain anonymous. Your agreeing to voluntarily participate in this survey implies that your informed consent has been obtained.

Instructions:

Please TICK the answers that BEST represent your opinion and kindly answer all questions. Furthermore, your answer must strictly be based on the last strike that occurred within your organisation.

APPENDIX E1: QUESTIONNAIRE FOR MLSW OFFICIALS

SECTION A: DEMOGRAPHIC INFORMATION

(Indicate your answer by ticking the appropriate box)

1. Gender	
Male	1
Female	2

2. Population group	
Black	1
Coloured	2
White	3

3. Age group	
20 or less	1
21-30	2
31-40	3
41-50	4
51-60	5
61+	6

4. Marital status	
Married	1
Single	2
Widowed	3
Divorced	4

5. Highest academic qualification	
Primary Education	1
Secondary	2
Degree	3
Diploma	4

6. Professional qualification	
Skilled worker/Artisan	1
Semi-Skilled worker	2
Untrained worker	3

7. Job title	
Senior Manager	1
Middle Manager	2
General	3

8. Period in employment	
Less than 1 year	1
1-3 years	2
4-10 years	3
More than 10 years	4

9. Salary scale	
N\$2000 and below	1
N\$2001-N\$5000	2
N\$5001-N\$10000	3
N\$10001-N\$15000	4
N\$15001-N\$20000	5
N\$20001+	6

10. Mineworkers Union member?	
Yes	1
No	2

SECTION B: PERCEPTIONS ON THE RELATIONSHIP BETWEEN STRIKES AND PRODUCTIVITY

	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
1. A strike does not seriously affect the productivity of a Company.	1	2	3	4	5
2. A strike is the best weapon for resolving labour disputes at a Company.	1	2	3	4	5
3. The MLSW always manages to resolve most causes of strikes in the selected mines.	1	2	3	4	5
4. The MLSW has predefined mechanisms for averting strikes and resolving tensions in the selected mines.	1	2	3	4	5
5. Strikes in the mining sector are always resolved by the employers and the workers without involving the MLSW.	1	2	3	4	5
6. The Company prioritises recruiting skilled workers.	1	2	3	4	5
7. The Company always prioritises affirmative action in its recruitments.	1	2	3	4	5
8. In cases of misconduct, management investigates the circumstances before charging an employee.	1	2	3	4	5
9. Management always consults with workers and the trade union before taking any decision affecting employees.	1	2	3	4	5
10. Management tries to resolve disputes by reaching consensus with employees.	1	2	3	4	5
11. Management regards labour issues as a management prerogative.	1	2	3	4	5
12. The employer always tries to address any possible causes of strikes.	1	2	3	4	5
13. Employer often discloses financial information during wage negotiations.	1	2	3	4	5
14. Productivity will improve if workers' concerns are addressed through collective bargaining.	1	2	3	4	5

Thanks very much for your valuable time taken in answering the above questions.

Ms. Kyllikki T. N. N Sihlahla

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APPENDIX F: LETTER FROM GRAMMARIAN

22 Krag Street
Napier
7270
Overberg
Western Cape

March 2016

EDITING & PROOFREADING

Cheryl M. Thomson

PERCEPTIONS ON THE IMPACT OF STRIKES ON PRODUCTIVITY AT SELECTED MINES IN THE MINING SECTOR OF NAMIBIA

This is to confirm that the above-titled Master's dissertation of **KYLLIKKI TAINA NIITA NDANGI SIHLAHLA**, student number 208224483, at the CAPE PENINSULA UNIVERSITY OF TECHNOLOGY, was proof-read and edited by Cheryl Thomson in preparation for submission of dissertation for assessment.

Yours faithfully

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