2 4 9

Special Report

PERS 342   Research that could be undertaken by the
                NIPR in the field of Industrial Relations
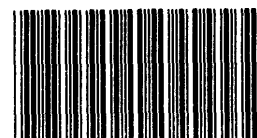
National Institute for Personnel Research

Council for Scientific and Industrial Research

CSIR Special Report PERS 342 (PP. i-iii; 1-16)
UDC
Johannesburg, Republic of South Africa, August 1982.
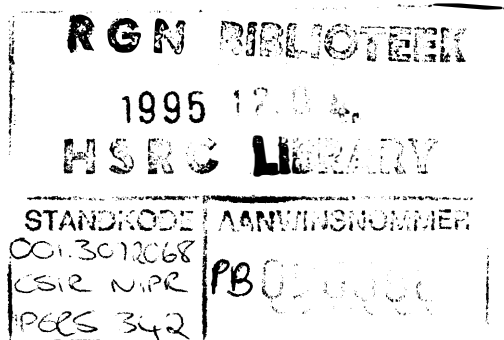
ISBN 07988 2328 3 CSIR Special Report PERS 342

ACKNOWLEDGEMENTS

Abstract

This report presents industrial relations as seen by the main paticipants, namely management, supervisors, unions, Black industrial workers, and other workers, and discusses the training and research needed to bring the different views into greater correspondence.

Keywords : Industrial relations, management, supervisors, trade unions, Black industrial workers.

Opsomming

Hierdie verslag beskryf hoe industriele verhouding verstaan is deur, toesighouers, vakbonde, en Swart industriele werkers en dit bepaal die opleiding en navorsing wat nodig is om die verskillende gesigspunte bymekaar te bring.

CONTENTS

I   A SURVEY OF THE AREA

INTRODUCTION

It appears that much of the present uncertainty and conflict in the field of industrial relations stems not only from the neces- sarily divergent short term goals of management and labour, but from fundamental differences in approach to industrial relations.

I have endeavoured to illustrate these differences by describing the perceptions of the different participants as I understand them from discussions with those mentioned in Appendix I, although the interpretations presented here are my own. Further, there is a wide range of perceptions in each group, but those presented here are believed to be typical of important sections.

The basis of my recommendations is that if the participants in industrial relations have a better appreciation of each others perceptions, attitudes and situations, they will more quickly reach mutually acceptable procedures that will lessen the inci- dence of confrontation with its attendant hardship and waste. The most significant contribution the NIPR can make is to provide training courses which will assist both this mutual understanding and a better appreciation of the rationale of industrial relations.

The participants considered are plant managers, first line super- visors, trade union management, Black semi-and unskilled indus- trial workers and other industrial workers.

PLANT MANAGEMENT

Plant management bears the brunt of the new developments brought about by the emergent trade unions. The plant manager finds the situation increasingly stressful. His planning can be upset by unpredictable strikes and wage demands. Areas in which his prerogative was formerly unchallenged such as introducing additional shifts or discharging redundant workers, or even straightforward disciplinary action are now subject to scrutiny by and negotiations with union officials. Day to day crisis handling may suddenly have consequences far transcending the immediate issues. He naturally feels deeply resentful at this curtailment of authority which compels him to use less effective technical operations.

The manager finds his industrial relations training provides guidance only on face to face negotiation and industrial relations structures and procedures, whereas his own experience is of the unexpected strike, the breakdown in communications, the impractical demands, and the union functioning not as a negotiating body but as a communication link between himself and some ill-defined power base within his work force. He has the experience of seeing all his Black workforce, whether supervisors, security or skilled workers joining a strike of semi- and unskilled workers although in no way involved in the issues. At times he is shaken by unexpected hostility where interpersonal relations are normally good and he hears of similar experiences from fellow managers regardless of whether their plants have outstanding or poor personnel policies. He realises he cannot rely on legal processes, these are too slow for a fluid situation and unenforceable, and he is unsure of the relative merits and long term implications of showing strength by a lockout or wholesale dismissals or being patient and prolonging negotiation.

He and his team end up with the feeling that they have little understanding of perceptions and attitudes across the barriers of class and culture, and they are unable to interpret, anticipate and intervene effectively in their relations with their workforce. This is not conducive to stable industrial relations.

FIRST LINE SUPERVISORS

The position of the first-line supervisor has also been deeply affected. His once powerful position vis-a'-vis the semi- and unskilled worker is being eroded by the disciplinary and grievance procedures negotiated with unions, and he is increasingly compelled to rely on sheer personality and good interpersonal relations for the maintenance of discipline. His actions are closely watched by union officials for any deviation from the

agreed procedures, and in disputes he must argue his case before management against union representatives. Unpopularity can rouse worker solidarity against him and in a showdown he is acutely conscious that often he has little but a stand on principle to offer against the threat of a strike.

The insecurity of the White supervisor is heightened by the possibility of his replacement by a Black who in theory is in a better position to control a Black workforce. This, however, is not necessarily true as the Black supervisor has his own insecurities. Maintaining discipline invites unpopularity, but, when work is done, the Black supervisor has to use the same transport back to the same neighbourhood as the workers he has disciplined. In place of difficulties in understanding and communicating with a Black workforce, he has possibly even greater difficulties vis-a- vis a White management.

TRADE UNION MANAGEMENT

Trade union managements are also experiencing difficulty in the situation that has developed since the Amendment to the Industrial Conciliation Act. Union management is judged by its effectiveness in promoting or safeguarding the welfare of union members. This depends to an important extent on its relations with industrial managements, its standing in the industry or craft, and the effectiveness of its organisers and shop stewards. It is subject to two important controls; its actions are supervised by a council of elected members and its income is derived largely from members' dues.

Before the Amendment union managements had built up reasonably stable relationships with industrial managements, largely through the industrial council system. Since the Amendment the emergence of a large number of unions recruiting their membership from the semi- and unskilled Black workers, who form the major part of the workforce, and conducting negotiations at plant level where their achievements are highly visible, creates concern among the managements of the older unions. Not only are existing relationships challeged, but monitoring a large number of plant-level agreements is a strain on union administrations and failure to do this adequately brings the trade union movement into disrepute. Some union managements are resisting change, but others are responding to the challenge by actively recruiting Black members, some maintaining racial divisions by promoting parallel but cooperating unions while others have become multiracial, either with racially based branches or with no racial distinctions. The main problem for the last two is maintaining a balance in a democratic structure between groups which have widely disparate needs. The various approaches that are being tried

shows that there is no finality as yet on the most effective structure.

Apart from organisational problems, sheer growth has produced legal, financial and technical complexities that place union management under severe strain and force important changes in manning policies. Formerly union management was largely recruited from the membership, trained on the job, and, dedicated to the ideals of trade unionism, worked for relatively low salaries. The increasing pressure on union management is forcing unions to recruit more highly qualified outsiders. Such staff do not have the same close contact with the membership, or the same understanding of the problems that arise. Current training is on the job, generally lengthy, and often abortive. On the other hand the technicalities of union management have grown beyond the comprehension of many of the members elected to the supervisory councils. Finally, much of the new membership has a different cultural background and a lower level of education and sophistication - creating acute problems in the training of shop stewards and the general instruction of members. These are crucial matters if it is accepted that well-run trade unions are essential for stable industrial relations.

What has been said of the older unions applies to the management of the emergent unions with even more force, and the obstacles due to cultural difference and low levels of education and sophistication are greater. Dedicated to improving the condition of the Black semi- and unskilled worker at the fastest possible rate, many of them are gravely handicapped by inexperience and unfamiliarity with the techniques of union management. Their negotiating capability is hampered because unionists' traditional suspicions of plant managements' motives are aggravated by attitudes developed under a colour bar.In addition many are largely ignorant of the constraints under which plant managements must operate.

Trade union leadership is one of the few positions of direct, effective and visible power open to Blacks outside the homelands, consequently there is intense interpersonal rivalry. Also the boundary between industrial and political action is ill-defined and consequently many union activities are under surveillance by the Security Branch. Both factors heighten the anxiety and tension under which union managements operate.

In addition their hold on their membership is by no means secure despite the bonds of Black solidarity. Funds are too limited to provide many of the welfare services offered by the older unions, union management is spread so thinly and shop stewards so poorly trained - facilities for training are extremely scarce - that it is difficult to monitor the numerous agreements entered with plant managers and to safeguard adequately the rights and welfare of members. What is more, inexperience sometimes leads to disasterous clashes with plant management.

The industrial councils are rejected partly because of their associations with an era in which White interests were paramount, and partly because the emergent unions are placed at a disadvantage by the restraints they place on individual action, the emphasis on negotiating skills, the diffusing of credit for improvements in working conditions and the numerical preponderance of the older unions. The lengthy negotiating procedures are little understood by union membership and create impatience which is difficult to control.

All of this greatly increases industrial instability and will continue to do so until the emergent unions become soundly established and their managements more experienced and better trained.

THE BLACK INDUSTRIAL WORKER

The Black worker sees himself in a hostile world. Management appears harsh and unsympathetic in its operational decisions (regardless of what particular personal relationships may exist), ready to victimise him if he voices his grievances, and quick to exploit him in obscure ways. He knows that education or skill lead to a better job, but he generally has little understanding of the scarcity value of ability, skill and experience. Therefore he sees the capitalist system as a method for creating immense wealth for Whites at his expense and he naturally looks more favorably on Socialism or Marxism which promise a redistribution more closely according with his cultural values and his needs.

His acquaintance with law is sketchy and that mainly of criminal law. He has little knowledge of contracts and even less of voluntarily accepted obligations outside the family group. Naked force is prominent in his world. Used by criminals, by political activists, and by the police in the suppression of crime and unrest, he sees it as the natural method of achieving objectives. Thus an overt display of strength such as a strike is seen as a necessary precedent for a wage demand. Further, his concept of negotiation is more that of open debating until consensus is reached (cf. an indaba) and the idea of delegated bargaining by selected representatives is unfamiliar. Thus much of accepted industrial relations practice is foreign, remote, largely incomprehensible and regarded as serving White interests. His resources are so slender he is acutely affected by rises in the cost of living or poor harvests in his homeland and he cannot sustain prolonged negotiations or a lengthy strike or accept a relatively long term agreement. This induces a pattern of frequent but brief strikes.

His view of unions is ambivalent. They do represent a leadership
in the struggle against oppressive circumstances. Sometimes they
produce improved wages and working conditions, generally they
settle with management for considerably less than was promised,
and often they are a cause of mass dismissals and the loss of
hard-won advantages. Union dues are a drain on his slender
resources and he has seen workers making important gains without
the assistance of a union. In any case the benefits obtained by
a union often apply to non-members. He is also conscious of
being a pawn in conflicts between union and management or union
and union, but feelings of solidarity, backed by intimidation,
inhibit any independent line.

These attitudes and behaviour are strikingly similar to those of
the working class in the early stages of Western industrialisa-
tion and trade unionism, where class distinctions and differences
in wealth were great, the worker was a first or second generation
town dweller, had no vote consequently was a strong supporter of
Jacobinism, and attempts to improve his condition either through
industrial or political action were severely repressed. After
two centuries of conflict, much of what those workers strove for
has been accepted and has resulted in the present institutions
and procedures for handling industrial conflict.

The problem for this country is to telescope two hundred years of
development into a very short time. Giving plant management,
first line supervision, and other workers a greater understanding
of the Black worker will only partially contribute to more stable
industrial relations if the Black worker himself simply continues
to follow the dictates of his limited knowledge and experience.
He has to be induced to accept and follow established, or suit-
ably modified, rules and procedures if mutually damaging
confrontations are to be avoided and his own steady progress
maintained.

OTHER INDUSTRIAL WORKERS

These form a threatened group. Not only do they see their privi-
leged position created by monopolistic control of skilled train-
ing undermined by independent schemes for training Black skilled
and semi-skilled workers, but the dominance of their unions is
being challenged by the emergent unions. The solution requires
the growth of mutual respect and understanding in the camaraderie
of the workplace to bring about necessary changes in attitudes.
There are hopeful signs in the increasing number of instances
where Black workers have been accepted by those of other races
when they have demonstrated acceptable levels of skill. Unfortu-
nately time is limited and it is necessary to accelerate the
process by developing methods for providing each group with
better insights into the attitudes and perceptions of the others.

II THE RESEARCH REQUIRED

The foregoing shows that there is a need for research on the perceptions and attitudes of Black industrial workers. There is also a need for information on the group behaviour of strikers and on the phases through which a strike passes. The results of this research should be incorporated in management and supervisor training.

There is also a need for extending supervisor training to include information on the structures and procedures of industrial relations. Greater emphasis should be placed on methods of handling interpersonal relations. Further research is required on the problems of Black advancement, particularly on the relationships between Black supervisors and the workforce and how they should handle conflicts between management and group norms.

Management training courses specifically designed for union managment need to be developed. Training courses are required for providing elected union council members with basic information on union management and how to supervise it. Training is required for shop stewards on the role of trade unions, the particular role of shop stewards, industrial relations, and negotiating procedures that are relevant at plant level, and on plant economics (the 6M course) and the functions of plant management.

There is an urgent need for industrial video films for the general union membership on the role of trade unions, the constraints within which they operate and some general information on industrial relations procedures and their importance to the worker. There should be films for different levels of sophistication, and research will be required on methods of leading from elements familiar to those at the least sophisticated levels to the abstract comcepts of management and industrial relations. Important work needs to be done on the methods of conveying such information so that it makes a favorable impact on suspicious or even hostile audiences.

III THE ROLE OF THE NIPR

There are many facets to industrial relations but the NIPR's products over the last five years (see Appendix II) show considerable expertise in research on attitudes and perceptions of all races, and in management, supervisor and worker training. This suggests that its effective contribution would be in identifying the current perceptions and attitudes of participants and producing training systems designed to bring them closer together. The training should be aimed at deepening participants' understanding of one anothers approach and the constraints under which each acts and, without favouring any particular industrial relations system, of the value of industrial relations structures and procedures for each.

There are, however, two serious drawbacks. The first is organisational. The great success the Management Studies and Training Divisions have had with their Organisational Development Course and 6M Training System have lead to a major diversion of staff to routine training. This is a serious obstacle to further development in fields that urgently require attention such as industrial relations. It is essential that, if the work proposed in this report be undertaken, additional posts should be allocated to both divisions for sections whose specific function is to provide routine training, leaving research staff free to concentrate on new development.

The second serious weakness lies in the coordination of research. While the Institute's output is impressive and there are certain continuing themes, it does present a picture of much dispersion of effort on isolated projects without sufficient consideration being given to their contribution to major themes. A better alignment between the objectives of individual projects and themes might be achieved if members of the Research Committee were each responsible for particular themes and every project proposal (including contracts and tasks) was submitted to them for review.

Given that the aim of the Institute is to assist people in industry to be more productive, any problem handled by the Institute should eventually end in some form of training, which in turn implies some form of attitude and behaviour change. To do this effectively requires as a starting point, knowledge of current values, cognitions, perceptions, and attitudes of the different population groups. Much work is being done with the implicit assumption that the structures that have been identified overseas apply locally, but not enough has been done to test this. Much has been written overseas on target attitudes and behaviour, but again little has been done to study local applicability. Thus methods developed overseas are used without any real assurance that they are appropriate for local populations.

The internal organisation of the Institute is well suited to such research and the translation of the results into appropriate training instruments. The study of the current intellectual structures of different populations and in particular the structures relevant to the industrial situation is the field of the Human Adaptation Division. The target behaviours of managers and workers are the area of the Management Studies Division, while a study of the techniques for achieving changes in attitude or behaviour fall within the compass of the Training Studies Division. Testing whether the required changes have in fact taken place is the expertise of the Test Construction Division. There are gaps in the Institute's expertise, such as in anthropology and sociology, economics and law, but its standing is such that it should have little difficulty in obtaining expert assistance in these fields from other institutions.

A review of the work done elsewhere in South Africa in the field of industrial relations (see Appendix III) shows that, although much is being done, little of it has the psychological depth or the possibility of translation into practical instruments that could be achieved by the Institute.

IV   PROPOSED RESEARCH PROGRAMME ON INDUSTRIAL RELATIONS

THEME AND PURPOSE

Conflict is inherent in industrial relations but its adverse consequences can be minimised if it can be channelled by industrial relations structures into acceptable procedures. This implies an understanding of these structures and an appreciation of the mutual benefits by all participants. To achieve these conditions a considerable programme of training is required which in turn implies the development of appropriate training instruments. This is the purpose of the research programme.

Time Table

It is proposed that the programme consist of three stages -

I.   July - December 1982

      Putting together what is available with whatever modification and extensions can be accomplished in six months.

II.   January - December 1983

      Basic research and the construction and repeated testing and modification of instruments designed for areas not covered in Stage I.

III. January - June 1984

      Final setting up of the instruments developed during Stage II.

DETAILED PROPOSALS FOR THE THREE STAGES

STAGE I

(i)   Extension of current management training at the NIPR to include industrial relation structures - the role of trade unions, the legal positions of registered and unregistered unions, the organisational structure of unions, the industrial council system and the legal consequences of agreements, why some unions bargain at the plant level, the function of recognition agreements, the purpose of grievance, dismissal and redundancy procedures, the importance of upward as well as downward communication with unions as well as the workforce, negotiating techniques, the constraints imposed on management by the growing power of the workforce and how to handle these constraints and methods of initiating and maintaining good relations with unions. Attention must also be given to the changed position of front-line supervisors and the particular difficulties of Black supervisors. The importance of drawing up strike handling procedures should also be stressed. Information should also be provided on the various trade union groupings, biographies of their leaders, their membership and scope, policies and tactics, also on the sources of Cost of Living and Poverty Datum Line indices. All this information is available from one source or another.

(ii)   Revision of Supervisor Training Modules to incorporate information on the role of trade unions, the functions of shop-stewards, the nature of recognition agreements and the requirements of typical grievance and dismissal procedures. Much greater emphasis should be placed on interpersonal relations and, on the difficulties Black workers, particularly contract workers, experience with a Western-style industrial system. The importance of maintaining good relations with shop stewards should be emphasised.

(iii)   Develop job description and selection procedures for staff who will be engaged in negotiations with unions, committees or strikers.

(iv)   The 6M system should be extended -

(a)   to explain reasons for the high salaries paid to management' i.e. - the purchase of skill and talent which if not available could result in bad decisions on, for example, the purchase of machinery or raw materials, and the factory making losses instead of profits;

(b)   to include negotiations on the proportion of receipts to
           be allocated to wages and the consequences of excessive
           wage demands.

(v)   Research should be started on instruments for measuring
the attitudes of Black workers to various attitude objects in the
work situation with the aim of measuring the effectiveness of
training modules.

(vi)   Research should be started on strike behaviour with the
aim of incorporating the results in management training.

(vii)   Research should be started on determining elements in the
cognitive and attitude structures of various Black populations
(urbanised Blacks, contract workers, rural Blacks) and Coloured
and Asian populations that   differ from Western industrial
concepts with the aim of developing training modules to bridge
the gap.

(viii) Research should be started on the strike data at the
University of Stellenbosch Business School with the aim of incor-
porating the results into the management training modules during
the next stage.

Target:

       In December 1982 we should be offering training modules
for management, supervisors and workers which incorporate indus-
trial relations elements. We will have started several research
projects which will eventually provide further information for
extending these training modules, and for new training modules
for improving the effectiveness of unions.   We will have methods
for selecting staff for industrial relations posts.

STAGE II

(i)   Research under I(vi) will be continued to provide infor-
mation on the different phases a strike can pass through, how the
ad hoc groups that appear to control a strike are formed and how
they maintain their authority and what factors cause them to lose
control. Information should also be provided on the approach
that management and union officials should adopt during the
different phases. Useful information for this study should come
from I(viii) and also work done at the University of Port Eliza-
beth and from consulting with plant managers and union officials
who have been involved in strikes.

(ii)   Research under I(vii) should continue making use of
results obtained at Potchesfstroom and possibly other work being
done at the Universities of Cape Town, Stellenbosch, Natal and
Witwatersrand.   The scope should be broadened to include the
abstract concepts and structures used in industrial relations.
The focus at this stage is on the content of training modules -
how to lead from known elements of the cultural background to
novel concepts.

(iii)   Research under I(v) should now switch to the influence of
alienation due to discrimination, poverty and lack of education
on the transmission and reception of information.   Different
methods and media such as verbal role-playing and films should be
experimented with and the extent of attitude change measured
using the instruments developed at the first stage. Attention
must be given to the communication of information to large audi-
ences as well as small groups. We should seek the co-operation
of the Wits film unit and various trade union managements for
this stage.

(iv)   Research should be started on the organisational problems
of trade unions, particularly those where membership comprises
groups from different cultural backgrounds, and educational and
skill levels.   Attention should also be given to the problems
that arise when union membership is scattered thinly over a
number of different industries and where union affairs have to be
handled by officials drawn from the ranks of semi- and unskilled
workers. The aim of this research is to provide information that
will be included in training modules for union elected officials
such as shop stewards and branch and national executive council
members.

(v)   Research should be started on the problems of trade union
management with a view to providing training modules. Much of
this will be very similar to plant management training, but
attention must be given to the great differences in educational
levels and experience between the incumbants of these posts in
different unions and the democratic nature of the organisations
within which they operate.

Note on (iv) and (v): Unions and various training bodies such as the Institute for Industrial Relations, the Urban Training Project and others do provide training for union officials, but they are highly conscious of the need to improve their methods. There should be close co-operation with these bodies and we should take a good look at relevant International Labour Organisation publications.

Target: In December 1983 we should have available a great deal of information out of which we could start constructing improved and new training modules. They would be:

(a)   how to handle a strike from I(viii) and (II(i);

(b)   training of union elected officials from II(ii), II(iii), II(iv);

(c)   training of union paid officials from II(vi) and II(v);

(d)   methods of instructing workers on the role of trade unions and the functions of industrial relations structures and procedures from II(ii), II(iii).

STAGE III

(i)   Incorporating research findings into training for management and supervisors.

(ii)   Developing training modules for union elected officials.
(iii)   Developing training modules for union management.
(iv)   Developing methods for instructing both large audiences and small groups of workers in the operation of the industrial system (vide 6M) the role of trade unions and the functions of industrial relations structures.

Target: By June 1984 we should be able to offer all participants in industrial relations, training systems closely geared to their backgrounds and needs. We should also be able to publish a comprehensive study on attitude structures of Black workers of this country.

FURTHER HORIZONS

Equipped with a better understanding of the attitude structures of Black workers at various stages of urbanisation, there will be strong impetus to continue this work and extend it to other population groups, i.e. Coloureds, Asians and both White language groups. A better understanding of methods of achieving attitude change will provide a basis for much work connected with

training, education communication, and specific topics such as intergroup conflict and negotiation processes between different cultural groups. The work on crowd behaviour extends naturally to crowd control. Thus this programme for research in the industrial relations field could provide a springboard for a great expansion of the Institute's activities in many directions and establish it as a pre-eminent resource centre in a period of increasing change and adjustment.

Appendix I

PERSONS WITH WHOM DISCUSSIONS HAVE BEEN HELD

Government

1. Dr H.J.J. Reynders,   Chairman, National Manpower
                               Commission.

2. Mr I.H. Robson,   Director of Systems Development,
                               Office of the Commission for
                               Administration.

3. Dr P.J. van der Merwe,   Director General,
                               Department of Manpower Utilisation.

4. Dr H.C.A. Venter,   Director of Research,
                               Department of Cooperation and
                               Community Development

Parliament

1. Mr R.B. Miller,   Member of Parliament.

Management

1. Dr S. Biesheuvel,   Consultant, Personnel Management.

2. Mr R.G. Godsell,   Industrial Relations Consultant,
                               Anglo American Corporaton.

3. Mr S. Harris,   Industrial Relations Manager,
                               Reckitt and Colman, S.A.

4. Mr A.J. Haylett,   Director, Personnel
    and industrial Relations
                               Leyland S.A.

5. Mr J.A. Horner,   Personnel Consultant,
                               S.A. Breweries

6. Mr R.J. Ironside,   Assistant Managing Director,
                               General Motors S.A.

7. Mr R.G. Sutton,   Personnel Director,
                               S.A. Breweries.

8. Mr T. Vogel,   Group Manager - Personnel,
                               Huletts Corporation.

Trade Unions

1.	Mr P. Camay,	General Secretary, Council of Unions of S.A.
2.	Mr H. de Villiers,	Secretary, Trade Union Development Committee, TUCSA
3.	Mr D. East,	General Secretary, Motor Industry & Component Workers Union
4.	Mr J.A. Grobbelaar,	General Secretary, TUCSA
5.	Dr Anna Scheepers,	National President, TUCSA and Garment Workers Union of SA
6.	Mr I van der Watt,	General Secretary, S.A. Boilermakers Society
7.	Mr R.M. Whitworth,	Director of Education and Training, TUCSA

Academic

1. Mr C. Bonner,   Department of History, UW

2. Professor A.B. Boshoff,   Graduate School of Business, UP.

3. Prof C.H. Boshoff,   Institute for Future Development, PUCHO.

4. Mr L.C.G. Douwes Dekker,   Graduate Business School, UW.

5. Mr D. Horner,   SALDRU, UCT.

6. Mr J. Maree,   Department of Sociology, UCT.

7. Dr V. Moeller,   Institute for Social Research, UN.

8. Prof J. Nattrass,   Institute for Social Research, UN.

9. Prof A.C. Nkabinde,   Rector and Vice Chancellor, UZ

10. Prof C. Potass,   Graduate School of Business, UP

11. Prof C.M. Swart,   Graduate School of Business, US.

12. Mrs K.P. Turkington,   Head,Education Technology Unit,UW

13. Prof H. van der Merwe,   Centre for Intergroup Studies, UCT.

14. Prof R. van der Merwe,   Department of Industrial and Organisational Psychology, UPE.

15. Prof H.L. Watts,   Head,Department of Sociology, UN

16. Mr E. Webster,   Industrial Sociology, UW

Other Organisations

1.	Mr M. Botha,	Director, Institute for Industrial Relations
2.	Mr P.L. Dempster,	General Manager, Transvaal Urban Foundation
3.	Dr A.C. Lawrence,	Deputy Director General, Chamber of Mines
4.	Mr G.J. Nel,	Secretary, Industrial Council for the Clothing Industry (Cape)
5.	Mr J.J. Terreblanche,	Director, Marpower Institute, HSRC
6.	E. Tyacke,	Secretary, Urban Training Project
7.	Dr J.D. van Staden,	Director, Institute for Psychological and Psychometric Research, HSRC
8.	Dr J. Visser,	Executive Director, National Productivity Institute.

Appendix II

CURRENT   RESEARCH AT THE NIPR

Programme of Research and Services 1981/82

Projects which have relevance for industrial relations.

Division   Project

Human Development

	80/3	Work values and value systems
	81/6	Future aspirations and expectations of workers
	81/7	Development of higher cognitive processes
	79/7	Socialisation, adaptation and development

Test Construction

	74/3	Investigation of modes of person environment interaction in the work situation
	76/1	Measurement of attitude in the work situation and the prediction of organisational behaviour.
	78/3	Measurement of knowledge of approved organisational practices for use in selection and training of Black managers
	79/10	Investigation of dynamic modes of cognitive functioning
	81/2	Construction and validation of a new scale of fluid ability

Management Studies

	78/6	Industrial relations
	79/2	Intergroup attitudes and behaviour in the work situation
	79/4	Die ontwikkeling van 'n dagtaak oefening vir bestuursopleiding
	75/1	Diagnostiewe instrument vir die evaluering van organisasie ontwikkeling
	71/4	Progress in the work situation
	81/8	To investigate the value systems of Black managers in relation to management style

Training

	76/5	Spesiale opleidingsbehoeftes van swart werknemers

73/14   Ontwikkeling en waardebepaling
        van opleiding studies
        (ii) om NIPN toesigsopleiding
        stelsels vir ongeletterde
        werknemers aan te pas.

Publications by NIPR Staff 1978-1981

The codes SPERS and CPERS refer to reports, RPERS to papers, lectures, etc., and S to NIPR symposia. Bibliographic information has been omitted but full details may be obtained from the Publications and Research Registry, NIPR.

The publications have been grouped according to the suggested areas of research namely Intellectual Structures and Processes (Attitudes, Perceptions, Cognition, Personality), Management Training, Supervisor Training, Worker Training (all dealing with the content of courses), Training Techniques (methods) and Industrial Relation (structures and procedures, conflict, negotiation, historical).

Intellectual Structures and Processes.

1. Changing Profiles of Adult Working Women (RPERS 591)
        J. van Rooyen, 1980

2. Female Career Commitment (RPERS 589)
        J. van Rooyen, 1981

3. Paradigms Apart: Black Managers in a White man's World
    (RPERS 562)
        D.A.L. Coldwell, A.P. Moerdyk,1981

4. Value Conflict in Organisations (RPERS 560)
        G. Godsell, 1981

5. A Comparative Study of the Structure of the
    Intellect of Rural and Urban Adult Pedi
    (RPERS 559)
        I.M. Kendal, 1980

6. The Structure, Organisation and Correlates
    of Cognitive Speed and Accuracy: a Cross-Cultural
    Study using Computerised Tests (RPERS 554)
        J.M. Venter, 1981

7. Situational and Response Anxiety in a Sample
    of South African Indians (RPERS 543)
        P.M. Spinks, A.P. Moerdyk, 1980

8. A Comparison of Responses between Indian and European
    South Africans to the TMAS (RPERS 542)
        P.M. Spinks, A.P. Moerdyk, 1980

9. The Assessment of Modernisation amongst
    Blacks on the Witwatersrand (RPERS 536)
        J.C. Thompson, 1980

10. Mental Abilities, Cognitive Style and Achievement
    in Mathematics (RPERS 532)
                A. Gordon, 1979

11. Role Conflict and Job Satisfaction in Black
    Industrial Workers: An Investigation of the Validity
    and Interrelation of these Contructs by the
    Causal Inference Technique and a Phenomenological
     Approach (RPERS 531)
                D.A.L. Coldwell, 1979

12. Work Done at the NIPR on the Aspiration
    Level and Need Achievement of South
    African Blacks (RPERS 526)
                S.P. Mojalefa, 1980

13. The Architect and the Third World (RPERS 524)
                G.J. Hardie 1981

14. Informal Processing, Organisational
    Socialisation (RPERS 494)
                G. Godsell, 1980

15. The Development of an Inventory for
    Measuring Role Conflict and Job Satisfaction
    in Black Industrial Workers (RPERS 491)
                D.A.L. Coldwell, 1979

16. Role conflict, Job Satisfaction
    and Situational Anxiety amongst Black
    Industrial Workers (RPERS 490)
                D.A.L. Coldwell, 1979

17. Personnel Adaptation in a Culturally
    Diverse Society (RPERS 484)
                R.H. Blake, J.C. Thompson, 1979

18. Human Information Processing :
    Neurological Substrate (SPERS 331)
                T.R. Taylor, 1981.

19. Die Rol van Verstandvormende Prosesse in die Skepping
    van Groepe met Homogene Vermoepatrone (SPERS 325)
                V.I. Latti, 1981

20. Work Value Differences in South Africa (SPERS 320)
                G. Godsell, 1981

21. Aspects of Upward Occupational Movement of Blacks :
    Part II Experiences of a Group of Upwardly
    Mobile Black Managers (SPERS 313)
                M. Mackey, M. Tabane, E. Pooe, 1980

22. Women at Work: A Conceptualisation of Factors
    Affecting Female Career Commitment (SPERS 311)
            J. van Rooyen, 1980

23. Intergroup Conflict in the Work Situation in
    South Africa : A Review of Underlying Factors
    and Change Strategies (SPERS 307)
            A.J. Gilbert, 1980

24. Aspects of Upward Occupational Movement of
    Blacks : Part I: Problem Experiences of both
    Upward Mobile Individuals and Management (SPERS 303)
            M. Mackay, 1980

25. The Measurement of Modernisation among South
    African Blacks: A second study (SPERS 302)
            J.C. Thompson, 1980

26. Determinants of the Progress of Black Workers
    in the Work Situation :An Exploratory Study of
    a Theoretical Model. (SPERS 293)
            A.J. Gilbert, 1979

27. Clarification of the Needs and Values of Employees
    (S 289)
            G. Godsell, 1980

28. A Profile of Low Income Employees (S 289)
            A. Gordon, 1980

29. Simulation : A method for Determining Needs and
    Preferences in Low Income Communities (S 289)
            G.J. Hardie, 1980

30 Determinants of the Progress of Black Workers
    in the Work Situation : An Exploratory Study
    of a Theoretical Model (SPERS 293)
            A.J. Gilbert, 1979

31.A Multivariate Approach to the Prediction of
    Behaviour Towards Attitude Objects :
    I. Literature Survey (SPERS 287)
            T.R. Taylor, 1979

32. Die Persoonlikeheidsbeeld van Links-en
    Regshandiges (SPERS 285)
            E.G. Aspeling, 1979

33. Measurement of Modernisation among South
    African Blacks (SPERS 273)
            J.C. Thompson, M. Tabane,

34. An Investigation into Cognitive Flexibility Among
    Educated Black and White Groups (SPERS 272)
                G. Godsell, 1979

35. Training Needs Survey (CPERS 320)
                M.A. Beezhold, 1982.

36. A Survey of Employee Attitudes (CPERS 314)
                J. van Rooyen et al 1981

37. Black Advancement in South Africa :
    A Summary of Research Findings on Current
    and Future Trends (CPERS 311)
                A.P. Moerdyk, J.M. Verster, 1981

38. Training Needs Survey :Pilot Study : Cape Town (CPERS 308)
                M.A. Beezhold, P.J. Welch, 1981

39. An Investigation of Factors Related to the
    Employment of Urban Blacks Resident in Tembisa
    (CPERS 305)
                J.C. Thompson, G. Godsell, 1981

40. Employee Attitudes and Opinions at AMA (CPERS 309)
                B.A. Spence, 1981

41. Work Attitudes (CPERS 309)
                T.R. Taylor, 1980

42. Employee Attitudes and Opinions (CPERS 290)
                R.H. Blake, 1980

43. Employee Attitudes and Opinions :
    Interim Report (CPERS 281)
                R.H. Blake, 1979

44. Beplanning van Orienterings -en Induksie programme by
    Department Eiendom: Bevindings tot Behoeftes van
    Swart Personeel by Verversingsdienste (CPERS 260)
                A.E. Marx, 1979

Management Training

1. Manpower Management : A Changing Demand (RPERS 563)
      J. van Rooyen, 1981

2. Personnel Management Systems and Surveys (RPERS   )
      R.F. Skawran, 1980

3. Alleviating Organisational and Individual
   Stress (RPERS 495)
      J.C. Thompson, 1980

4. Selection and Training of Managers and
   Identification of Entrepreneers (RPERS 486)
      G.K. Nelson, 1979

5. The Present Need for Better Manpower Management:
   Implications for Job Evaluation , Management and
   Training (RPERS 483)
      A.J. Gilbert, 1979

6. Job Evaluation and Management Training (RPERS 470)
      J.L. Malherbe, 1979

7. Management of Personnel : An Overview (SPERS 282)
      J. van Rooyen, 1980

8. Bestuurspraktyke in die Geintegreerde Stroombaan
   Produksiefasiliteit van die Nasionale Navorsingsinstuut
   vir Elektriese Ingenieurswys (CPERS 288)
      J.L. Malherbe, S.D. Bluen, 1980

9. Bestuurs Opleiding in n' Administratiewe Organisasie
   'n Kort Evaluering Studie (CPERS 287)
      J.L. Malherbe, 1980

10. Organisation Development in a Research Organisation :
    An Evaluation Study (CPERS 272)
      J.L. Malherbe, A. Gilbert, O. Krenzer, 1980

Supervisor Training

1. NIPR Training Programme for Black
   Supervisors (RPERS 646)
   J.L. Malherbe, 1978

2. The Selection of Black Supervisors (RPERS 445)
   W.M. Lewis, 1978

3. An Integrated Approach to the Development
   of a High Quality of Supervision (RPERS 444)
   M.A. Verster, 1978

4. An Integrated Approach to Training and
   Development of Black Supervisors (S 289)
   J.L. Malherbe, 1980

Worker Training

1. Training in Basic Business Concepts -
    The NIPR 6M Simulation (S 289)
    D R. Mogudamani, 1980

2. The Black Workers Understanding of Abstract
    Technical Concepts Relevant to Industry
    (SPERS 280)
    M.C. Kellerman, 1979

3. Training of Non-industrial Workers (RPERS 450)
    T. Retief, R.S. Oakley, 1978

4. Vorderingsverslag: Faktore wat Opleidingstelsels
    vir die hantering van Gevorderde Teknologiese
    Toerusting deur Swart Werknemers Beinvloed (SPERS 337)
    A.E. Marx, T. Retief, 1982.

5. The Design and Evaluation of a Videofilm Induction
    Course for the Black Workers of a Homeland Clothing
    Factory (CPERS 275)
    R.S. Oakley, 1978

6. Die Implementering van n' Induksie- en Orienterings Program
    vir Swart WNNR-werkers By Department Eiendomme
    (CPERS 268)
    A.E. Marx, 1979

Industrial Relations

1.   Political and Economic Determinants of Industrial Conflict
      (RPERS 590)
                A. Galin, 1981

2.   Industrial Relations : A new Training Need in
      South Africa (RPERS 564)
                G. Godsell, 1981

3.   Models of Conflict and their Applicability
      to Industrial Relations in South Africa (RPERS 561)
                A.P. Moerdyk, 1981.

4.   The Impact of Industrial Relations Changes
      on the Personnel Function (RPERS 523)
                G.Godsell, 1981

5.   The Interaction between Industrial Relations and
      Personnel Management (RPERS 520)
                G. Godsell, 1981

6.   In-company Industrial Relations Structures (RPERS 519)
                S.D. Bluen, 1981

7.   Changes in the Personnel Field: Challenges and
      Prorities (RPERS 481)
                G.Godsell, 1979

8.   A Brief Explanation of Industrial Relations Systems
      with Particular Reference to South Africa (RPERS 477)
                G. Godsell, 1979

9.   The Determinants of Black Strike Activity
      in South Africa (SPERS 335)
                A. Galin, 1981.

10.   A Survey of Industrial Relations in the
      Transvaal (SPERS 322)
                S.D. Bluen, G. Godsell, J.L. Malherbe, 1981

11.   Industrial Relations at a Research Institute
      Laboratory Natal (CPERS 322)
                G. Godsell, 1982

12.   Some Implications of the Wiehahn and Riekert Reports
      for the Council of Scientific and
      Industrial Research (CPERS 306
                G. Godsell et al, 1980

13.   Memorandum to the Wiehahn Commission (CPERS 297)
                R.H. Blake, E.A. Ratcliffe, R.S. Hall,(1980)

Appendix III

OTHER RESEARCH CONNECTED WITH INDUSTRIAL RELATIONS
EXTRACTED FROM HSRC RESEARCH BULLETINS
1978 - 1982

826058   South African trade unions - a directory and statistics
MILLERS S.
SALDRU UCT 1981

822045   'n Ondersoek na die doelwitte van vakbonde in die SA
voedselbedryf, met spesiale verwysing na die
implikasies vir arbeidsbetrekkinge-binne die
inmaakbedryf in die Republiek van SA
BRAND A.M.
DBA USA 1981

822234   Patterns of strike behaviour
DE VILLIERS, D RAJAH, M
Institute of Labour Relations,
USA 1981

822254   Recognition of unions
PIRON J.
Institute of Labour Relations
USA 1981

822255   Role and function of an industrial court
PIRON J.
Institute of Labour Relations
USA 1981

822256   Collective bargaining structures in SA
PIRON J., WIEHAHN, N.E.
Institute of Labour Relations
USA 1981

822258   Die Swartman se persepsie van die vakbondwese
SLABBERT, J.A., SMIT, P.C., TERBLANCHE, S.S.
RGN 1981

823222   Die staking as sosiale proses
BESTER A.N.J.P.
DPhil PUCHO 1981

Conflict on SA mines, 1972-1979
HORNER D., KOOY A.
SALDRU 1980

821092   The development and influence of the non-racial labour
movement in the Cape Province, 1934-1958
OULD, C.R.
PhD UCT 1981

822251   Verskillende vlakke van kollektiewe bedinging
                         NASIONALE MANNEKRAG KOMMISSIE 1981

823039   An analysis of employers' perception of worker
          representation in selected industries in South Africa
          NEL R.S.
                         DCom USA 1979

824202   An analysis of conflict resolution techniques
          from problem-solving workshops to theory
          DU PUSANI L.J.
                         DLitt et Phil USA 1982

812058   Trade unionism and the labour process in the
            iron and steel industry in the Cape Peninsula
            MILLER S.
                        MA ACT 1980

815022   Unfair labour practices
            POOLMAN T.
                        PhD-WITS 1980

816020   The design and development of a training
            program to assist management in handling labour
            disputes with their black workers
            PYNN T.M.
                        MBL USA 1981

817137   Grievance handling in organised and
            non-organised industry
            DICKS S.V.
                        MBL USA 1981

817178   An analysis of the IR structures and processes
            in the mining industry
            STEEN M.H.
                        MBL USA 1981

            The influence of decentralised collective bargaining on
            conflict in the work environment
            DE VILLIERS D.
                        DLitt Phil USA 1980

813374   Productivity bargaining in an E. Cape
            automobile manufacturing company
            OWENS J.H.
                        MBL USA 1980

811148   Kollektiewe bedinging as sielkundige proses
            HUMAN N.M.
                        MA UP 1980

811169   Nywerheidsonrus - oorsake en bekamping
            VENTER P.J.
                        D.Phil UP 1980

812220   Sosiologiese analise van die werskomiteestelsel
            by Hartebeesfontein Gold-mining Company
            ERASMUS D.
                        MA USA 1980

812221   Inkatha and the labour movement amongst Africans in SA
         LAMBERT L.
                        MSocSc UN 1980

816197   The perceived effectiveness of works committees
         ZIMBLER C.S.
                        MA WITS 1977

818172   Management worker interaction in the context of
         changing industrial relations systems in SA
         LE ROUX R.G.
                        MSocSc UN 1981

818186   Changing industrial relations in the printing industry
         brought about by the introduction of new technology
         MCCORMACK C.G.
                        MSocSc UN 1981

819157   Die vakbondwese en sosiale veranderings in SA
         -'n makro en mikrodimensionale benadering
         BESTER A.N.J.D.
                        DPhil PUCHO 1980

         Development of IR policies by companies in SA 1973-77
         DOUWES-DEKKER L.C.G.
                        MA   WITS 1981

821198   The achievement need among the SA Black population
         TABAK A.
                        MSocSc   UN 1980

HSRC Research Bulletin Vol 10 1980

804092   A study of specific obstacles to Black advancement
          with reference to two major industries
          SDOYA G.
                              MBA WITS 1977

802182   An analysis of black working class organisation,
          consciousness and action SA 1940-1969
          LAMBERT R.V.
                              PhD WITS 1979

807211   A guide to Associations, Industrial Councils, Trade
          Unions and Cooperatives in the republic of SA, 1979
          DE KOCK C.I.
                              Bureau of Market Research
                              USA 1980

809205   A sociological analysis of the approaches to the study
          of IR in SA
          CUNNINGHAM P.W.
                              DPhil UPE 1980

8032010   IR Systems (Report to the Unit For Futures Research,
          University of Stellenbosch)
          JOWELL K.
                              UCT 1978

801354   The relevance of Japanese IR to the SA socio-economic
          environment
          VAN DER MEULEN R.D.
                              MBL USA 1970

807163   IR training at the company level
          BARNES-WEBB M.H.
                              MBL USA 1980

801356   Protection of minority rights in the SA labour
          collective bargaining system
          V. ZYL B.M.
                              MBL USA 1979

807101   The labour democratic rights of workers
          WIEHAHN N.E.
                              PhD UCT 1977

802045   The management of labour disputes
          LAURENS I.K.
                              MBA WITS 1978

805159 The SA law relating to strikes
      DIXON M.L.
          LLM UCT 1979

800044 An investigation into worker representative in the
      matorcar manufacturing industry in SA
      NEL P.S.
          DCom USA 1979

813397 An evaluation of the influence of British Trade
      Unionism in the SA IR system
      VISSER D.J.
          MBL USA 1980

813395 Aspekte van vakbondwese in SA met spesiale verwysing na
      veranderings teweeggebring deur die wysingingswet op
      nywerheidsversoening, No. 94 of 1979
      VAN NIEKERK J.O.
          MBA PUCHO 1980

801335 Codes of employment practice and corporate
      policy in SA
      MOAHLOLI B.H.
          MBA UCT 1979

801365 Die rol van skakelkomitees by die bepaling van
      diensvoorwaardes vir Swart mynwerkers
      WEBSTER E.V.
          USA 1979

802169 A comparative study of work attitudes of a group of
      Black workers in centralised and border industrial
      areas
      MOTSEPE E.W.O.
          MA USA 1970

      Changes in racial attitudes and ego-identity after a
      multi-racial media programme
      DE SALE M.
          MA UWITS 1979

803128 Wage perceptions of Black workers
      MAIBI S.G.
          MAdmin UPE 1979

807179 Die veranderende rol van die personeelfunksie met
      spesiale verwysing na die mynindustrie
      DU BUISSON A.H.
          MBL USA 1980

807197   Job security - an analysis of the implications of
clause 35 of the main agreement in the metal and
engineering industries in RSA
LINGENFELDER J.H.
                    MBL USA 1980

Aspekte van die vakbondwese in SA met spesiale
verwysing na veranderingste weegebring
deur die wysings wit op
nywerheidsversoering Nr 94 van 1979
VAN NIEKER J.O.
               PUCHO 1980

Productivity bargaining in an Eastern Cape
automobile manufacturing company
OWENS J.N.
               MBL   1980

800044   An examination of the effectiveness of the Sullivan
principles programme in eliminating racial
 discrimination in SA industry
OLLIVER B.A.
            Olliver-Samson (Pty) Ltd 1979

804410   An analysis of the report of the Commission of Inquiry
into legislation affecting the utilisation of manpower
VAN DER MERWE P.J.
            Bureau for Economic and Political
            Analysis UP 1979

807120   A sociological study of the structure and function
of the agreement negotiating process in the
SA construction industry
WOOLLEY M.V.R.
               MA USA 1980

A human relations profile of a major textile
manufacturer in Greater Durban
GEORGIOU E
              MBA UD-W   1980

Die invloed van skakel kommittees op die arbeids-beleid
van 'n mynbou onderneming
BARKHUIZEN C.J.
MBL USA 1978

The effects Of constituent trust, representative
dominance and bargaining visibility on intergroup
bargaining
CLARKE H.G.
MBL USA 1978

The role of the Mine-workers Union in the gold mining
industry - a present and future perspective
HAMILTON D.F.
MBL USA 1978

Gesamentlike bedinging en die Bantoe se bedingingsposi-
sie in die nywerheid
GROBBELAAR J.R.
MA USA 1978

791257   Die invloed van die SA arbeidswetgewing op die
kostestruktuur van die onderneming - 'n gevallestudie
VAN HEERDEN
MBA PUCHO 1978

The administration of Black workers' committees in
Transvaal metal industry
GRAUPNER O.S.
MA USA 1989

The influence of communication between management and
Black labour on organisation structure and behaviour
DE VRIES H.
MBL USA 1979

Die arbeidsregterlike verhouding tussen werkgewer
en werknemer
EHLERS D.B.
LLD USA 1979

Indirekte onderhandelinge in 'n terbulente omgewing
SCHNETLER L.
MBL USA 1979

Attitudes of some Black employees towards their liaison
committees
MASIPA M.M.
MA(SS) USA 1979

794373   Sekere aspekte van kollektiewe bedinging in die SA
          bedryfslewe - 'n bedryfsosoiologiese ondersoek.
          DE SWARDT L.P.V.
                              MSocSc UOVS 1979

795070   A critical evaluation of IR in the South African
          context
          HOLDING C.G.
                              M. Com USA 1978

799219   Role of the pre-negotiation phase plan in collective
          Collective bargaining
          FEDELE M.A.

790109   Interne kommunikasie met die swart werknemers in 'n
          nywerheidsorganisasie
          WELMAN M.M.
                              USA 1979

792669   The coloured worker and trade unionism in SA
          DAVIE K.
                              MSoc UCT 1977

792055   An analysis of African trade unions in SA
          MAREE J.G.B.
                              PhD UCT 1977

798028   'n vergelyking van die persepsie van vakbondlidmaatskap
          van die twee groepe binne die SA
          Voetplaatpersoneelvereninging
          MARAIS J.S.
                              MBL USA 1979

792267   Labour legislation in SA
          BUDLENDER O.
                              MA UCT 1977

79297   The dynamics of labour relations in the Witwatersrand
          gold mines 1901-1920
          MORONEY S.P.
                              MA WITS 1977

795242   An Evaluation of a method for the study of the
          in-factory committee system in SA industry
          RADFORD E.J.
                              MSc UN 1977

796174   Invloed van desentraliseerde kollektiewe bedinging
          op werkplaaskonflik
          DE VILLIERS D.
                              DLitt et Phil USA 1979

797143   The Black workers' conception of negotiations between
           employers.
           MATTHEWS P.J.
                          DCom USA 1977

796168   Works-committees and self esteem
           ABEL C.S.
                          MA WITS 1977

798131   A comparative study of strike legislation in the
           Republic of SA and Israel
           WASSERKRUG S.
                          LLM USA 1979