

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ART AND SOCIAL SCIENCES

TOPIC:

**THE TRADE UNION AS AN AVENUE FOR PROMOTING
EMPLOYEE SATISFACTION IN THE MINING INDUSTRY:
THE CASE OF ANGLOGOLD ASHANTI AND NEWMONT GHANA**

BY:

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DECLARATION

I hereby declare that this submission is my own work towards the award of Master of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

I dedicate this piece of academic work to my late father, MR. CHARLES MATHIAS KUMI and my lovely mother ROSE ODUMAH whose training and encouragement has brought me this far. I also wish to dedicate it to my wife and three lovely sons, EVELYN EMEFA KUMI, MAXIMILIAN NANA-YAO KUMI, BRIAN CHRIS KUMI and WONDER AKWESI KUMI for their love and smile during the pursuance of this academic work

Special dedications to GOD, ALMIGHTY for the Wisdom, Strength and Grace bestowed to me throughout this academic sojourn.



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Abstract

Trade Unions have been thought of as “employees’ voice” who are always on the negotiating table with Management “wanting more” for their members. Interestingly, measuring employee satisfaction at the workplace has never been an easy task for both Human Resource Professionals and Trade Union Leaders alike. Even when employees are thought of being satisfied at some point, maintaining that satisfaction at the workplace throughout the work cycle is perhaps a daunting task as well. The objective of the study was to investigate trade union as an avenue for promoting employee satisfaction in the mining industry with specific focus on Anglogold Ashanti and Newmont-Kenyase. The study employed both qualitative and quantitative research methods. The population of the study was Five Thousand Seven Hundred (5,700) comprising Ghana Mining Workers Union (GMWU) and Professional and Managerial Staff Union (PMSU). Since the research was exploratory in nature, purposive and convenient strategies were used as sampling techniques. Interviews and questionnaires were used for primary sources of data collection. Due to the nature of data collected, Statistical Package for Social Sciences (SPSS) was used in processing primary data from questionnaires. At the end, the study found that trade unions have played very significant roles in areas such as employees wage negotiations, dispute resolution, job security, promotions as well as fighting against employee victimization and collective bargaining. As a means of improving employee satisfaction, the study recommends that Trade Unions should make budgetary allocations for refresher courses on conflict resolution and modern ways of settling industrial unrest. Promoting employee satisfaction also calls for interpersonal and informational concerns. Trade unions are hereby encouraged to improve their Management Information Systems (MIS) to ensure effective information dissemination.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

It is generally accepted that out of the 24 hours of an employee's life cycle for a day, he/she spends the most active hours at the workplace attending to one task or another. For about eight hours of the total hours he/she is at work busy making money for survival for himself and contributing to the maximization of profit for his employer, he/she spends a few active hours at home to watch television and sleeps for the rest of the hours to rest. The contention here is who satisfies the employee, the employer or the employee himself? It is an undeniable fact that the interest of the employee and that of the employer differ in so many ways: whilst the employee is after making money and happiness for himself and his family, the employer is looking at making profit for the risk taken.

From the researcher's perspective, this conflict remains a serious issue which has remained unsolved over the years. This is evident in the introduction of the International Labour Organization (ILO) to regulate the relationship between employees and employers in the pursuit of their interests. In Ghana, the Labour Act 2003 (Act 651) was introduced to ensure fair treatment exist in the work environment. Trade unionism has played an integral role in bridging the gap between these two parties and in ensuring equity prevails at the workplace.

Verma (2005) opined that employee satisfaction plays a key role in job performance. Employees who are satisfied with their jobs tend to be more motivated and productive than unsatisfied employees. Satisfied workers also are more loyal workers, and generally more willing to accept changes and contribute to the greater good of the company. Hamlin (2011) added that companies that have high levels of employee satisfaction also tend to attract a

larger pool of qualified applicants who truly want to work for the company, leading to the generation of a pool of qualified expertise among which selection is made.

Hamlin further explained that when employees are not satisfied with their work or their employers, the consequences can be damaging to the company. Low morale is one consequence; when morale is low, employee productivity and work quality also declines. Absenteeism, which costs companies billions of dollars every year, increases. Staff turnover also increases. Turnover not only costs money in terms of time spent recruiting and training new staff, but it also causes lost time and productivity as the workflow is interrupted by new employees with learning curves. Employees who are satisfied, however, are more likely to stay on even during challenging times, reducing the need to hire new employees.

Interestingly, measuring employee satisfaction at the workplace has never been an easy task for both Human Resource Professionals and Trade Union Leaders alike. Even when employees are thought of being satisfied at some point, maintaining that satisfaction at the workplace throughout the work cycle is perhaps a daunting task as well.

Trade Union Leaders have been thought of as “employees’ voice” who are always on the negotiating table with Management “wanting more” for their members. Traditionally trade unions’ role has been to protect jobs and real earnings, secure better conditions of work and life and fight against exploitation and arbitrariness to ensure fairness and equity in employment contexts (Robbins, 2005). The question therefore is who keeps “employees satisfied” at the workplace; the Union or the Managers? A thousand times, most of us will be quick to mention the managers. In as much as we agree that the managers have a duty of keeping a satisfied workforce, the trade union can never be exonerated from not promoting

employee satisfaction at the workplace. According to Atchison (1999), many organisations are spending much time on employee satisfaction initiatives in an effort to reduce turnover, improve productivity and to help organisations succeed. It is arguable that the presence of a union recognized for bargaining purposes may influence employees' job satisfaction through the union's ability to enhance employees' terms and conditions. The strength of the union may also be pertinent: as Borjas (1979) suggests, only the strongest unions will be able to resist employer efforts to compensate for a union wage premium with a corresponding decrease in non-pecuniary job rewards.



1.2 Problem Statement

Generally employees spend most of their active hours during the day at the workplace attending to a task. In Ghana, employees spend on average eight hours a day at work busy making money for survival and contributing to the maximization of profit for his employer. It is an undeniable fact that the interest of the employee and that of the employer differ in so many ways; whilst the employee is after making money and happiness for himself and his family, the employer is looking at the profit. It is for this reason that Trade Unions emerged. More often than not, management has perceived trade unionists who are preoccupied with employee's interest and benefits as a detriment of profitability of employers. This has even scared most employers in allowing trade union activities in their organizational set ups. Negotiations have often come with hostilities and sometime deadlocks due to disagreements. The activities of the trade union in the mining industry has over the years flourished and gained so much power that the employers have little control over their formulation and existence within the industry. The question is has this development in this industry led to the satisfaction of employees?

1.3 Research Objectives

The research is aimed at extending the body of knowledge into issues with employee satisfaction with respect to the roles unions play. The specific objectives include;

- a. To find out reasons why workers join trade unions in the mining industry.
- b. To understand the nature and activities of trade unions in the mining industry.
- c. To examine how the presence of trade unions has contributed to employee satisfaction within the mining sector.
- d. To find out how trade unions can remain relevant in building industrial harmony within the mining sector?

1.4 Research Questions

The research would answer the following intriguing questions.

- a. What is the motivation for workers wanting to join trade unions in the mining industry?
- b. How do trade unions operate in addressing the welfare of its membership in relation to mining industry?
- c. Has the presence of trade unions contributed to employee satisfaction within the mining sector?
- d. How can trade unions remain relevant in building industrial harmony within the mining sector?

1.5 Significance of the Study

Apart from the fact that the final report will be adding to the body of knowledge in existence in the human resources field, the report will also highlight the contribution of the trade union in promoting employee satisfaction in the mining industry in Ghana and hence will be a useful material to other trade unions in other sectors of the economy.

1.6 The Scope of the Study

The research is aimed at understanding the role played by trade unions in the satisfaction of employees at the workplace. The study is limited to the mining industry specifically at AngloGold Ashanti and Newmont. The respondents included the management and Staff of both companies and the trade union executives.

1.7 Overview of Methodology

This research is an exploratory study. The research aimed at extending the body of knowledge into issues with employee satisfaction. The mining companies have several stakeholders comprising of the Branch Union for junior staff and the Professional and Managerial Staff Union for senior staff; both of whom represent the various employee sections, the government, shareholders, directors, management members and the community.

For the purposes of this research, the targeted population included directors, management team, Union leaders of both GMWU and PMSU, senior and junior staff of mining companies. Since the research was exploratory in nature, the researcher used the purposive and convenient techniques in sampling the population for the study. In total, a sample of 600 elements was selected from a targeted population of over 5700.

Data was collected by administering questionnaires as well as interviews. A number of structured open and close-ended questions were used for the questionnaire which sought to address the research questions. The responses to the structured open and close-end questions were rated in percentages. The percentage of respondents for each alternative was given and analyzed using spreadsheet. These results were then presented in tables in chapter four and interpreted accordingly.

1.8 Limitations of the Research

The first limitation was the time scope for the project. The time limit for the research hindered the scope and choice of sample size. The study was therefore confined to the mining company, Anglogold Ashanti and Newmont which may not be a good basis for generalization. The study was also based on current and prevailing employee and management attitudes which may change due to the increasing sophistication of both parties and changes over time.

Difficulty in obtaining relevant information from the case area and difficulty in getting respondents' full attention due to their busy schedules coupled with the lack of current books and articles on the topic also posed a challenge.

1.9 Organisation of Work

The final report of this research will be organized in five chapters. Chapter One will be the introduction. Chapter Two will review literature relating to the research topic. Chapter Three will take care of the research methodology. Chapter Four will provide research results and data analysis. Research findings, recommendations and conclusions will be presented in Chapter Five.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Even though trade unions proceed on the basis of collective bargaining, not every individual's account is taken into consideration. This is because, mainly generalities are formed to try and keep the majority happy. Every employee has the opportunity to use trade unions to create a channel of communication between organizations. The relationship between job satisfaction and unionisation has increasingly attracted analysts' attention over the past decades. The relevance of the satisfaction variable in explaining labour market behaviours and the possibility to analyse the effects of unionisation have motivated research in this area. In particular, the existing literature has concentrated on the link between individuals' union membership and job satisfaction, and has highlighted how its analysis can be complicated by the presence of unobservable factors that influence both workers' perceptions and the decision to join the union.

2.1 Trade Union Activities

Substantially, industrial strikes have several economic implications and can cause havoc and chaos. According to Webb, (1920, p.1), a trade union is: "A continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives". This is a classical definition that is perfectly relevant in modern labour deliberations. However, in the work of Rose, (2001, p.12) in UK , the Trade Union and Labour Relations (Consolidation) Act 1992, states that a trade union is: "An organization (whether permanent or temporary) consisting wholly or mainly of workers of one or more deblockedions whose principal purpose includes regulation of relations between workers of that deblockedion and employers or employers' associations". According to Ghana's Labour Act (Act 2003),

every worker has the right to form or join a trade union of his or her choice for the promotion of the worker's economic and social interests.

Blackburn (1967) identified some main characteristics that can define a trade union. According to the author (Backburn op.cit), if the organization is able to fully incorporate the following characteristics, then it should be considered as a sincere and enthusiastic trade union: "The organization is able to declare itself as a trade union." "Identify and record itself as a trade union, with the Certification Officer which can then allow the organization to a special legal status." "Identify and record itself with the Certification Officer as an independent organization, through the Certificate of Independence." "Associating itself to the TUC or by joining a group of unions." "Prioritising it to function on the primary aspiration that ensures the maintenance and improvement of conditions of its members." The possible use of authority to further its aims which could for example be achieved by taking significant industrial action."

Surveys of employees' opinions reveal that -typically- union members' reported satisfaction is lower compared to that of non-members. Taken at face value, such a result is puzzling, since unions should improve working conditions, which is among the reasons leading to membership. One first strand of literature has sought to explain the puzzle by means of Freeman and Medoff's (1984) 'exit-voice' hypothesis, stressing that members use their voice for improving the bargaining power of the trade union. One alternative explanation has emphasised that unions organise where working conditions are poor (Bender and Sloane, 1998): according to such view, workplace characteristics would determine both unionisation and dissatisfaction, so that the observed differential would reflect spurious correlation. Another explanation has stressed the role of endogenous sorting of dissatisfied individuals into membership (Heywood et al., 2002; Bryson et al., 2004).

2.2 Job Satisfaction, Union Membership, and Union Recognition

Unions' reputations for the implementation of standard procedures which benefit the median worker are likely to attract workers with relatively low earnings potential (Bender and Sloane, op.cit). The authors further opined that it is workers in the lower half of the potential earnings distribution who are likely to queue for union jobs. This is to the extent that when demand for union jobs outstrips their supply, union employers will pick the best workers from the queue, such that those actually entering the union sector are somewhere in the mid-range of the worker quality distribution (Abowd and Farber, 1983; Farber, 2001). Those who have queued for union jobs but are unable to get one will therefore be in the tail of the worker quality distribution. They must seek employment in the non-union sector and their demand for unionisation will remain frustrated unless they are successful at organising a union from scratch. This spillover of workers who want a union job into the non-union sector is what produces a representation gap (Bryson and Gomez, 2003).

According to Farber, (2001) such sorting process could have implications for job satisfaction. He explained that those who queued for union jobs and got them are likely to be reasonably satisfied since they entered the sector in the belief that union standardisation policies would benefit them. Those who never queued for a union job are those in the top part of the worker quality distribution who have a preference for steeper earnings profiles and a more individualistic pay reward structure (Bryson and Gomez, op.cit). These policies, which are found in the non-union sector, are most likely to benefit these workers. It is those who would have benefited from union standardisation policies but were refused admittance to the union sector who are most likely to be dissatisfied since the reward system in the non-union sector works to their disadvantage.

The individual's choice of union membership status is likely related with the sorting process described above. Legal changes in the 1990s protect workers against discriminatory action on the grounds of union status. Nevertheless, the probability that a worker will become a union member is considerably higher in the union sector than the non-union sector. This is because the net returns to membership are much higher in this sector (Farber, 2001). This is because members benefit from collective bargaining in the union sector which is absent in the non-union sector. These benefits come in the form of better pecuniary and non-pecuniary rewards than would be available to those workers in the absence of unionisation. Although the wage premium has declined a little recently, these rewards are likely to exceed the cost of union dues. Moreover, within the union sector, the returns to collective bargaining tend to be higher where union density is higher (Stewart, 1987), offering a further incentive for individuals to join. There are also reputational pay-offs to becoming a union member where it is the social custom to become a member (Booth, 1995). In a related work carried out by Millward et al., (2000), they noted that union density in the union sector has been declining implying that these reputational factors are not as strong as they used to be, but they remain significant.

In the coming years, we should expect workplace level unionisation to be a strong predictor of individual union membership. Thus, which sector the worker chooses at the beginning of her working life can play an important part in determining her union status for some time to come, with workers tending to conform to the norm at that first workplace. Diamond and Freeman refer to this as the 'incumbency effect' (Diamond and Freeman, 2001). Having made an initial choice, employees rarely switch union membership status while still at the same workplace. When workers leave membership they tend to do so when switching from a union to a non-union workplace, that is, when they enter an environment where membership is no longer the norm.

2.3 Organising Models for Trade Unions

The organising model is used in practice on the ground of two reasons according to Heery et al. (2000). Either as (1) a model of good union practice which contributes to membership growth by rebuilding or extending organisation at workplace level or (2) an attempt to rediscover the social movement origins of labour, essentially by redefining the union as a mobilising structure which seeks to stimulate activism among its members and generate campaigns for workplace and wider social justice. Organising basically means committing a defined percentage of the unions' financial resources to recruitment followed up by the development of members and activists. The purpose is to generate participative, active and effective workplace trade unionism (Blyton and Turnbull, 1998; Fletcher and Hurd, 1998). More specifically, Kelly and Willman (2004, p. 164) also identified four union objectives for organising. These are (1) recruiting non union members, (2) building a union organisation based around a cadre of activists, (3) securing a recognition agreement and (4) establishing a bargaining relationship with the employer.

According to O'Grady and Nowak (2004), organising has been seen as a "cultural shift" for some unions from the more traditional servicing based approach to members and also a challenge in terms of recruiting new members. Surveys show that most unions are now pursuing more consolidation campaigns instead of trying to organise new workplaces.

One of the arguments and inconsistencies about organising is whether it is about mobilisation from the bottom up usually by shop stewards and activist members or organised from the top down through full time union officers. In practice the evidence seems to indicate that it is a mixture of both strategies. Carter (2000) summarizes the issue well when he says for organising to be more successful, members must be included in order to gain their commitment to the ideas. The union movements need to look within its own ranks for

solutions. However for change to be effective and efficient, there needs to be projection, a vision of what the organisation should look like in the future and a strategy articulated that describes how to achieve that vision. De Turbeville (2004) further makes the point that organising is useful as a rhetorical tool for motivating union members to become active and to gain new members. But he has reservations about its effectiveness in terms of the large multi sector unions and points out that it may be a more successful strategy in smaller unions where the occupational groups are less differentiated.

2.3.1 The Success of the Organising Approach

In terms of measuring the achievement of the organising approach in rejuvenating unions at the workplace, there is still much work to be done as there remains a great number of non-members within unionised workplaces together with many unorganised workers generally (O'Grady and Nowak, 2004; Pollert, 2006). The availability of enough time, money and resources to spend on organising are also issues around union activists as it tends to be considered as an “add on” activity as opposed to one that is entrenched within day to day matters (Kelly and Badigannavar, 2004). Trade union leaders have also now to focus their energies on acquiring members at the expense of building workplace organisation (Carter, 2000). As opined by Waddington and Whitston (1997), the workplace focus is important in that it is at the workplace that members both join and experience their trade unionism. The focus on rank and file members and non-members is also consistent with the idea that organising is about what workers are capable of doing for themselves (Fiorito, 2004).

One of the most essential factors for contributing to effective organising is that union members partake in union actions in the workplace and get involved both as individuals and on a group basis (Fernie, 2005). From the perspective of current history, involvement in

union affairs has always been a insignificant activity for the many of union members and remains so in the current climate (Fosh, 1993).

2.4 Participation in the Union-By-Union Members

As postulated by Fernie (2005), participation in the union-by-union members at the workplace is a beginning process of union renewal. There is a reliance on activists to support and engender participation from rank and file members (Charlwood et al., 2006). Participation in union affairs is multidimensional as supported by McShane (1986) and can be either formal eg. attending meetings, voting in elections or standing for office or informal eg. reading the union newsletter or interacting with the shop steward on a day to day basis. As specified by Fosh (1993), these activities could also be categorised as being either (1) easy eg. voting in elections or reading newsletters where members cannot be identified easily or as more (2) difficult eg. speaking at meetings, standing for election where members can be identified (Kelly and Kelly, 1994). Members may not contribute at a constant level during their membership as this could be affected by actions at the workplace and the prevailing industrial relations climate (Fuller and Hester, 1998; Redman and Snape, 2004). Participation at local level, according to some writers -Fosh (1993) and Kelly (1998)-, is dependent to a greater or lesser degree on the kind of rank and file leadership style. Members might also posses one of two types of affiliation with their union at their workplace either one of instrumentality or ideology. This will make their commitment on either an individualistic level or on a more collectively shared solidaristic level where wider political and social goals may be realized. The arbitration influences on the extent of participation at the workplace are the local leadership approach in terms of committed shop stewards, the industrial relations environment, past occurrences of the workplace union and the configuration of the local union (Fosh, 1993). Higher levels of participation can lead to more good deriving from the cooperatively negotiated terms and conditions with the employer (Fosh and Cohen, 1990).

2.5 Reasons for Joining Unions

Although theorists belonging to varied disciplines have for decades been wrestling with the question “Who can join unions?” a definitive and universally accepted answers have yet to be developed. The following brief theoretical explorations might be accepted as a first step in the direction of providing an answer.

In the beginning, the Marxist theorists (Marx and Engels, 1977) explained union membership orientation in terms of workers’ frustration with the existing system and their political will to overthrow the “exploitative order”. The dominant approach, adopting economic analysis, has identified factors such as the level of unemployment, governmental policies and the structure of industry which influence the union-joining decisions (Bain and Price, 1983; Mason and Bain, 1993). The rational choice theory or expectancy theory, also lying at the heart of many economic explorations (Cooke et al., 1975; Deery and Cieri, 1991), proposes that rational employees are most likely to join a union when they perceive that the sum of union-induced benefits outweigh the cost involved in union-joining. This explanation, though not systematically tested at the individual level, has found adequate empirical support (see, for example, Farber and Saks, 1980).

Some early studies suggested that loyalty to the union and the employer were mutually exclusive attitudes (Dean, 1954). However, the findings of several later studies on this subject were consistent enough to make the concept of “dual loyalty” one of the most commonly accepted propositions among researchers of the period (Angle and Perry, 1986; Gallagher, 1984). Bain and Price (1983) even believe that employer attitude and behaviour significantly influence workers’ choice to become and remain union members. The greater the extent to which an employer is prepared to recognize a union, the more likely the workers are to be unionized.

A substantial body of research, adopting a psychological approach, has established that, among a wide range of occupational groups, workers' propensity to unionize is significantly related to their dissatisfaction with various facets of the job (Berger et al., 1983; Bluen and Zwam, 1987; Premack and Hunter, 1988). Guest and Dewe (1988) assert that "there are conceptual problems in using job dissatisfaction to explain continued union membership, as opposed to union joining, since, logically, the reasons for union membership disappear if the sources of dissatisfaction are removed".

Sociologists suggest that an individual's social context, both inside and outside the workplace, may strongly influence them either to accept or reject the union (Cooke, 1983). One of the basic needs of a human being is the powerful urge to be accepted by society, to belong to and to go along with others. To an overwhelming majority, a union gives a "true society" of which they may feel an important part.

All the theoretical precedents suggest that there is a wide range of motives that influence employees' decision to join a union or to resist joining the fray. Each motive may be operative at any one time, although some have been of special significance to employees during some period of their working lives. Most of these membership orientation theories have, however, not yet been clearly established. Some of them have come under scathing attack because they lack convincing empirical support.

There has been an outpouring of literature regarding the variables influencing the membership orientation of employees. Most of the researchers have explored the influence of such background factors as age, sex, educational attainments, family responsibility, marital status, etc. (Bain and Price, 1983; Booth, 1986; Duncan and Leigh, 1980). These factors influence the unionization decision through their effects on the individual's demand for union service.

Various job-related variables such as nature of job, job tenure, occupational status, wage distribution, working conditions, and skill differentials have also been identified as affecting an individual's disposition towards unionization (Farber and Saks, 1980; Handley, 1989). Although the independent influence of these variables on employees' unionization has not been clearly established, the studies are useful for highlighting the general trend. Of late, behavioural, attitudinal and perceptual factors have been identified as a strong influence on the individual's union decisions (Crouch, 1982; Snyder et al., 1986). The preference for union membership is expected to be affected by the differences in the attitudes of employees about; unions in general; the nature and extent of satisfaction with work, colleagues and supervisors; commitment to the organization; competence on the job; and their role perceptions.

2.6 The Role of Representatives in Participation and Collective Bargaining

Employees are involved in designing their working life through overlapping instruments: participation and collective bargaining. Several authors (Terry, 1999; Knudsen, 1995) have discussed the stages of worker involvement in the company's decision-making process, the general view being that collective bargaining and participation should be treated as different processes. According to Knudsen (op.cit) Collective bargaining is a process of negotiations between the employer and employees that leads to signing a contract, or in the case of disagreement, to an industrial conflict. Participation (information, consultation, and co-decision) differs from collective bargaining mainly because in this process there is no right to use industrial conflict to influence the other party. At the workplace level, participation is practiced only if both parties see some gains arising from it. Even though employers and employees are in opposing positions, they are still interdependent; and therefore, have common interests (Knudsen, 1995). It is not likely that collective bargaining can lead to employee commitment to the company and its goals as it is based on the notion that the

parties have opposing interests and can use industrial conflict as a pressure instrument to threaten each other.

Participation and collective bargaining compete with each other on the one hand, and complement each other on the other. The latter emerges if workplace participation fulfils a higher-level agreement with the company's specific issues. Competition arises as unions prefer a collective contract to consultation and co-decision because of the fear that the management might manipulate participation and the good of the company might become more important than the collective interests (Knudsen, 1995). The relationship between the two processes could be the grounding for either cooperation or competition between the two kinds of representatives.

Some research suggests that NER (such as works councils or joint consultation committees that are often the partner for participation) is less effective than union representation as it is often criticised by the employees it is supposed to represent, nor is it taken seriously by the management (Bonner and Gollan, 2005; Dundon et al. 2005; Terry, 1999; ETUCO and INFOPOINT, 2002). This may be due to the representatives' lack of training and lack of sanctions (possessed by unions in the collective bargaining process). Neither do these representatives have any supportive structures providing guidance and know-how for dealing with managerial decisions and actually enforcing action and outcomes, if needed (Bonner and Gollan, 2005).

On the other hand, if representatives in contrast participate fully in making the strategic and tactical decisions of a company (e.g. in joint council with the management), they will soon adopt the managerial interpretation of subtle issues and, as a consequence, will not fulfil the initial aim of representing employees either (Butler, 2005; Dundon et al. 2005). It must be mentioned that effectiveness of participation, which has referred to different things in

different studies, in this study is a subjective term that has no specific indicator; it comprises self-evaluations by representatives, as well as the opinions of employers and employees about the work of the representatives. Several Central and Eastern Europe (CEE) Countries have mixed systems of representation, which do not conform precisely to either the single or the dual-channel system. For example, a works council can only be formed if there is no union present in the workplace (e.g. the Czech Republic, Lithuania, Malta) (Toth and Ghellab, 2003, p. 24). The Estonian system is neither a single-channel system, as there are two kinds of representatives (one for unionised and the other for non-unionised workers), nor a dual channel system, as both representatives have the same role in the company. The problem of substitution is more profound in those countries where the role of sector or industry-level bargaining is minimal, and the most significant level is the company (Kisgyorgy and Vamos, 2001).

Thus, there are circumstances where the roles of unions and works councils overlap. This is especially relevant when the main bargaining level is the company and no division of roles is specified by law. Also, in the case of overlapping roles, the question of the efficiency of different representatives should be especially relevant.

2.7 The Context of Employee Voice in the Workplace

Employee involvement (EI) and employee participation (EP) have been a key area of study in employee relations for a couple of years, resulting in debates about who are the originators of such strategies and what internal and external alterations in an organisation's atmosphere can cause their endorsement (Ramsey, 1977). In recent times, this has evolved into theoretical and practical debates about how EI and EP can be structured within the theory of employee voice (Marchington, 2005).

As postulated by Mathieson and Pendleton (2007), an employee voice is that which seeks to incorporate much of its EI and EP role is the capability for employees to have an effect on decisions that are made at the workplace. Notwithstanding that, there is a key difference as Gollan and Wilkinson (2007a) argue, employee voice through participation forms could be at variance in the scope of decisions, the amount of power workers can put into effect over management, and the organizational level at which the verdicts are made. Some forms are solely designed to provide workers a very diffident role in decision-making, while others are meant to provide the workforce a considerable amount of power in organizational governance.

Over the last two decades, Acker et al. (2006) helpfully tracked the changing nature of EI and EP, finding a pattern that reflects an enlargement in interest in employee involvement, and employee voice as a definite aspect of that participation, during a period in which trade union numbers have turned down significantly (Waddington, 2003; Bacon, 2006). Similarly, a rising and significant literature in employee relations has centred on employee voice mechanisms in non-union organisations (Butler, 2005; Dundon et al., 2005). Dundon et al. (2005, p. 308) has identified aspects of employee voice in the multiple sectors that control the economy that do not have a practice of union representation.

2.7.1 Concepts and models of employee voice

There are a number of conceptualisations of employee voice (Marchington and Wilkinson, 2005; Dundon et al., 2006). Marchington's (2005, p. 27) model of participation is particularly influential and will be utilised in the analysis in chapter four. Marchington conceptualises four key aspects of participation:

- (1) The degree of involvement indicates the extent to which workers or their representatives are able to influence management decisions.

(2) The scope of decisions open to influence by workers relates to the type of subject matter dealt with in the participation arena, ranging from the trivial to the strategic.

(3) The level in the organisation at which workers (or their representatives) are involved in management decisions.

(4) The different forms – for instance, from face-to-face meetings to collective bargaining.

Cox et al. (2006) also usefully conceptualise the “breadth” of participation in terms of how many schemes are running concurrently, or as “multi-complimentary practices” (Cox et al., 2007, p. 18), and its “depth” in relation to their regularity, the power accorded to employees (Cox et al., 2006) or how “embedded” the practice is in the workplace (Cox et al., 2007, p. 18).

A growing number of researchers have focused on the concepts and significance of indirect and direct voice where, “direct methods tend to be oriented around an employee’s individual work performance”, in contrast to, “more indirect forms conducted through employee representatives” (Gollan and Wilkinson, 2007a, p. 1135).

Reflecting on employee voice, Marsden (2007) assesses the extent to which performance management can be renegotiated both through the indirect collective route and also through a more integrative bargaining process between employer and individual employee. Similarly, utilising Kersley et al. (2006, pp. 95-6) highlights the continued application of “bundles of high involvement task practices” such as team-working.

2.7.2 The Nature and Effectiveness of Non-Union Employee Voice

Freeman and Medoff (1984) argue that in order for employee voice to be effective in influencing management behaviour it must be union voice. According to this perspective, unions are both independent of management and provide an incentive for workers

collectively to express preferences and invest time and effort in changing conditions, unlike non-union forms of employee representation. Some case study evidence supports the view that non-union employee representation achieves little, is commonly viewed by managers and employees with cynicism, and is vulnerable outside of periods of growth (Terry, 1999; Gollan, 2001, 2003; Dundon and Rollinson, 2004).

In addition, researchers have generally assumed that employees need to be able to exert measurable influence over high-level decisions if non-union voice is to be at all effective. Otherwise, it is considered to be of limited or no value to employees. However, as Hammer (2000, p. 183) points out, its value may derive from its “ability to satisfy basic psychological needs including the freedom of the individuals to make decisions about how, and sometimes when, his or her work should be organized and carried out”. The findings of recent large-scale surveys of worker attitudes appear to provide support for this perspective (Diamond and Freeman, 2002; Freeman and Rogers, 1999; Haynes et al., 2005a). Given the focus on strongly unionized sectors, such as mining, where we would expect unions to be more effective in representing workers than any form of non-union voice, we may therefore be missing an important part of the picture; in private sector services, where unionism is fragile or absent, a more pertinent comparison would be between non-union voice and no voice at all.

2.8 Organizational Justice

Research conducted across a variety of contexts (e.g., layoffs, drug testing, and pay cuts) in both laboratory and field settings demonstrates the importance of treating employees in a fair manner (Konovsky, 2000). Recent reviews and meta-analytic studies examining justice at the individual level indicate fairness is a correlate or predictor of a number of notable organizational outcomes. For example, perceptions of fairness have been positively

associated with favourable employee attitudes and behaviours including organizational commitment, organizational support, OCBs, work performance, and trust in management (e.g., Cohen-Charash and Spector, 2001; Colquitt et al., 2001; Konovsky, 2000). However, when treated unfairly, employees are likely to react in unfavourable ways such as engaging in counterproductive work behaviors (e.g., damaging company property or spreading rumors), turnover, and theft (Colquitt et al., 2001; Cropanzano, Byrne, Bobocel, and Rupp, 2001).

2.8.1 Traditional Approaches to the Study of Justice

The traditional approach to conceptualizing and measuring justice is according to the form an injustice takes, and the resulting justice judgments have been referred to as “types” of justice. Research has found that employees make distinct evaluations regarding the fairness of the outcomes they receive (distributive justice [DJ]; Adams, 1965), the fairness of the procedures that lead to those outcomes (procedural justice [PJ]; Leventhal, 1980; Thibaut and Walker, 1975), and the interpersonal treatment bestowed in the delivery of said procedures (interactional justice [IJ]; Bies and Moag, 1986). More recent research (Greenberg, 1993) has further shown that IJ can be divided into fairness perceptions about the information delivered in the implementation of a procedure (informational justice) and the dignity and respect of the interpersonal treatment bestowed on employees, typically by management (interpersonal justice). Empirical evidence has lent support for both four-component (distributive, procedural, informational, and interpersonal) and three-component (distributive, procedural, interactional) models of organizational justice (Cohen-Charash and Spector, 2001; Colquitt, 2001; Colquitt et al., 2001). Indeed, decades of research confirms that when asked to, employees can make distinct judgments about these types of fairness.

2.8.2 Multifoci Justice

More recently, research and theory has suggested that employees not only consider the different types of justice (i.e., distributive, procedural, and interactional) but also consider the agent of the situation that is perceived as fair or unfair (Cropanzano et al., 2001). This research asks the question of whether it is indeed distinct outcomes, procedures, and interactions that are salient in the minds of employees, or if rather employees naturally focus their justice judgments on those that they see as responsible for the extent of fairness that they are experiencing. Consequently, the multifoci model of organizational justice argues that it is necessary for research to explicitly specify the source of justice.

Although some research, such as that conducted from a system–agent perspective (Bies and Moag, 1986; Tyler and Bies, 1990) has argued that employees hold systems (i.e., the organization) as responsible for PJ, and hold agents (e.g., supervisors) responsible for IJ (for similar approaches, also see Blader and Tyler, 2003; Cropanzano, Prehar, and Chen, 2002; Lavelle, 1999; Masterson et al., 2000; Olkkonen and Lipponen, 2006; Tekleab et al., 2005), the multifoci perspective holds that employees can judge the DJ, PJ, and IJ of any party, as long as the employee has reason to believe that the entity in question was indeed responsible for (i.e., the source of) the fairness that employees received (Liao and Rupp, 2005; Rupp et al., 2007a, 2007b; Rupp, and Cropanzano, 2002).

2.9 Trust in Organization

Decades of research have highlighted the central role of trust in organizations. At the micro level, trust has been linked to outcomes such as employee satisfaction (Edwards and Cable, 2009; Gulati and Sutch, 2007), effort and performance (Aryee et al., 2002; Colquitt et al., 2007), citizenship behavior (Mayer and Gavin, 2005; Walumbwa et al., 2011), collaboration and teamwork (Sargent and Waters, 2004; Simons and Peterson, 2000), leadership

effectiveness (Dirks and Ferrin, 2002; Gillespie, 2004), human resource management (HRM) perceptions (Graham and Tarbell, 2006), and negotiation success (Lee, Yang, and Graham, 2006; Olekalns and Smith, 2007). At the macro level, trust has been credited as a driving force in organizational change and survival (Gibson and Birkinshaw, 2004; Sonpar et al., 2009), entrepreneurship (Blatt, 2009), strategic alliances (Fryxell et al., 2002; Ireland, Hitt, and Vaidyanath, 2002), mergers and acquisitions (Maguire and Phillips, 2008; Stahl and Sitkin, 2005), and even national-level economic health (Fukuyama, 1995).

Despite the growing evidence that trust is important in organizations, extant syntheses of research predominantly focus on trust at the individual level (e.g., Lewicki et al., 2006; Kramer, 1999; Mayer et al., 1995; Rousseau et al., 1998). Organizations are inherently multilevel systems, and trust, like many other constructs, operates at the individual, team, and organizational levels of analysis, making attention to different levels a theoretical and empirical imperative (Klein et al., 1994).

2.10 The Labour Act and Trade Union Activities

The Labour Act of Ghana makes provision for how trade union activities should be carried out. This section highlights some aspects of the Act.

2.10.1 Freedom of Association

- 79.** (1) Every worker has the right to form or join a trade union of his or her choice for the promotion of the worker's economic and social interests.
- (2) Notwithstanding subsection (1) a worker whose function is normally considered as
- (a) policy making
 - (b) decision making

- (c) management
 - (d) holding a position of trust:
 - (e) performing duties that are of highly confidential nature; or
 - f) an agent of a shareholder of an undertaking, may not form or join trade unions.
- (3) Subject to subsection (4), the classes of workers referred to in subsection (2) shall be determined by agreement between the employer and the workers or trade unions.

(4) In determining whether a worker falls within the class of workers referred to in subsection (2), the parties shall consider the organizational structure and job descriptions or functions of the worker concerned.

2.10.2 Formation of trade union or employers' organisation

- 80.** (1) Two or more workers employed in the same undertaking may form a trade union.
- (2) Two or more employers in the same industry or trade, each of whom employs not less than fifteen workers may form or join an employers' organisation.

2.10.3 Organisational rights

- 81.** Every trade union or employers' organisation has the right to
- (a) draw up its constitution and rules, elect its officers and representatives;
 - (b) organize its administration and active activities and formulate its own programmes;
 - (c) take part in the formulation, and become a member of any federation of trade unions or employers' organisation and participate in its lawful activities; and
 - (d) affiliate to and participate in the activities of, or join an international workers' or employers' organizations.

2.10.4 Independence of trade unions and employers organizations

82. a trade union or an employers' organisation shall not be subject to the control of or be financially or materially aided by a political party.

2.10.5 Application for resignation

83. (1) A trade union or employers' organisation shall apply in writing to the Chief Labour Officer to be registered.

(2) An application for registration under subsection (1) shall be submitted with the constitution, rules, names of officers and office address of the trade union or employers' organisation.

(3) If after considering the application, the Chief Labour Officer is satisfied that.

(a) there has been compliance with subsection (2);

(b) the applicant is a trade union or employers' organisation duly established under any enactment for the time being in force as a body corporate.

(c) the internal organisation of the trade union or employers' organisation conforms to democratic principles;

(d) the name of the trade union or employers' organisation does not closely resemble that of another registered trade union or employers' organisation, so as to mislead or confuse the public;

(e) the rules of the trade union or employers' organisation are in conformity with section 85;

and

(f) the constitution or rules of the trade union or employers' organisation do not discriminate on the grounds stated in section 87 against any persons; the Chief Labour Officer shall register the trade union or employers' organisation.

2.10.6 Certificate of registration

84. A trade union or an employers' organisation registered under section 18 section 81 shall be issued with a certificate of registration by the Chief Labour Officer.

2.10.7 Rules of trade unions and employers' organisation

85. The rules of a trade union or an employers' organisation shall include provisions in respect of the following matters:

- (a) the name of the trade union organisation;
- (b) the registered office to which correspondence and notices may be addressed;
- (c) the principal objects of the trade union or employers' organisation
- (d) the qualifications for membership
- (e) the grounds on which an officer or a member may be suspended or dismissed from office or membership;
- (f) the procedure for suspension or dismissal of an officer or a member;
- (g) the membership fees and other subscriptions payable;
- (h) the manner of dissolution of the trade union or employers' organisation and disposal of its assets;
- (i) the manner of altering, amending or revoking its constitution or rules; and
- (j) the powers, functions and duties of officers of the trade union or employers' organisation.

2.10.8 Register of trade unions and employers' organisations

86. The Chief Labour Officer shall keep and maintain a register of trade unions and employers' organisations, in which shall be entered the prescribed particulars relating to them and any alteration or changes affecting them.

2.10.9 Protection against discrimination

87. (1) a trade union or employers' organisation shall not discriminate in its constitution or rules against any person on grounds of race, place of origin, political opinion, colour, religion, creed, gender or disability.

(2) The Chief Labour Officer shall not register a trade union or employers' organisation which contravenes subsection (1), unless the trade union or employers' organisation takes steps to ratify the defect in its constitution or rules when a period specified by the Chief Labour Officer.

2.10.10 Effect of registration

88. The rights and powers conferred on trade unions or employers' organisations under this act shall be exercised only if the trade unions or employers' organisations are registered in accordance with this Part.

2.10.11 Change of name

89. (1) a trade union or an employers' organisation may change its name in accordance with the requirements of its constitution or rules.

(2) A change of name shall not affect any rights or obligations of the trade union or employers' organisation or its member otherwise the change will not be valid.

2.10.12 Amalgamation

90. Any two or more trade unions or employers' organisations may in accordance with the requirements of their constitutions or rules, amalgamate to form one trade union or employers' organisation.

2.10.13 Registration of change or name and amalgamation

91. (1) A written notice concerning a change of name or amalgamation duly signed by officers of the trade union or employers' organisation or the amalgamated trade union or employers' organisation shall be registered with the Chief Labour Officer within fourteen days after the change of name or amalgamation.

(2) The Chief Labour Officer shall direct the officer of a trade union or employers' organisation which fails to comply with subsection (1) to do so within a period specified by the Chief Labour Officer, and the officer shall comply with the direction failing which the change shall not be valid.

2.10.14 Alteration of rules

92. (1) Any alteration of the rules of a trade union or an employers' organisation shall be registered with the Chief Labour Officer by the trade union or the employers' organisation

(2) The Chief Labour Officer shall direct the officer of the trade union or employers' organisation which fails to comply with subsection (1) to do so within a period specified by the Chief Labour Officer, and the officer shall comply with the direction.

2. 10.15 Federation

93. A federation of trade union or a federation of employers' organisation shall be subject to all the provisions of this Act applicable to trade unions or employers' organisations.

2.10.16 Accounts and audit

94. (1) A trade union or an employers' organisation registered under this Act shall

- (a) keep books of records of accounts of its income, expenditure, assets and liabilities ; and
 - (b) prepare annual financial statements consisting of all income and expenditure statements in respect of each financial year of the trade union or employers' organisation and a balance sheet showing its assets, liabilities, and financial position at the end of that financial year.
- (2) The books and records of accounts and financial statements shall be audited within six months after the end of its financial year by an auditor appointed by the trade union or employers' organisation.

2.10.17 Audited financial statements

95. A trade union or an employers' organisation shall, within seven months after the end of its financial year, submit to the Chief Labour Officer a copy of its audited financial statement.

PART XII – COLLECTIVE AGREEMENT

2.10.18 Collection agreement

96. Subject to the provisions of this Act, a collective agreement relating to the terms and conditions of employment of workers, may be concluded between one or more trade unions on one hand and representatives of one or more employers or employers' organisations on the other hand.

2.10.19 Duty to negotiate in good faith

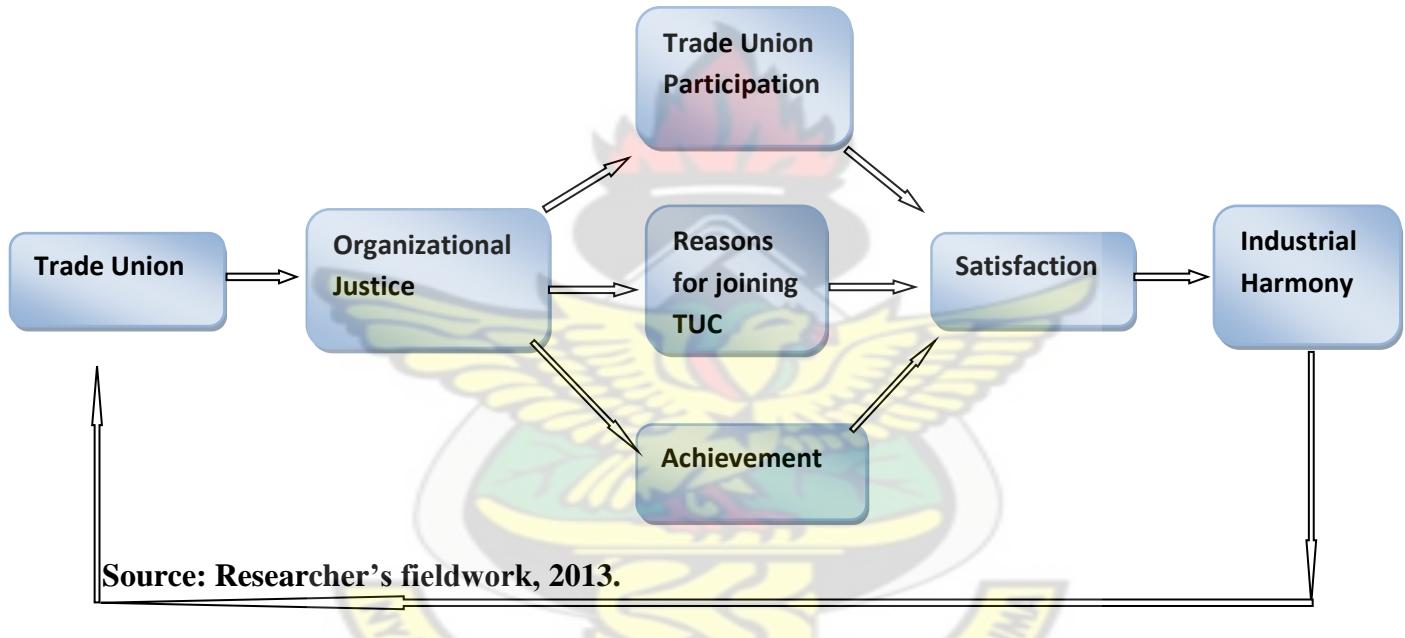
- 97.** (1) All parties to the negotiation of a collective agreement shall negotiate in good faith and make every reasonable effort to reach an agreement.
- (2) For the purpose of subsection (1), either party to the negotiation shall make available to the other party information relevant to the subject matter of the negotiation
- (3) When any information disclosed for the purpose of the negotiation of a collective agreement is not made public, the information shall be treated as confidential by the party receiving the information and shall not be disclosed to a third party without the prior written consent of the party providing the information.
- (4) The parties to the negotiation of a collective agreement shall not make false or fraudulent misrepresentations as regards matters relevant to the negotiations..

2.10.20 Contents of collective agreement

- 98.** Without prejudice to the other provisions of this Act and subject to any agreement between the parties, a collective agreement may include provisions on the following matters:
- (a) the class or category of workers to which it relates;
 - (b) conditions of work, including the hours of work, rest period, meal breaks, annual leave, occupational health and safety measures.
 - (c) the remuneration and the method of calculating the remuneration of the workers.
 - (d) the period of probation and conditions of probation;
 - (e) the period notice of termination of employment, transfer and discipline;

- (f) the procedures for the avoidance and settlement of disputes arising out of the interpretation, application and administration of the agreement;
- (e) the principles for matching remuneration with productivity; and
- (h) the essential services within the establishment.

2.11 Conceptual Framework



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on the methodology of the research. Methodology describes the procedure that has been adopted by the researcher for data collection. The steps that were followed are described in detail. The nature of the objectives of the study made the use of primary data most appropriate.



3.1 Research Design

The nature of the research questions and objectives required a mixed method approach of data and information gathering. According to Saunders et al. (2007) a mixed method approach is the use of qualitative and quantitative data collection techniques and analysis procedures either at the same time (parallel) or one after the other (sequential) but not in contribution.

Barnmen (2003) made a distinction between quantitative and qualitative approach. Quantitative approach involves some numerical data which could be useful in answering research question(s) and to meet research objectives. It comes out of the research strategy. Qualitative approach concerns itself with concepts and categories and not their incidence and frequency. This particular approach deals with people's perception and understanding the way people look at issues and address them. Qualitative data is non- numeric. It ranges from a short hot of response to open ended questions in an on line questionnaire to a more complex data such as transcript of in depth interview or entire policy document (Saunders et al., 2007).

The research is aimed at breaking new grounds and extending the body of knowledge into issues with employee satisfaction with respect to the roles unions play. Quantitative data

would be gathered through the administration of questionnaires while the qualitative data through interviews.

3.2 Population of the Study

Saunders et al. (2007) defined population as a full set of cases from which a sample is taken. For the purposes of this research, the targeted population will include directors, management team, Union leaders of GMWU at AngloGold Ashanti and Newmont. Since the research is an exploratory study, the researcher used the purposive and convenient strategy in sampling the population for the research.

Company	Population
AGA	4000
Newmont	1,700
Total	5700

Source: Researcher's fieldwork, 2013.

Table 4.1: Population distribution

3.3 Sample and Sampling Procedure

A sample is taken out of a population; it enables the researcher to reduce the amount of data he/she needs to collect by considering only data from a sub group rather than all possible cases or elements (Saunders et al., 2007). The sampling techniques used were stratified and convenience. Convenience sampling technique was used for the selection of the employees whilst the stratified sampling technique was used for the other respondents or stakeholders. For union leaders and other respondents, the researcher used stratified sampling in selecting them.

3.4 Sample size

Company	Population	Sample Size	%
AGA	4000	400	10%
Newmont	1700	200	11.76%
Total	5700	600	10.53%

Source: Researcher's fieldwork, 2013.

Table 4.2: Sample size distribution

3.5 Method of Data Collection and Source

The study used basically primary sources for data collection. Interviews and questionnaires were used as a primary source of data collection. Interviews were conducted at the company site for directors, management team and union leaders. However questionnaires were administered to the senior and junior staff of AGA and Newmont.

Respondents	Type of Instrument
Employees of AGA and Newmont	Questionnaire
Management of AGA and Newmont	Interview
Executives of PMSU	Interview
Executives of GMWU	Interview

Source: Researcher's fieldwork, 2013.

3.5.1 Questionnaires

Questionnaire is a series of questions set with alternative answers in which respondents can choose from (Punch, 2002). It is one of the instruments commonly used by the social science research due to its efficient means it statistically quantify information collected. This

technique was used because it is easier to administer and does not require face to face interaction with the respondents (Punch, 2000).

The researcher personally administered some questionnaires and the first step was to inform the respondents, that is employees. The services of field assistants were also utilised since there was no enough time for the research to move to and fro. Secondly, the objective of the study and how the questionnaires have to be completed was explained to the respondent. Lastly, the questionnaires were submitted and left with the respondents with an appointment for the collection of filled questionnaires.

3.5.2 Interview

Interview is the process of finding out what others feel and think about their worlds. The result is to understand the major points of their message and how it compares similar and different to your own situation (Bob, 2001). Interview seeks to describe and give the meanings of central themes in the life world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say. (Kvale, 1996).

In this study, a personal interview was used to collect data from the management of AGA, Newmont as well as PMSU and GMWU of both firms. This enabled the researcher to clarify a number of conflicting issues and further prevent misunderstanding and contradictions to help achieve a higher percentage of originality and reliability.

3.6 Method of Data Analysis

According to Saunders et al (2007), the validity and understanding that a researcher gains from data will have more to do with data collection and analysis than with the size of your sample. Based on the nature of data collected, the Statistical Package for Social Sciences (SPSS) was used in processing primary data from questionnaires from the case study. The

software has the advantage of allowing the researcher to do cross tabulation tables and also to make relevant comparisons. Descriptive statistics such as frequency tables were used to show some of the results from the fieldwork. The compilation, editing and computation of the responses from the questionnaire for staff enabled the researcher to comment objectively on the outcome. This proved crucial in making appropriate and objective recommendations by the researcher on the findings. The data from the interviews were also analyzed qualitatively. Quotes would be used verbatim to support the quantitative analysis.

3.6.1 Reliability of data analysis

Cronbach's alpha is the most common measure of internal consistency ("reliability"). The researcher used Cronbach's alpha to test for the reliability of multiple Likert questions. As part of the study, the researcher devised a set of questions to measure the level of participation in trade union activities in the mining industry. Also questions were asked about why workers join trade unions and lastly industrial harmony. For the participation in union activities each question was a 5-point Likert item from "Not at all" to "Very often". On reasons for joining trade unions the 5-point likert scale ranged from "No influence at all" to "Highly influenced". The Cronbach's Alpha for these set of questions were .914 (level of participation), .910 (reasons for joining trade unions) and .688 for industrial harmony respectively. The Cronbach's alpha figure for organizational justice was .970. This indicates that questions posed were very reliable.

3.7 Industry Profile

Ghana is Africa's second biggest producer of gold. Production rose 12 percent in 2009, with output at the country's two biggest mines increasing. Ghana's mines produced 2.9 million ounces in 2009, compared with 2.6 million in 2008.

Ghana's largest mine is Tarkwa, owned by Goldfields Ltd. The Tarkwa Gold Mine is located in south-western Ghana, about 300 kilometers west of Accra. The project consists of six open pits, two heap leach facilities, and a CIL plant. Tarkwa has a Mineral Resource of 15.3 million gold ounces and a Mineral Reserve of 9.9 million ounces. During financial 2010 Tarkwa produced 720,700 ounces of gold. For the 12 months to end-June 2011 the outlook for Tarkwa is to produce between 720,000 and 760,000 ounces of gold. Newmont Mining's Ahafo mine produced 531,470 ounces of gold in 2009, up from 524,000 a year earlier.

Gold Fields also owns the Damang mine, located in south-western Ghana, about 300 kilometers west of Accra. The Damang Gold Mine has a Mineral Resource of 4.7 million gold ounces and a Mineral Reserve of 2.1 million ounces.

AngloGold Ashanti's Obuasi operation produced 383,000 ounces a year. AngloGold Ashanti expects its Obuasi mine to produce around 400,000 ounces of gold per year by 2012.

AngloGold also owns the Iduapriem mine, which produces an average 190,000 ounces of gold per year.

Bibiani gold mine, owned by Noble Mineral Resources, is located in western Ghana, 250 kilometres north-west of Accra. The open-pit mine, which was commissioned in 1998, is in the Sefwi-Bibiani belt, and contains more than 17 million ounces of gold. The Sefwi-Bibiani belt is the second-most significant gold-bearing belt in Ghana after the Ashanti Belt to the east. Noble Resources plans a \$9m drilling programme over the next three years.

Golden Star Resources, who has two operating mines in Ghana, poured its two-millionth ounce of gold from its Bogoso/Pretea and Wassa mines in 2009.

The Bogoso/Pretea project, in which Golden Star has a 90% interest (Ghana government owns the remaining 10%), consists of approximately 85km mining and exploration

concessions along the Ashanti trend in south-west Ghana. Bogoso/Presteas's forecast for 2010 is production of 200,000 ounces.

The Wassa gold mine (also 90% owned by Golden Star), is located in the southwestern region of Ghana approximately 35 km east of Bogoso/Prestea. In 2009, mining operations at Hwini-Butre commenced and provide even higher grade ore to the Wassa mill.

Keegan Resources has two premier gold assets in Ghana. Keegan's flagship property is the Esaase gold deposit. Updated resource calculations indicate a 2.025 million ounce indicated and 1.451 million ounce inferred resource averaging 1.5 g/t and 1.6 g/t Au respectively. Development studies are currently underway that will enable the project to be brought quickly to production stage. Keegan is also exploring a second project, the Asumura gold property, is located along one of Ghana's largest and most productive gold structures.

Viking Ashanti holds over 440 sq km of ground in three project areas, Akoase, West Star/Blue River and Nchiadi/Nyame Dzikan. The Akoase project, located approximately 125km north-northwest of Accra, covers a 106km² area in the northern part of the Ashanti gold belt.

Midland Minerals top priority project is currently the fully permitted Sian/Praso gold project, located just 30 kilometres northeast of Newmont Mining's +8.7 million ounce Akyem gold deposit on the Ashanti Gold Belt. The company also owns the highly prospective Kaniago gold project, located on the Asankrangwa gold belt. The project is contiguous to two past open pit gold producers, Abore to the north and Obotan to the south.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, the researcher presents analyses of data from the field work to examine trade union as an avenue for promoting employee satisfaction in the mining industry. The focal point was Newmont Ghana and AngloGold Ashanti. In using SPSS statistical tool of presentation, the data is represented in tables. In all 800 questionnaires were administered to the respondents (mining workers) with some interviews involving key stakeholders. A total of 600 questionnaires were retrieved and used for the data analysis reflecting a recovery rate of 75 per cent. Notably, 20 interviews were conducted for selected personnel from the two mining companies. Items which were not answered on the questionnaires are treated as missing. Valid percentages were used that is percentages excluding missing values.

4.2 Background Information on respondents

This section provides background information on respondents. It includes demographic variables such as gender, age, type trade union etcetera.

Variable	Frequency	Percent	Valid Percent
Male	386	66.6	67.6
Female	185	31.9	32.4
Total	571	98.4	100.0
Missing System	9	1.6	
Total	580	100.0	

Table 4.1 Gender of respondents

Source: Field work, 2013.

The mining industry has often been perceived as a sector reserved for only men due to the high level of risk and workload. Depending on your level of skill, you may perform administrative functions or go underground. Table 4.1 however, revealed that out of the total number of respondents 32.4 per cent were females with the remaining 67.6 being males. Women have exceptional needs which call for some special policies to promote their welfare in the industry. Subsequent discussions would elucidate gender related issues in relation to trade union activities.

Additionally, the study revealed that majority of the respondents were workers of AngloGold Ashanti (65.5%) with the remaining 34.5 coming from Newmont Ghana (see table 4.2).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AngloGold	380	65.5	65.5	65.5
	Newmont	200	34.5	34.5	100.0
	Total	580	100.0	100.0	

Table 4.2: Type of organization

Source: Fieldwork, 2013.

The study further revealed that permanent staff constituted 67.2 per cent with contract staff representing 27.2 per cent (see table 4.3). Hitherto, mining workers were largely permanent employees. However, the drive to reduce operating costs has brought about the option of using contract workers or staff. The study therefore concentrated on the permanent workforce to ensure validity of information gathered.

		Frequency	Percent	Valid Percent
Valid	Permanent Staff	390	67.2	71.2
	Contract Staff	158	27.2	28.8
	Total	548	94.5	100.0
Missing	System	32	5.5	
	Total	580	100.0	

Table 4.3: Employment status

Source: Fieldwork, 2013.

It was further disclosed that 40.7 per cent of the respondents were within the age bracket of 31-40 years. Those between the ages 41-50 years constituted 32.6 percent whilst those within the ages of 20-30 years formed 22 per cent. This information is captured in table 4.4.

		Frequency	Percent	Valid Percent
	20-30 yrs	125	21.6	22.0
	31-40 yrs	231	39.8	40.7
	41-50 yrs	185	31.9	32.6
	51-60 yrs	26	4.5	4.6
	61 and above	1	.2	.2
	Total	568	97.9	100.0
Missing	System	12	2.1	
	Total	580	100.0	

Table 4.4: Age distribution of respondents

Source: Fieldwork, 2013.

Even though there is no research to support the correlation between education and trade union effectiveness, the researcher finds it necessary to reveal the educational background of respondents to help in the analysis. The study found that 39.8 per cent of workers who participated in the research were holders of first degrees, 27.4 per cent, holders of Higher

National Diplomas. 10.2 per cent were Master's Degree holders in various disciplines with 22.6 per cent holding SSSCE/WASCE/A level certifications. The researcher believes that developing the requisite skills in advocating for the right of other workers is very important.

Table 4.5 provides detail of respondents' educational background.

	Frequency	Percent	Valid Percent
HND	150	25.9	27.4
First Degree	218	37.7	39.8
Master's Degree	56	9.67	10.2
Others	124	21.4	22.6
Total	548	94.6	100.0
Missing System	31	5.4	
Total	579	100.0	

Table 4.5: Respondents' educational background

Source: Field work.

Next, the researcher investigated how long respondents have worked with their respective organizations. This is very important in ensuring sufficient information is derived for appropriate analysis. Table 4.6 shows that majority of the respondents have been with their respective organizations for more than 6years.

	Frequency	Percent	Valid Percent
Less than 1 year	6	1.0	1.1
1-5 yrs	83	14.3	15.0
6-10 yrs	202	34.8	36.4
11-15 yrs	75	12.9	13.5
16- 20 yrs	151	26.0	27.2
21 and above	37	6.4	6.7
12	1	.2	.2
Total	555	95.7	100.0
Missing System	25	4.3	
Total	580	100.0	

Table 4.6: Working period of respondents

Source: Fieldwork, 2013.

4.3 Employees' Participation in Trade Union Activities

This section looks at the level of participation of mining workers in trade union activities. The researcher began by investigating respondents' affiliation to trade union activities. The study found that respondents were members of PMSU and GMWU. The jurisdiction of the Ghana Mining Workers Union (GMWU) covers all work done directly or indirectly in connection with the mining industry of Ghana including the informal sector mining. Membership of the Union is opened to all employees who fall within the jurisdiction of the Union as well as staff of the Union at all levels. The Professional and Managerial Staff Union (PMSU) is an umbrella of the GMWU, which is made up of senior officials of the various mining companies. The formation of PMSU was to afford the senior officials who hitherto had no bargaining power to be able to negotiate for better working conditions of service and welfare.

		Frequency	Percent	Valid Percent
Valid	PMSU	277	47.8	50.0
	GMWU	277	47.8	50.0
	Total	554	95.5	100.0
Missing	System	26	4.5	
	Total	580	100.0	

Table 4.7: Affiliation to trade unions

Source: Fieldwork, 2013.

Table 4.8 provides information on the mean, mode and standard deviation in examining the level of mining workers' participation in trade union activities. The mean here indicates the total sum of values divided by the number of values, and the mode also being the most frequently occurring values in the set of scores. The standard deviation is a measure of dispersion of scores about the mean. In a normal distribution, 68.26 percent of all scores will lie within one standard deviation of the mean; 95.34 percent of all scores will lie within two standard deviations of the mean; and 99.74 percent of all scores will lie within three standard deviations of the mean.

For purposes of this research, any calculated standard deviation that is more than 2 standard deviations above or below the mean will be considered unreliable. They lie outside the 95% confidence limits for probability. When that happens, it means deviations within the data did not occur by chance alone but rather other factors may have affected the normal distribution of the data.

The higher the value of the mean, the higher the frequency of participation in trade union programs; responses were drawn from Newmont Ghana and AngloGold Ashanti. The key is as follows;

1 = Not at all ,2 = Not often, 3 = Neutral , 4 = Often, 5 = Very often

		Reading the union newsletter	Voting during union elections	Persuading other colleagues to join the union	Attending union meetings	Willingness to take up position in the union	Contributing my opinion during union meeting	Visiting the union's website to know current information
N	Valid	575	574	569	575	575	575	575
	Missing	5	6	11	5	5	5	5
Mean		3.9043	4.1010	3.9789	3.9843	4.0104	4.0330	4.0278
Mode		4.00	5.00	4.00	4.00	4.00	5.00	5.00
Std. Deviation		1.08982	1.97901	1.07937	1.10499	1.08356	1.08552	1.08647

Table 4.8: Participation in trade union activities

Source: Fieldwork, 2013

In assessing the level of participation in trade union activities, respondents were asked to give their opinion on 7 variables. This included: reading union newsletters, voting and encouraging others to join the union. The rest included attending union meetings, vying for positions, making contributions during meetings and getting information on union websites.

For the first variable which has to do with reading newsletters, the mean for this item is 3.9043 approximately 4 (often) which lies within the 95% confidence limit for probability. This is an indication that union members are interested in things concerning their welfare. The standard deviation for this variable is 1.08982.

With respect to voting in union elections, the mean was 4.10 approximately 4 (often). The standard deviation was 1.97901 which lies within the 95% confidence limit for probability. Other variables such as encouraging others to join the union, attending meetings, taking up positions, contributing during deliberations as well as getting information from union websites all scored a mean of approximately 4 (often) respectively. This revealed a high level of employee participation in trade union programs. The researcher attributes this finding to the pivotal role of trade unions in the mining industry.

4.4 Importance of Trade Union activities in enhancing employee satisfaction

Trade unions have become very powerful in the mining industry today. They represent workers for employee wage bargaining, dispute resolution, job security and even promotional packages. In the area of collective bargaining, unions have bargaining rights and also represent the voice of employees during negotiations. The detail is provided in table 4.9.

	My union better represent employees for wage bargaining	The union represent employees on disputes with management	Belonging to the union provides a sense of security for job	The union helps in securing the promotions of employees	The union protects workers against victimization from managers	The union exercises collective bargaining right	The union represents the voice of employees during negotiations
N	573	574	573	574	571	570	572
Valid Missing	7	6	7	6	9	10	8
Mean	4.4101	4.2056	4.1990	4.2805	4.1156	4.2456	4.2378
Mode	5.00	5.00	5.00	5.00	4.00	5.00	5.00
Std. Deviation	3.00949	.88791	.88432	2.30707	.88295	.82323	.85115

Table 4.9: Trade union activities and employee satisfaction

Source: Fieldwork, 2013

Table 4.9 provides some useful information on the importance of trade union activities in enhancing employee satisfaction. The study found that trade unions have played very significant roles in areas such as employees wage negotiations, dispute resolution, job security and promotions. Other areas include fighting against employee victimization and collective bargaining.

The mean here indicates the total sum of values divided by the number of values, and the mode also being the most frequently occurring values in the set of scores. The standard deviation is a measure of dispersion of scores about the mean. In a normal distribution, 68.26

percent of all scores will lie within one standard deviation of the mean; 95.34 percent of all scores will lie within two standard deviations of the mean; and 99.74 percent of all scores will lie within three standard deviations of the mean.

The higher the value of the mean, the higher union members' agreement with the importance of trade union in meeting objectives; again, responses were drawn from mining workers from Newmont Ghana and Anglogold Ashanti. The key is as follows;

1 = strongly disagree

2 = disagree

3 = neither agree nor disagree

4 = agree

5 = strongly agree

The mean values in the table 4.9 are indications of union members' agreement to the significant role played by trade unions in fighting for the interests of mining workers. All mean values were approximately (4) agree.

The standard deviations for wage bargaining and securing promotions for employees are 3.00949 and 2.30707 respectively. These deviations did not fall within the 95% confidence level and therefore were rejected.

Trade unions have become very powerful in employee wage negotiations. Employees and management cannot even institute disciplinary actions without consulting union executive. The study also found that dispute resolution has been high on the agenda explaining why there is little or no industrial unrest witnessed in the mining sector as far as working conditions are concerned.

4.5 Effects of trade union activities in promoting employees' satisfaction

As part of the study objectives, the researcher investigated how trade union activities have promoted employee satisfaction. In this regard, respondents were asked to give their opinion concerning their experience in the union. The mean values are approximately 6 (agree) with their standard deviations also falling within the 95% confidence limits.

This level of achievement the study attributes to procedural justice put in place by the unions. The procedure allows employees to disagree or appeal against decisions or verdicts arrived at by superiors. This development has forced mining firms to institute mechanisms to allow employees to appeal against decisions that affect them. The unions have also promoted employee satisfaction by showing genuine commitments and sincerity in leadership. This has prompted many supervisors within the mining industry to show respect and obey employees' rights at the workplace. Trade union activities have further forced supervisors to discuss objectives and plans concerning performance (see table 4.10).

	I feel that my salary is fair	I am fairly rewarded	Considering my effort I am fairly rewarded	My supervisor shows genuine concern to be fair with me	My supervisor is completely sincere and frank with me	My supervisor expresses concerns for my rights at work	My supervisor treats me with respect and consideration
N Valid	571	573	573	574	573	573	572
Missing	9	7	7	6	7	7	8
Mean	5.6778	5.6300	5.6824	5.6916	5.7225	5.7243	5.7115
Mode	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Std. Deviation	1.50829	1.51078	1.46414	1.55550	1.51385	1.51128	1.52814

Table 4.10: promoting employee satisfaction through trade union activities

Source: Fieldwork, 2013.

As highlighted in table 4.10, many workers felt that their salary was fair considering the work they did and that supervisors showed genuine concern through sincerity and mutual respect. The mean for these variables were approximately 6 (agree).

4.6 Significance of Trade Unions in building Industrial Harmony

The research further examined possible ways by which trade unions can augment employee satisfaction. Challenges in the mining industry are not static just as human needs are insatiable. In spite of the current achievements, the researcher explored possible ways of advancing employees' welfare. In addressing this objective, the researcher argues for the need for union executives to understand reasons why workers join trade unions. It is only by knowing these reasons that trade unions in the mining industry can augment employee satisfaction. These reasons are captured in table 4.11.

The key is as follows; 1 = No influence at all , 2 = slightly influenced , 3 = Neutral , 4 = Influenced, 5 = Highly influenced

	To gain working class strength and solidarity	To get higher wages, fringe benefits and bonus	To secure my job	To enjoy better working conditions	For fair promotions and advancement	It is compulsory to belong to the union
N Valid	571	569	567	572	572	568
Missing	9	11	13	8	8	12
Mean	4.1051	4.2882	4.1658	4.1906	4.1818	4.1937
Mode	5.00	5.00	5.00	5.00	5.00	5.00
Std. Deviation	.99622	2.56902	.97352	.97986	.98419	.98731

Table 4.11 Reasons for joining trade union

Source: Fieldwork, 2013

Amongst reasons enumerated for joining trade unions are:

- To gain working class strength
- To get higher wages, fringe benefits and bonuses
- To secure jobs
- For fair promotions and advancements

Some workers also thought it was compulsory to be part of the trade union once you are a mining worker. The mean value for the second item which is to get higher wages, fringe benefits and bonuses is 4.2882 approximately 4 (influenced). Unfortunately the standard deviation of 2.56902 did not fall within the 95 per cent confidence limits.

Having understood reasons why workers have aligned themselves to trade unions, it is incumbent on management and the leadership of PMSU and GMWU to show sincerity in addressing the needs of its membership. Trade unions should also make budgetary allocations for refresher courses on conflict resolution and settling industrial unrest. Union members with the right attitude and competence should also be willing to put themselves forward to take up the challenge of leadership. Promoting employee satisfaction also call for interpersonal and informational concerns. Trade unions must educate members on their rights and responsibilities as well as procedures in making complaints to enhance dispute settlement. Union executives must also ensure there is effective communication system to update members on events within the industry.

4.7 Motivating mining industry workers through trade union activities

Every organisation requires physical, financial and human resources to accomplish corporate goals. It is through motivation that the human resources can be utilized by making full use of

it. This, the researcher believes can be done by building willingness in employees to work. This will help mining firms in securing best possible utilization of resources. Knowing how and why to motivate employees is an important managerial skill. Motivation is the set of forces that cause people to choose certain behaviours from among the many substitutes open to them. An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed. Motivation is important because of its significance as a determinant of performance and its intangible nature.

The study found that the ability of trade unions to motivate employees in the mining industry could be tackled from five (5) perspectives:

4.7.1 Distributive justice:

This variable addresses questions on rewards: what is employees' perception about the union's effort in fighting for salary and other welfare packages. The ability of trade unions to strive for better working conditions would serve as bait to win and motivate others to be more active in the union activities. The mean recorded for this variable was approximately 6 (agree) indicating that the union has a fair mechanism for settling disputes.

4.7.2 Procedural justice

This item looks at how flexible and responsive laid down structures are in addressing employees complaints. Can employees appeal against decisions? Is management open to employee views and suggestions? The mean for this item was 5.7491 approximately 6 (agree) with a standard deviation of 1.48164.

4.7.3 Interpersonal relationship

Mining workers union must foster positive relationships with all stakeholders. This enables members to work in harmony with other players. The mean here was 5.7208 approximately 6 (agree) and standard deviation of 1.52510.

4.7.4 Information dissemination

Trade unions must develop more effective communication systems in reaching out to members. Workers should constantly be apprised of developments affecting their work. Supervisors should be encouraged to discuss work-plan and objectives with employees and to further give feedback about work done. In terms of the importance of information dissemination the mean 5.7735 with a standard deviation of 1.52034 falling within the 95% confidence limit.

4.7.5 Industrial harmony

Cordial industrial relations bring harmony and remove causes of disputes which lead to industrial peace which is necessary for productivity and growth. The mean for this variable was 5.6916 approximately 6 (agree) with a standard deviation of 1.55550. Due to cordial industrial relations, workers take interest in their jobs and work efficiently which leads to higher productivity and production and thus contribute to economic growth of the nation. The study also found that sound industrial relations are based on consultation between the workers and management which help in establishment of industrial democracy in the organisation. Good industrial relations are extremely helpful for entering into long-term agreements as regards various issues between Labour and Management.

4.8 Interview Report

As indicated in the methodology (chapter 3), interviews were conducted for executives of Trade Unions (PMSU & GMWU) of TUC, Management of Mining firms as well as some selected junior staff workers. The objective was to provide a platform for these groups to volunteer information in addressing the research questions posed.

In all 20 respondents were selected. 12 responses came from Anglogold Ashanti comprising 6 top management personnel and 6 union executives consisting of 2 PMSU and 4 GMWU. The remaining 8 was distributed among Newmont Kanyase mines. Out of this figure 3 responses were generated from top management with the remaining 5 distributed to PMSU (2) and GMWU (3).

Management of the mining firms were asked questions concerning the role of trade unions in the mining industry. The study found this role to basically include mediating, negotiation, ensuring fairness and equity between the management and employees.

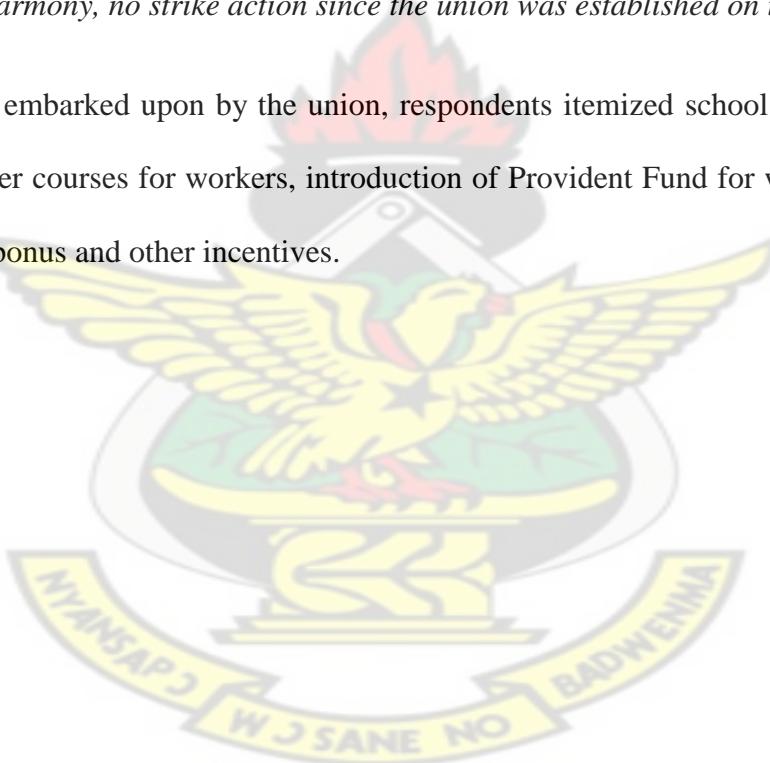
On the effectiveness of unions, management rated the permanence of the trade union as very effective in negotiating wages, instituting effective structures as well ensuring fairness and equity. The major achievement enumerated by management of the two mining firms was in the area of industrial harmony, wage / salaries increments annually, consistent CA review after every three years and support scheme for workers.

On the role played by trade unions in employee satisfaction, management applauded the trade union as a major player in the sense that they have been able to fight for the rights of their workforce without fear. An example was in 2009 when the AngloGold wanted to pay Ghanaian employees in cedis. The union fought it and declared solidarity strike for a day all over the Anglo mining sites in Ghana like Iduaprem until the decision was reversed.

Similarly, the GMWU and the PMSU were asked about how their activities enhanced employee satisfaction. Respondents were quick to mention good wages and salaries, better conditions of service and competitive rates in the industry as ways they have contributed to employee satisfaction. They also cited the union's effort of securing car loans for its membership.

On the issue of the trade unions role in achieving industrial harmony, both the GMWU and the PMSU hailed their effort in curbing industrial strike since 1993. According to Iddrisu Mohammed a Union Executive member at Anglogold Ashanti "*our major achievement has been industrial harmony, no strike action since the union was established on the in 1999*".

On the activities embarked upon by the union, respondents itemized school projects, banks, elections, refresher courses for workers, introduction of Provident Fund for workers, savings fund, Christmas bonus and other incentives.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the previous chapter and also focused on the findings, conclusion and recommendations. The chapter gives some recommendations for future research in the area of employee satisfaction in the mining industry using trade unions as an avenue.



5.2 Summary of findings

In this part, the researcher presents a summary of findings from the data analysis. This could be seen as a condensed and accurate account of the feedback gathered from the field work.

5.2.1 Employees' Participation in Trade Union Activities

The researcher began by investigating respondents' affiliation to trade union activities. The study found that respondents were members of PMSU and GMWU. The jurisdiction of the Ghana Mining Workers Union (GMWU) covered all works done directly or indirectly in connection with the mining industry of Ghana including the informal sector mining. In assessing the level of participation in trade union activities, respondents were asked to give their opinion on 7 variables. This included: reading union newsletters, voting and encouraging others to join the union. The rest included attending union meetings, vying for positions, making contributions during meetings and getting information on union websites.

For the first variable which is reading newsletters, the mean for this item is 3.9043 approximately 4 (often) which lies within the 95% confidence limit for probability. This was an indication that union members were interested in things concerning their welfare. The standard deviation for this variable is 1.08982.

With respect to voting in union elections, the mean was 4.10 approximately 4 (often). Other variables such as encouraging others to join the union, attending meetings, taking up positions, contributing during deliberations as well as getting information from union websites all scored a mean of approximately 4 (often) respectively. This revealed a high level of employee participation in trade union programs. The researcher attributes this finding to the crucial role of trade unions in the mining industry.

5.2.2 Importance of Trade Union activities in enhancing employee satisfaction

The study noted that trade unions have become very powerful in the mining industry at present. The study found that trade unions have played very significant roles in areas such as employees wage negotiations, dispute resolution, job security and promotions. Other areas included fighting against employee victimization and collective bargaining. All mean values were approximately (4) agree. The standard deviations for wage bargaining and securing promotions for employees were 3.00949 and 2.30707 respectively. These deviations did not fall within the 95% confidence level and therefore were rejected.

The study also found that dispute resolution was high on the agenda explaining why there has been little or no industrial unrest witnessed in the mining sector as far as working conditions are concerned.

5.2.3 Effects of trade union activities in promoting employees' satisfaction

As part of the study objectives, the researcher investigated how trade union activities have promoted employee satisfaction. In this regard, respondents were asked to give their opinion concerning their experience in the union. The mean values were approximately 6 (agree) with their standing deviations also falling within the 95% confidence limits.

This level of achievement the study attributed to procedural justice put in place by the unions. The procedure allows employees to disagree or appeal against decisions or verdicts arrived at by superiors. This development has forced mining firms to institute mechanisms to allow employees to appeal against decisions that affect them. The unions have also promoted employee satisfaction by showing genuine commitments and sincerity in leadership. This has prompted many supervisors within the mining industry to show respect and obey employees' rights at the workplace. Trade union activities have further forced supervisors to discuss objectives and plans concerning performance.

5.2.4 Significance of Trade Unions in building industrial harmony

The research further examined possible ways by which trade unions could augment employee satisfaction. In addressing this objective, respondents advised union executives to first understand reasons why workers join trade unions. It is only by knowing these reasons that trade unions in the mining industry can augment employee satisfaction.

Amongst reasons enumerated for joining trade unions were:

- To gain working class strength
- To get higher wages, fringe benefits and bonuses
- To secure jobs
- For fair promotions and advancements

Having understood reasons why workers have aligned themselves to trade unions, respondents argued that management and the leadership of PMSU and GMWU should show sincerity in addressing the needs of its membership. Trade unions should also make budgetary allocations for refresher courses on conflict resolution and modern ways of settling industrial unrest. Union members with the right attitude and competence should also be

willing to put themselves forward to take up the challenge of leadership. Promoting employee satisfaction also calls for interpersonal and informational concerns. Trade unions are further advised to educate members on their rights and responsibilities as well as procedures in making complaints to enhance dispute settlement. Union executives must also ensure there is effective communication system to update members on events within the industry.

5.2.5 Motivating mining industry workers through trade union activities

Every organisation requires physical, financial and human resources to accomplish corporate goals. It is through motivation that the human resources can be utilized by making full use of it. The study found that the ability of trade unions to motivate employees in the mining industry could be tackled from five (5) perspectives:

Distributive justice - This variable addresses questions on rewards: what is employees' perception about the union's effort in fighting for salary and other welfare packages. The ability of trade unions to strive for better working conditions would serve as bait to win and motivate others to be more active in the union activities. The mean recorded for this variable was approximately 6 (agree) indicating that the union has a fair mechanism for settling disputes.

Procedural justice - This item looks at how flexible and responsive laid down structures are in addressing employees complaints. Can employees appeal against decisions? Is management open to employee views and suggestions? The mean for this item was 5.7491 approximately 6 (agree) with a standard deviation of 1.48164

Interpersonal relationship

The mean here was 5.7208 approximately 6 (agree) and standard deviation of 1.52510. Mining workers union must therefore foster positive relationships with all stakeholders. This enables members to work in harmony with other players.

Information dissemination - Trade unions must develop more effective communication systems in reaching out to members. Workers should constantly be apprised of developments affecting their work. Supervisors should be encouraged to discuss work-plan and objectives with employees and to further give feedback about work done. In terms of the importance of information dissemination the mean 5.7735 with a standard deviation of 1.52034 falling within the 95% confidence limit.

Industrial harmony - Cordial industrial relations bring harmony and remove causes of disputes which lead to industrial peace and are necessary for productivity and growth. The mean for this variable was 5.6916 approximately 6 (agree) with a standard deviation of 1.5555. Where there is cordial industrial relations, workers take interest in their jobs and work efficiently which leads to higher productivity and production and thus contribute to economic growth of the nation. The study also found that sound industrial relations are based on consultation between the workers and management which help in establishment of industrial democracy in the organisation. Good industrial relations are extremely helpful for entering into long-term agreements as regards various issues between Labour and Management.

5.3 Conclusion

The object of this research was to investigate trade union as an avenue for promoting employee satisfaction in the mining industry. Trade unions have become very powerful in the mining industry today. This level of achievement the study attributes to procedural justice put

in place by the union. The procedure allows employees to disagree or appeal against decisions or verdicts arrived at by superiors. The study also concludes that trade unions can promote employee satisfaction by showing genuine commitments and sincerity in leadership; since this has tendency of prompting supervisors within the mining industry to show respect and obey employees' rights at the workplace.

5.4 Recommendations

The study provides some astute results and also an opportunity for future use in the mining industry. Having undertaken the research to investigate trade union as an avenue for promoting employee satisfaction in the mining industry, the researcher recommends the following;

First, Trade unions must develop more effective communication systems in reaching out to members. Workers should constantly be apprised of developments affecting their work.

In understanding reasons why workers have aligned themselves to trade unions, respondents argued that management and the leadership of PMSU and GMWU should continue to show sincerity in addressing the needs of its membership.

Trade unions are also encouraged to make budgetary allocations for refresher courses on conflict resolution and settling industrial unrest. Union members with the right attitude and competence should also be willing to put themselves forward to take up the challenge of leadership.

Promoting employee satisfaction also calls for interpersonal and informational concerns. Trade unions must educate members on their rights and responsibilities as well as procedures in making complaints to enhance dispute settlement.

5.5 Areas of further research

In arriving at a conclusion, the researcher recognizes that some further research needs to be done on some issues relevant to employee satisfaction in the mining industry. These include, but not limited to the following:

- The role of the trade union in promoting congenial work environments for Small Scale mining in Ghana
- The role of trade unions in ensuring that mining firms become socially responsible.



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APPENDIX I

Dear Sir/ Madam,

This research is being undertaken as part of the requirements for the award of MBA in Human Resource. The study seeks to examine the role of trade unions as an avenue for promoting employee satisfaction in the mining industry. The research is strictly for academic purposes; hence information volunteered would be held in high confidentiality. I shall be grateful if you could take a few minutes of your time to answer the following questions.

Instruction: Please select the appropriate answer by ticking where applicable. You may also be required to complete open ended questions in the spaces provided. Thank you.

PART A: Background Information

1. Gender [] Male [] Female
2. Which organisation do you belong to? a. AngloGold [] b. Newmont []
3. What is your employment status within the organisation?
a. Permanent Staff [] b. Contract staff []
4. Age (in years)
a. 20 - 30 [] b. 31 – 40 [] (c) 41 – 50 []
d. 51 – 60 [] e. 61 and above []
5. Marital status: a. Single [] b. Married [] c. Divorced []
6. Highest level of education
(a) HND [] (b) First Degree []
(c) Master's Degree [] (d) PhD []
(e) Others (specify)
7. How long have you been working in this organisation?
Less than 1 year [] 1-5 [] 6-10 [] 11-15 [] 16-20 [] 21 and above []
8. How many hours do you work in a day
9. Current position of respondent: Management [] Non-management []
10. Which Trade Union do you belong to? a. PMSU [] b. GMWU []

11. In what department/ unit do you work?

- a. HR [] b. Finance [] c. Processing [] d. Mining [] e. Engineering []
- d. Asset Control []

PART B: Participation in Union Activities

12. Please indicate how often you have participated in the following union activities. Tick
1=Not at all 2=Not often 3=Neutral, 4=Often, 5=Very often

I participates in union activities through:	1	2	3	4	5
a. Reading the union's newsletter					
b. Voting during union elections					
c. Persuading other colleagues to join the union					
d. Attending union meetings					
e. Willingness to take up position in the union					
f. Contributing my opinion during union meeting					
g. Visiting the union's website to know current information					

Using the scale below, please tick your level of agreement or disagreement with the following questions:

1 – Strongly Disagree 2- Disagree 3- Neither Agree nor Disagree
4 – Agree 5 – Strongly Agree.

<i>Recognition</i>					
My union is recognised for negotiation	1	2	3	4	5
Management include the Union in matters that concern the employees	1	2	3	4	5
Opinions of the Union are taken seriously by management	1	2	3	4	5
<i>Usefulness</i>					
My Union better represent employees for wage bargaining	1	2	3	4	5
The Union represents employees on disputes with management	1	2	3	4	5
Belonging to the union provides a sense of security for job	1	2	3	4	5

The union helps in securing the promotions of employees	1	2	3	4	5
The union protects workers against victimization from managers	1	2	3	4	5
The union is very influential in improving the pay and working conditions within the mining sector	1	2	3	4	5
<i>Membership Density</i>					
Membership with the union has increased over the years.	1	2	3	4	5
Some members of our union left to join a different union or form new ones	1	2	3	4	5
<i>Collective Bargaining</i>					
The union has a collective bargaining right	1	2	3	4	5
The union exercises collective bargaining right	1	2	3	4	5
The union represents the voice of employees during negotiations	1	2	3	4	5
<i>Collective Bargaining</i>					
The union has a collective bargaining right	1	2	3	4	5
The union exercises collective bargaining right	1	2	3	4	5
The union represents the voice of employees during negotiations	1	2	3	4	5
The union shows little concern for employees	1	2	3	4	5

PART C: Reasons for Joining the Union

14. Please indicate the extent to which the following influenced your decision in joining the union. 1=No influence at all 2=Slightly, influenced 3=Neutral, 4=Influenced 5=Highly influenced.

Reasons	1	2	3	4	5
a. To gain working class strength and solidarity					
b. To get higher wages, fringe benefits and bonus, etc.					
c. To secure my job					
d. To enjoy better working condition and welfare amenities					
e. For fair promotions and advancement					
f. Its compulsory to belong to the union					

15. Have these reasons been met?

a. Yes b. No

Instructions: Please respond to the following statements by putting an “X” in the block that most accurately represents your opinion concerning your experience at work in your current union using the following scale:

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree or Disagree	5 Slightly Agree	6 Agree	7 Strongly Agree
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	DISTRIBUTIVE JUSTICE	1	2	3	4	5	6	7
16.	In general, the rewards that I receive are fair.							
17.	Taking into account the other salaries paid in this organisation, I feel that my salary is fair.							
18.	Taking into account my work experience, I feel that I am fairly rewarded.							
19.	Taking into account my efforts that I put into this organisation, I feel that I am fairly rewarded.							
PROCEDURAL								
20.	Employees can disagree or appeal against the decisions made by their superiors.							
21.	My organisation has a mechanism allowing the employees to appeal against the decisions that affect them.							
22.	In several ways, my organisation attempts to understand the employees' opinions about the decisions and policies concerning rewards.							
INTERPERSONAL								
23.	My supervisor shows genuine concern to be fair with me.							
24.	My supervisor is completely sincere and frank with me.							
25.	My supervisor expresses concerns for my rights at work.							
26.	My supervisor treats me with respect and consideration.							
INFORMATIONAL								
27.	My supervisor gives me feedback about my work, allowing me to improve my job.							
28.	When my supervisor decides about my work, he/she gives explanations that make sense to me.							
29.	My supervisor discusses with me the objectives and plans concerning my performance.							
30.	My supervisor clearly explains all decisions concerning my work.							
Job Satisfaction					1	2	3	4
31.	My job provides a chance to do interesting work.							

32.	I am happy with the way my boss handles his/her subordinates						
33.	I have a good relationship with my co-workers						
34.	I am fairly treated relative to other colleagues						
35.	I am happy with the competence of my supervisor						

INDUSTRIAL HARMONY

	There is a good relationship between management and employee						
	I have good working-relations with other staff						
	My organisation has an effective way of solving conflict at work						



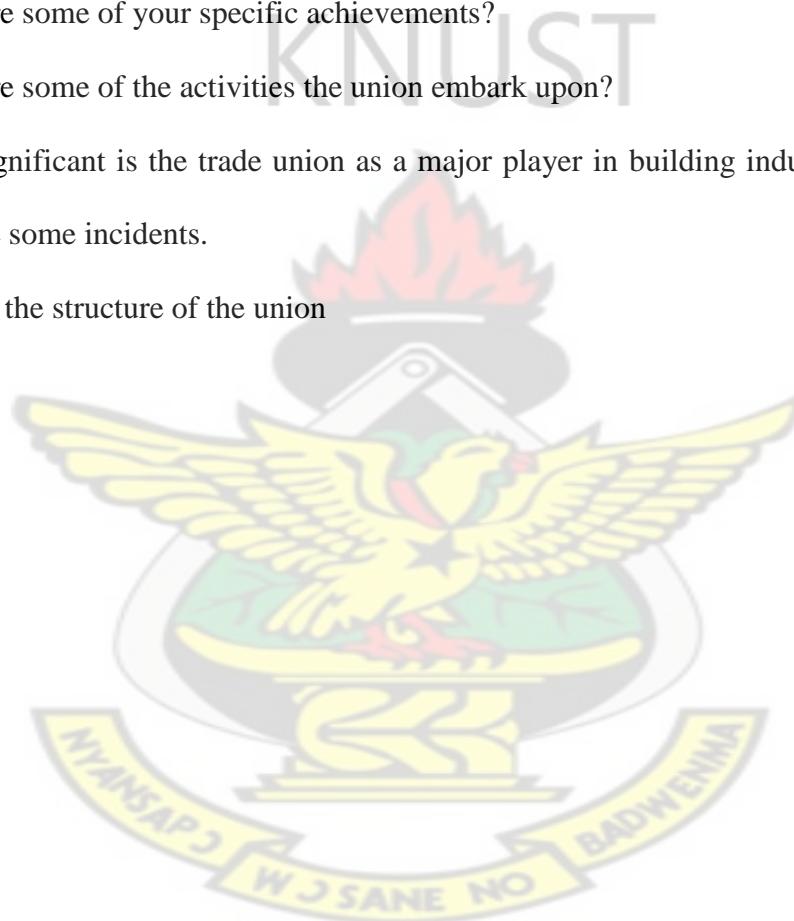
APPENDIX II
INTERVIEW GUIDE FOR UNION LEADERS

Name:

1. What is your rank in the union?
2. What are the roles played by the union in the industry?
3. How do these roles and activities you perform enhance employee satisfaction?
4. What are some of your specific achievements?
5. What are some of the activities the union embark upon?
6. How significant is the trade union as a major player in building industrial harmony?

Indicate some incidents.

7. What is the structure of the union



APPENDIX III

INTERVIEW GUIDE FOR DIRECTORS AND MANAGEMENT

1. What is your position in the organization?
2. What are the roles played by the union in your company?
3. How do these roles and activities they perform enhance employee satisfaction?
4. How effective is the performance of the union in your organization? Illustrate with example.
5. What are some of the specific achievements of the union you know of?
6. What are some of the activities embarked upon by the union?
7. How significant is the trade union in building industrial harmony? Illustrate with examples.

