The Influence of Industry Type on Social Dialogue in an enterprise: the case of the Employers Consultative Association of Malawi (ECAM)

Masters in Business Administration

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November 2010

TITLE OF THESIS: The Influence of Industry Type on Social Dialogue in an enterprise: the case of the Employers Consultative Association of Malawi (ECAM)

Thesis submitted to the Faculty of Commerce, The Polytechnic, University of Malawi, in partial fulfillment of the requirements for the award of the degree of Masters in Business Administration (MBA).

November 2010

DECLARATION

I declare that this thesis is my own unaided work. It is being submitted to the University of Malawi in partial fulfilment of the requirements for the award of degree of Masters in Business Administration (MBA).

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Date

CERTIFICATE OF APPROVAL

We declare that this thesis is from the candidate's own work and effort. Where he has used other sources of information, it has been acknowledged. This thesis is submitted with our approval.

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DEDICATION

This study is dedicated to Ms Alice Siame of LO-Norway. Alice largely financed this research.

ACKNOWLEDGEMENTS

I would like to express my thanks to my supervisors Messrs Kelvin Nyirenda and Wilfred Dambuleni for their support, guidance, encouragement, and advice during the period of working on this research paper.

My sincere thanks also go to Brian Kireta, my Data Entry Assistant for helping me with data entry and analysis using the SPSS. It was not easy sleeping late for almost a week!

Special thanks should go to Ms Alice Siame of LO-Norway for sponsoring part of my research expenses. I dedicate this research to you.

Last but not least, I thank my family for their moral support during the whole period of my study. My wife Rennie, children, Yamikani, Chisomo and Tisungane deserve special thanks.

Finally, I thank all my colleagues in the MBA 10 program for creating such a wonderful learning environment. The sharing of ideas and team spirit has made this research report possible. Thank you very much to you all!

ABSTRACT

Based on the newly agreed indicators of social dialogue, this study engages in both a descriptive and statistical analysis of the relationship between industry type and social dialogue. The study replicates the ILO definition of social dialogue to determine the dependant variables as follows: union density, collective bargaining coverage rate, strikes rate and lockout rate.

The purpose of the study is to ascertain whether industry type (service or goods producing) influences the level of social dialogue in the workplace through the following social dialogue variables: union density, collective bargaining coverage rate, and strikes rate and lockout rate.

The unit of focus of the study is the corporate members of the Employers Consultative Association of Malawi (ECAM) which is the only recognized employers' body in Malawi under the Labour Relations Act.

Most of the international and domestic literature points to the fact that there is some relationship between the type of industry and the level of social dialogue at enterprise level. However, most of the literature has not looked at a holistic picture of social dialogue. Most writers have only isolated, individually, union density, collective bargaining or strikes rate. Very few authors have researched on lockouts rates. In general, there is lack of labour market data in Malawi. As such many institutions, especially labour social partners such as the Ministry of Labour, employers' organisations and trade unions are taking policy decisions based on insufficient statistical information. One such area is the level of social dialogue per industry and the causal factors thereof. None of such information exists for members of ECAM to enable the body effectively contribute towards improving work conditions within its membership. This report helps to fill such a gap.

From the analysis of the findings of this study, both the descriptive and inferential statistics seem to agree with literature that there is a statistical relationship between industry type and union density as well as collective bargaining coverage rate. The study has however concluded that there is no statistical relationship between Industry Type and the strikes and lockout rates.

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List of abbreviations

BCCEAWU	Building Construction Civil Engineering Allied Workers Union
CIAWU	Commercial Industrial Allied Workers Union
COWUMA	Communication Workers Union of Malawi
CSTU	Civil Servants Trade Union
ECAM	Employers Consultative Association of Malawi.
EMWUM	Electronic Media Workers Union of Malawi
ESU	Escom Staff Union
HFCSU	Hotels Food Catering Services Union
ILO	International Labour Organisation
ICLS	International Conference on Labour Statistics
MAMWU	Malawi Municipal Workers Union
MCTU	Malawi Congress of Trade Unions.
MHCWU	Malawi Housing Corporation Workers Union
MUFIS	Malawi Union for Informal Sector
NONM	National Organisation of Nurses and Midwives
PAWUM	Plantation Agriculture Workers Union
PSEUM	Private Schools Employees Union Malawi
RWUM	Railway Workers Union of Malawi
SCCTU	Shipping Clearing and Customs Allied Trade Union
SPAWUM	Sugar Plantation Allied Workers Union of Malawi
TGLSSWU	Textiles Garments Leather Security Service Workers Union.

TGWU	Transport General Workers Union
TOTAWUM	Tobacco Tenants Allied Workers Union of Malawi
TUM	Teachers Union of Malawi
UWTU	University Workers Union
WETUM	Water Employees Trade Union of Malawi

Chapter 1

1.0 Background

1.1 Introduction

"Freedom of association and the effective recognition of the right to collective bargaining are fundamental principles and rights at work. They are the bedrock of sound industrial relations, decent work and effective social dialogue" (Hayter and Stoevska, 2009)

This statement reinforces one of the fundamental pillars of the International Labour Organization (ILO): the concept of Decent Work. This is an all embracing concept that calls for the improvement of the conditions of labour, whether organized or not in all workplaces. The Institute of Labour Studies (ILS) and the ILO have embraced this concept as a measure to determine the level of work conditions either at national level or indeed at enterprise level (ILO, 1999).

The ILO Decent Work Agenda comprises four dimensions as follows:

1. Fundamental principles and rights at work,
2. Employment promotion,
3. Social protection and
4. Social Dialogue.

It is generally agreed that an enterprise that strives to fully implement the Decent Work Agenda goes a long way in implementing favourable work conditions in its workplace and enhancing workers' rights. Social dialogue, which is one of the pillars of the Decent Work Agenda, plays a very important role in this respect.

This thesis explores, in depth, social dialogue dimensions in selected enterprises from two types of industries: service and goods-producing.

The main objectives of the study are:

1. To explore the characteristics of the two types of industries, service and goods-producing.
2. To examine various indicators of social dialogue within the context of the selected industries.
3. To establish the relationship between the type of industry and the level of social dialogue in an enterprise with special reference to the members of the Employers Consultative Association of Malawi (ECAM).

The research answers the question: **"Does a relationship exist between the type of industry and the level of social dialogue at enterprise level?"**

The study provides an in-depth understanding of the characteristics of the selected industries and hence provide an appropriate guide to policy makers on sectoral policy interventions on work conditions under the concept of Decent Work.

1.2 Justification

It must be recognized that not all enterprises fully implement the Decent Work Agenda. In the first place, full implementation of the Decent Work Agenda may not be cheap as it attracts substantial additional staff costs for businesses. According to the KPMG Remuneration and Benefits Survey Report (2010) the staff costs/ turnover range from 20% to 40%. This implies that employers already look at staff overheads as an area that need to be watched and effectively controlled. Further, businesses are always skeptical as to what extent they can allow their workers to exercise their independence in the workplace under the concept of workers' rights. In Malawi, organizations are coming from operating in an era of one party system of government where industrial democracy was nonexistent. In the new dispensation i.e. from 1994, employers are still coming to grips with the fact that organisations need to protect

workers' rights as enshrined in the Constitution of Malawi as well as various pieces of labour legislation in existence such as the Employment Act, 2000 and the Labour Relations Act, 1996.

This research examines the level of social dialogue as one of the major pillars of decent work, within the service and goods-producing sectors amongst members of the Employers Consultative Association of Malawi (ECAM). ECAM is the only government recognized employers' body in Malawi under the labour tripartite structure. The body, with around 191 corporate members in all economic sectors and geographical regions of Malawi, represents the interests of employers on all labour policy matters in the country. This makes ECAM an appropriate population from which to conduct this study.

The characteristics of these industries have been examined to assess the relationship with the level of work conditions in enterprises as manifested through the level of social dialogue.

Most pieces of literature, as expounded below, seem to suggest a relationship between work conditions and industry type. Social dialogue indicators such as union density, collective bargaining rates, strikes and lockout rates have a bearing on the level of work conditions in the workplace. There seems, therefore, to be an association between industry type and social dialogue. However, most of the literature on social dialogue reviewed has looked at the descriptive perceptive of the concept within various economic sectors rather than the statistical relationships. To date, no study to explore this relationship has been conducted on (ECAM).

This seems to agree with Alby and Rospase (2005) who conclude that African labour market institutions, including those that ensure labour management relationships and support social dialogue, are generally weak. This, they argue, is due to lack of sufficient data on sectoral dynamics of social dialogue that these institutions could use for enhanced labour policy advocacy.

In Malawi, there is lack of comprehensive labour data on labour market indicators. One of them is lack of comprehensive statistics on social dialogue and decent work indicators in the workplace.

Mwasikakata (2007), as cited in MCTU/LO-Norway (2009), confirms that Malawi has not conducted a comprehensive labour market survey for years. In fact, he argues in his report that there has never been one since Malawi attained independence in 1964. Hence, the data on labour that are used as official cannot be perfect as they do not give an accurate picture of decent work, or more specifically, social dialogue in the labor market.

Hence, it is expected that the findings of this research will help the ILO tripartite social partners (employers' organizations, workers' organizations and the government) to identify industry specific characteristics that have an impact on social dialogue and help policy makers to prioritize on specific labour market interventions.

1.3 Research Problem/ Problem Statement

Johnson (2004) suggests that working in industries such as transport, or manufacturing sectors is a factor in making a worker more unionized in the following six countries sampled: Canada, Ecuador, Mexico, Nicaragua, Venezuela and USA. The author argues that characteristics such as poor work conditions and dangerous work conditions associated with these industries make unionism attractive to workers.

This seems to agree with findings by Chirwa (1993) in Dzimbiri (2008) who suggests that in Malawi, there are some industries or economic sectors that are historically associated with poor work conditions, poor labour relations and poor social dialogue. He points out the tea industry (Agriculture) as a typical example. This is also due to the nature of the work conditions in such sectors where there is a lot of exposure to chemicals, heavy loads, high noise levels, bad weather, insufficient personal protective clothing amongst others.

Poor work conditions which, in most cases, is manifested through poor social dialogue in enterprises may most likely be due to the characteristics of the type of industries. But this relationship has not been proved statistically amongst members of ECAM in Malawi. This research examines this relationship.

Further, the current lack of comprehensive labour market information in Malawi, makes this report significant in filling the critical information gap on social dialogue indicators amongst the members of the ECAM, other social partners and employers in general.

1.4 Research Question

The fundamental question being examined in this research is:

Does Industry type determine the level of social dialogue in an enterprise?

Symbolically, what is being explored in this research is whether the following relationship exists: $\boldsymbol{SDe = f\ (I_t)?}$

where $\boldsymbol{SDe = f\ (ud, cbc, sr, lr)}$ and $\mathbf{It} = \boldsymbol{f\ (I_s \text{ and } I_g)}$

SDe represents the level of social dialogue at enterprise level with its associated dimensions union density (ud), collective bargaining coverage rate (cbc), strikes rates (sr) and lockouts rates (lr).

$\boldsymbol{I_t}$ represents the Industry type with its associated classifications: service ($I_{s)}$ and goods-producing ($I_{g).}$

The dimensions for both concepts are defined in depth below.

1.5 Research Aim

This study aims at exploring the relationship between social dialogue indicators in form of union density, collective bargaining rates, strikes and lockouts rates amongst members of the Employers Consultative Association of Malawi (ECAM) so as to guide employers and their social partners on priority areas for labour policy interventions.

1.6 Research Objectives

1 To explore the characteristics of the types of industries in relation to working conditions in the enterprise.

2 To examine the various indicators of social dialogue within the context of the selected industries.

3 To establish the relationship between the type of the industry and the level of social dialogue in an enterprise with special reference to the members of the Employers Consultative Association of Malawi (ECAM) along the following attributes: size of the enterprise.

1.7 Research Hypothesis

The following hypotheses have been put to test:

Null Hypothesis (H_0): *There is no correlation between the industry type and the level of social dialogue in an enterprise*

Alternative Hypothesis (H_1): *There is correlation between the industry type and the level of social dialogue in an enterprise*

1.8 Conceptual Framework

This research explores the characteristics and the relationship between two labour market concepts: *Social dialogue and industry type.* The two concepts are defined below.

1.8.1 Dependant variables

The relationship being studied in this research is whether social dialogue is a function of the industry type. The dependant variables have been generated from the concept of social dialogue.

According to the ILO Committee of Experts on Labour Statistics as reported in the conference report of the 18th International Conference of Labor Statisticians(2008), social dialogue can be assessed using the following measurable indicators:

Union density, defined as the measure of the level of unionism, calculated as follows: the number of workers currently enrolled as members as a proportion of all those workers potentially eligible to be members.

Collective bargaining coverage rate : defined as a measure of the number of workers in employment whose pay and/or conditions of employment, is directly or indirectly (e.g. through extension clause) determined by one or more agreements.

Strikes rate: This rate measures the number of productive days lost due to a strike. A strike is defined as "a temporary work stoppage effected by one or more groups of workers with a view to enforcing or resisting demands or expressing grievances or supporting other workers in their demands or grievances".

Lockouts rate: This rate measures the number of productive days lost due to a lockout. A lockout is defined as "a temporary or partial closure of one or more places of employment or the hindering of the normal work activities of employees, by one or more employers with a view to enforcing or resisting demands or expressing grievances or supporting other employers in their demands or grievances".

1.8.2 **Independent Variables**

The main independent variable being examined in this research is the industry type.

The research explores the classification of the industries by type of product i.e. Service Sector and Goods-producing sector (or interchangeably referred to in other literature as the manufacturing sector).

Exploring the dynamics of economic sectors is important since each industry has a unique combination of occupations, production techniques, inputs and outputs, and business characteristics. Understanding the nature of the industry is important, because the characteristics of each industry determine working conditions, educational requirements, and the job outlook for each of the industries (ILO, 1926).

According to the US Standard Industry Classification industries can be classified into service and goods-producing industries as defined below:

Service industry*: describes service-providing industries such as trade, transportation, and utilities, information, financial activities, professional and business services, education and health services, leisure and hospitality and public administration.*

Goods producing industry *: Natural resources and mining, construction and manufacturing sector.*

This study examines the nature of industries along this classification since members of ECAM, from which the sample is drawn, are conveniently categorized as such.

1.8.3. Attribute(s)

In addition to the independent and dependent variables, this study examines the possible impact and relationship between social dialogue indicators and size of the organization as an attribute. The purpose of examining such an attribute is to isolate the possible impact of organizational size on social dialogue in relation to the industry type.

The enterprise size can be classified by either volume of turnover or number of employees. This research explores labour and management concepts of industry type and social dialogue. As such the latter classification of enterprise size based on number of employees is the one that is relevant and has been used in this study.

Size of the enterprise: according to the Ministry of Industry and Trade in Malawi, the size of enterprises may be defined according to the number of employees as follows (ECAM, 2007):

- **Micro** : Less than 5 employees
- **Small** : More than 5 employees but less than 30 employees.
- **Medium** : More than 30 employees but less than 100 employees.
- **Large :** more than 100 employees.

Table 1.1 Summary of independent and dependent variables and attributes to be examined in the research

Independent Variable	**Dependent variable**	**Attribute(s)**
1 Service Industry ($_{Is}$) 2 Goods-producing industry($_{Ig}$)	1 Union density (ud) 2 Collective bargaining coverage rate (cbc rate) 3 Strikes rate (sr) 4 Lockouts rate (lr)	Size

From the dependent and independent variables tabulated above, the following relationships have been examined in this research:

Table 1.2 : Relationships examined in the research

	Service Industry	**Goods-producing Industry.**	**Size**
Union density	ud = $f(I_s)$	ud = $f(I_g)$	ud = $f(sz)$
Collective Bargaining Rate	cbc rate = f(Is)	cbc rate = $f(I_g)$	cbc rate = $f(sz)$
Strikes rate	sr = $f(I_s)$	sr = $f(I_g)$	sr = $f(sz)$
Lockouts rate	lr = $f(I_s)$	lr = $f(I_g)$	lr = $f(sz)$

Where ud = union density, I_s = service industry, I_g = goods producing industry, cbc= collective bargaining coverage rate , sr = strikes rate ;lr = lockouts rates , sz =industry size.

1.9 Limitations of the Study

The researcher did not face significant limitations in carrying out this study. However, it must be put on record that there are few scholars who have studied or written on Social Dialogue in Malawi. Consequently, most of the literature review in this thesis has been based on international literature. Though the labour markets being examined may slightly be dissimilar, the underlying principles being examined are largely the same.

Again, the initial response rate of questionnaires sent to the sampled companies was too low (only 12 out of a total of 60). As such, the researcher had to supplement this with comprehensive face to face interviews using the same questionnaire as the interview protocol instrument. This significantly increased the sample size actually analyzed to 48. This in essence confirms various reports such as Leversey,(n.d) that triangulation is very critical in such circumstances.

1.10 Organization of the Thesis

The thesis has got five more chapters which are organized in the following manner:

The first chapter introduces and defines the constructs under study, defines the research questions and objectives. The second chapter presents relevant literature on the concepts of social dialogue and industry type. The third chapter discusses the methodologies that were used to collect data in the study. The fourth and fifth chapters present and analyze the findings of the research. The sixth chapter summarizes the findings, conclusions, recommendations as well as contributions of the findings to the general body of knowledge on social dialogue and provides future direction of the research.

1.11 Summary to Chapter

This chapter has set a preamble to the thesis and provides an insight into the research justification, problem statement, research question, objectives, hypothesis and the conceptual framework.

C**hapter 2**

2.0 Literature Review

The ILO suggests that Decent Work, with its dimensions such as social dialogue, is relatively a new concept in labour management and that universal statistical indicators on the subject are merely being developed now (ILO, 2009). With the International Labour Organization driving the concept, most of the existing research literature on the concept comes from the International Labour Office and its related partners, the Institute of Labour Studies, the ILO International Training Centre and most of the national ILO social partners.

Hence, the main source of literature review on this concept has been derived from labour reports, publications as well as a number of national published surveys commissioned by various ILO constituents such as employers' organisations, workers organisations as well as national labour ministries.

Information from Malawi has mainly been gathered from ECAM, Malawi Congress of Trade Unions (MCTU), the Ministry of Labour reports and some academic reports from the University of Malawi.

2.1 Social dialogue

Social dialogue is defined by the ILO as:

> *……. all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interests relating to economic and social policy.…it can take place at national, regional or at enterprise level (ILO, 1999).*

Social dialogue can be any communication activity involving social partners intended to influence the arrangement and development of work related issues. That is the more reason why, how good or bad work conditions in an enterprise, is largely determined by the level of

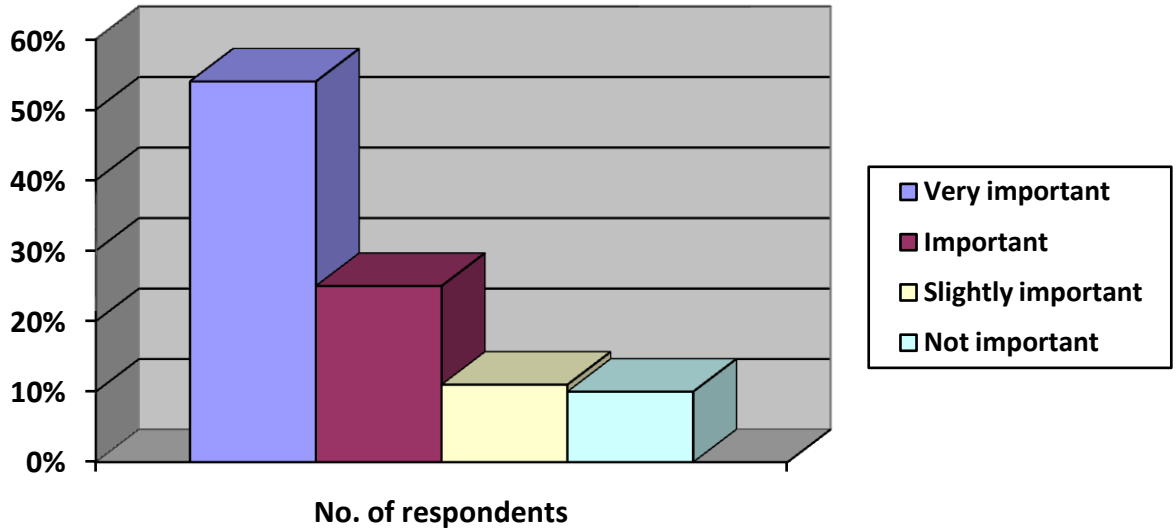
social dialogue in that workplace. Work conditions are negotiated between the employer and workers through social dialogue structures such as workers' committee, trade union, or Joint Consultative Committees (JCC's). Traditionally, the concept of social dialogue has leftist background where it was believed that workers, being the masses (the majority) in the workplace, must have their collective voices heard as far as determination of work conditions. In the Marxist and in the radical leftist discourse in general, social dialogue is called "class cooperation" or "class collaboration".

In workplace social dialogue, employers as well as workers and government authorities form the tripartite labour structure. This, however, can take the form of direct relations between the social partners themselves ("bipartite") or relations between governmental authorities and the social partners ("tripartite"). The social dialogue relationship between any two is bipartite relationship.

At all levels - national, sectoral, regional and enterprise – social dialogue and tripartism are seen as important tools by both employers and workers to measure the level of work conditions in the workplace.

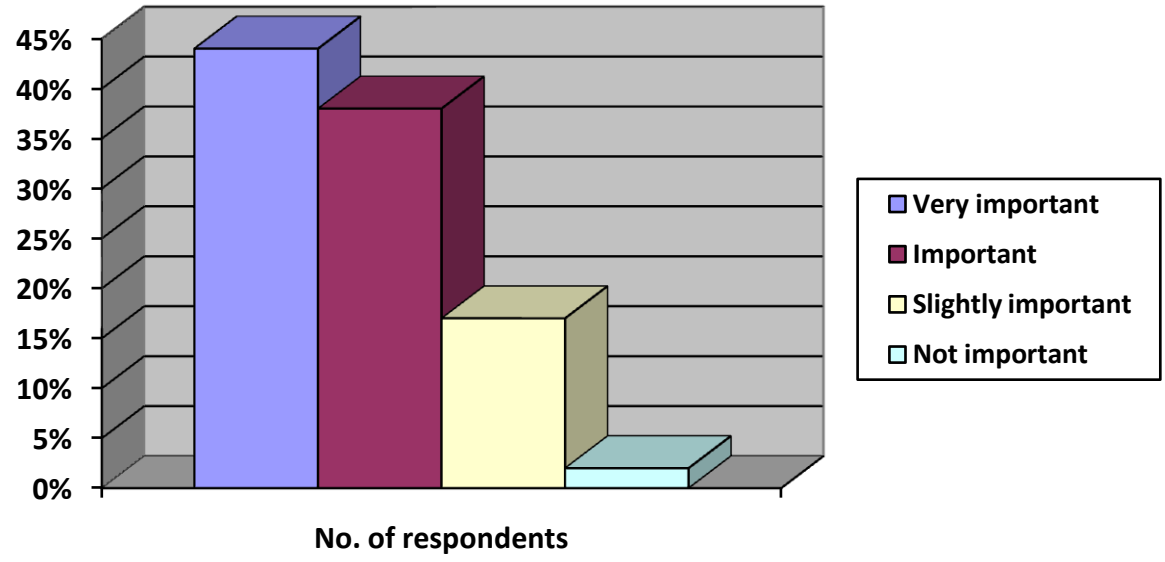
This was confirmed in survey conducted by the IOE in 2008 respondents drawn from social partners as outlined below:

Fig. 2.1 Importance of Social Dialogue at national level



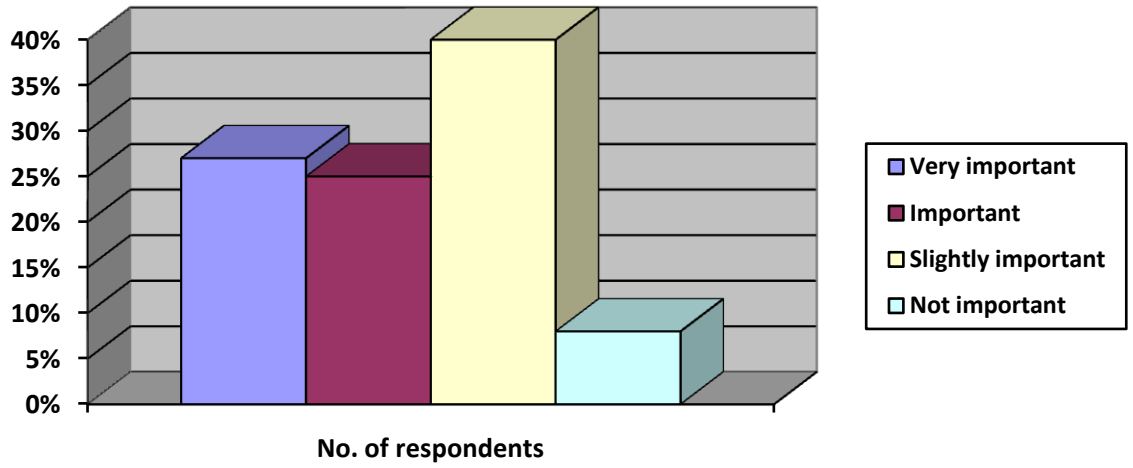
Source : Adapted from 1OE (2008) pg. 27

Fig. 2.2 Importance of Social Dialogue at sectoral level



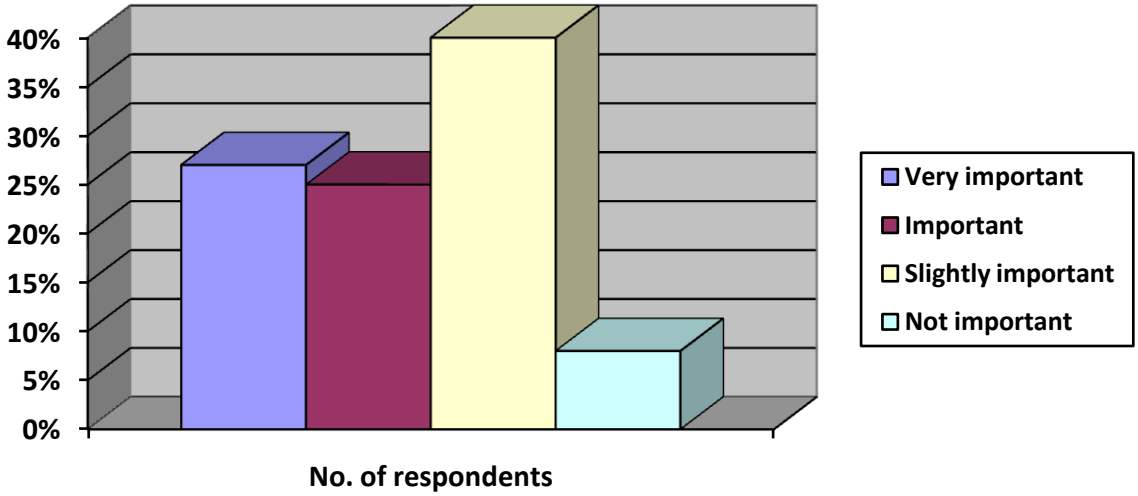
Source: Adapted from IOE (2008) pg 27

Fig. 2.3 Importance of Social Dialogue at regional level



Source: Adapted from IOE (2008) pg. 28

Fig. 2.4 Importance of Social Dialogue at enterprise level



Source : Adapted from IOE (2008) pg 28

Further, findings from the report under reference, point out that, from employers' perceptive, tripartism and social dialogue are more important at the national level than at the sectoral, regional or enterprise level. On the other hand, employees view tripartism and social dialogue as being more important at enterprise level only. Though reasons have not been given in the report, this could be because workers traditionally fight for issues that immediately affect them

e.g. those affecting their organisation unlike employers who normally would tend to look at the bigger picture such as national or sectoral policies.

2.2 Social dialogue indicators

Appendix 1 of the Chairman's report at the 18th International Conference on Labour Statistics (ICLS) presents the following universal measurable indicators for social dialogue: (ILO, 2008)

1 Union density ,

2 Collective bargaining coverage rate,

3 Strikes rate,

4 Lockouts rate,

5 Enterprises- belonging- to- employer- organisations rate(membership rate)

6 Fundamental principles/ rights at work.

In this research, the last two indicators have not been used in this study for the following reasons:

1 Enterprises- belonging –to- employer organizations rate/membership rate : The unit of analysis for this research focuses on members of the employer organisation in Malawi, ECAM. An analysis of this variable will not add value to the research findings as the sample population is drawn from members that are already organized by the said employer organization.

2 An indicator on the fundamental principles and rights at work: This indicator, at the date of this report, was still being reviewed by the ILO hence could not be used in this research due to lack of sufficient data on the variable.

Researchers such as Ishikawa and Laurence (2005) have also modeled some various indicators of social dialogue. However, the most recent indicators are the ones developed by the 18th ICLS as discussed above. These are the ones that have been used in this study.

2.3 Industry type

In modern literature, the term industry is used interchangeably with that of economic sector.

It is of paramount importance to take into consideration the special characteristics of economic sectors when analyzing conditions of service.

For example, there is need to understand the characteristic of specific sectors such as agriculture, fishing and hospitality or indeed specific branch of the sectoral activity (e.g., steel industry, chemical industries, stock exchange, etc). This helps one to understand in depth the labour dynamics within those sectors.

According to various pieces of economic literature, industries or economic sectors can be grouped or classified according to three broad bases as follows:

(1) Production chain

The Three-Sector Hypothesis developed by Clarke and Fourastié (1954) classify industries according to the stage of production chain as follows:

Primary sector: Involves the extraction and production of raw materials, such as corn, coal, wood and iron. A coal miner and a fisherman would be workers in the primary sector.

Secondary sector: Involves the transformation of raw or intermediate materials into goods e.g. manufacturing steel into cars, or textiles into clothing. A builder and a dressmaker would be workers in the secondary sector.

Tertiary sector: Involves the provision of services to consumers and businesses, such as baby-sitting, cinema and banking. A shopkeeper and an accountant would be workers in the tertiary sector.

Segmenting services provided by ECAM members by such a classification was not feasible for the purposes of this study and hence this was ignored.

(2) Based on type of product

The ILO categorizes industries in various ways one of which is based on the product type such as below:

1 Service Sector : Describes service-providing industries such as trade, transportation, and utilities, information, financial activities, professional and business services, education and health services, leisure and hospitality, other services and public administration.

2 Industry sector or goods producing sector: Natural resources and mining, construction and manufacturing.

This classification is more practical and relevant and hence has been used to define the independent variable of industry type in this research.

Again, it has been easier for the researcher to classify members of ECAM using this categorization as the institution already has membership-labeling based on this approach.

2.4 Social dialogue and industry type

A number of studies, though limited, have been conducted to explore the determinants of social dialogue. Most of these seem to suggest that there may be an association between the type of industry and the level of social dialogue or, in more generic terms, the level of work conditions in the workplace.

Johnson (2004) studied the level of union density in six countries: Canada, Ecuador, Mexico, Nicaragua, Venezuela and USA. The findings seem to suggest that there is correlation between union density and the work status, type of industry, occupation, education and age. She further suggests that working in industries such as transport and manufacturing, is a factor in making a worker more unionized in the six countries sampled in the study. She argues that the nature of

work conditions in these sectors such as exposure to danger, heavy loads, long working hours and the labour intensity drives workers to organize themselves so as to advance their collective rights in the workplace.

The report concludes as follows:

“The empirical evidence shows that some workforce characteristics increase the probability that worker is a union member across all countries. These characteristics are the following: working in the manufacturing, utility, transportation or service industry (compared to the trade sector); working in a professional, administrative or manual job (compared to being in a sales occupation); or being age 45-54 (compared to being age 35-44). Other workforce characteristics decrease the probability that a worker is a union member across all countries. These characteristics are the following: working in agriculture (compared to the trade sector), and being age 15-19, age 20-24, age 25-34 or over 64 (compared to being age 35-44..” (pg.15).

Table 2.1 Union density per industry per country

Industry/Country	Canada	Equador	Mexico	Nicaragua	USA	Venezuela
Agriculture	.01 (.0005)	.20 (.006)	.12 (.004)	.27 (.010)	.01 (.001)	.07 (.002)
Mining	.02 (.001)	.01 (.001)	.01 (.001)	.006 (.001)	.004 (.001)	.01 (.001)
Manufacturing	.18 (.002)	.13 (.005)	.22 (.005)	.13 (.008)	.18 (.004)	.17 (.004)
Utilities	.01 (.001)	.01 (.001)	.01 (.001)	.01 (.002)	.03 (.002)	.01 (.001)
Construction	.04 (.001)	.09 (.007)	.07 (.003)	.06 (.005)	.05 (.002)	.09 (.003)
Trade	.16 (.002)	.21 (.008)	.14 (.004)	.14 (.007)	.23 (.004)	.19 (.004)
Transportation	.05 (.001)	.05 (.004)	.05 (.003)	.04 (.005)	.05 (.002)	.05 (.002)
Finance	.06 (.002)	.05 (.003)	.02 (.001)	.01 (.002)	.13 (.003)	.06 (.002)
Service ind.	.47 (.003)	.25 (.007)	.37 (.006)	.33 (.010)	.32 (.005)	.34 (.004)

Source : Johnson,2004, pg.32

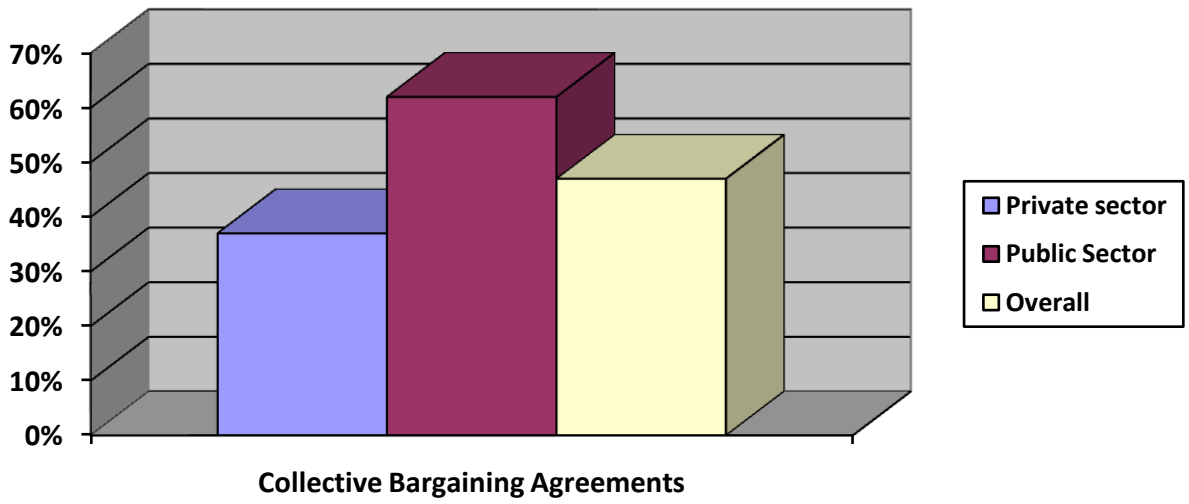
Through the above table, Johnson has demonstrated that in across the countries under study, the number of workers unionized (expressed as union density) per country seem to follow a certain pattern: that of industry or sector based for the reasons already summarized above.

Though this provides an important insight into the dynamics of union density within industries as it provides segmented data on union density within the sampled countries, the study ignores other key components of social dialogue such as collective barraging coverage rate and strikes/lockouts rates. A composite look at all the measurable indicators, as is done in this

research, would have enhanced an in-depth understanding of the level of social dialogue per industry.

The International Organization of Employers (IOE) conducted a worldwide survey in 2008 and published a report titled "*Trends in the workplace survey, 2008*". In the report, the IOE asserts that 47% of the working population (both private and public sectors) is covered by collective wage agreements. However, the report illustrates that there was considerable regional variation with Africa registering the lowest percentage of coverage and the highest being in Europe. The report further asserts that collective bargaining coverage rates are higher in the public sector than in the private sector. Though the report does not explain this variation, it is highly possible that workers in the public sector are easily motivated to join a trade union through which to advance various work challenges associated with working in the public sector than their counter parts in the private sector. This suggests a relationship between collective bargaining coverage rates and the type of industry, in this case public and private industries.

Fig. 2.5 Global trends in CBA's

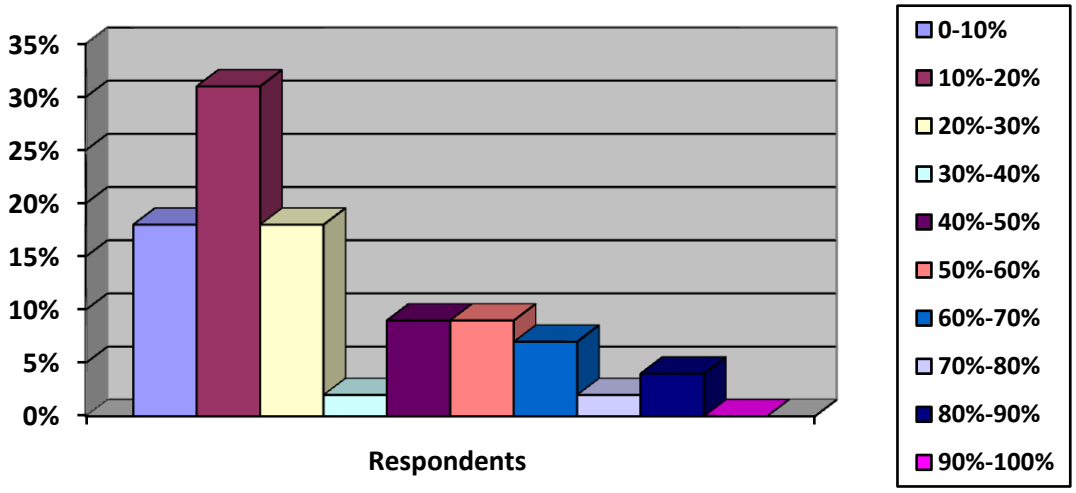


Source: IOE (2008) pg.7

The same report examined social dialogue and tripartism amongst the countries sampled for the survey. The report points out that trade union density was estimated to be less than 20% in just about half the countries surveyed. A regional analysis of the union densities reveals that in

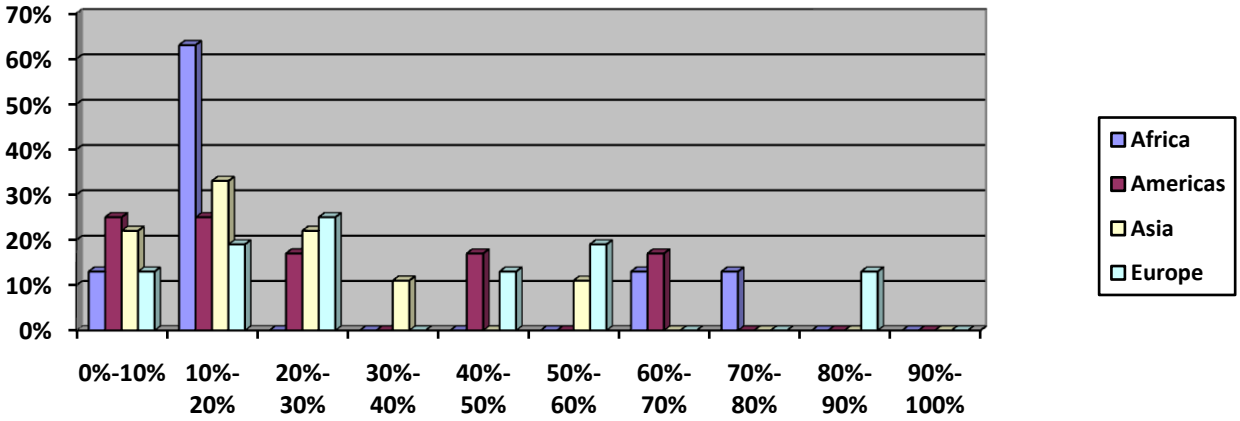
Africa as a region, most of the countries sampled reported densities between 10%-20% .This was the same for American and Asian countries. However, in Europe most countries sampled reported to have average densities of between 20%-30%. This obviously implies that regional influence also affects the level of union density at country level.

Fig. 2.6 Global trends in Union density



Source: IOE (2008)pg.25

Fig.2.7 Estimated union density by region



Source: IOE (2008) pg25

The report also suggests that trade union influence (through union densities, etc) in the public sector will increase in the coming five to ten years (from the date of the report) unlike the private sector where in fact it would register a decrease. The report justifies the trend by

describing the increasing current trend in the private sector to offer workers short term service contracts (or casualization of labour). This results in such employees not getting unionized as they are not treated as employees in the strict sense of the definition.

Finally, the IOE report summarizes the workplace trends in respect of tripartism and social dialogue as follows:

> *"At all levels, national, sectoral, regional and enterprise, social dialogue and tripartism are seen as important tools by employers' organisations globally. Three quarters of respondents felt that social dialogue and tripartism was either very important or important at the national level with the same figures at enterprise level. At the national sectoral level 82% agreed with this proposition"*(IOE, 2009, pg 27)

As such the IOE report also provides a lot of insights into social dialogue and tripartism at both national and enterprise level. However, the survey only used two indicators (union density and collective bargaining coverage rates) to measure social dialogue. The report would have added more value had the IOE also considered all indicators i.e. including Strikes and lockout rates.

Another comprehensive survey was conducted in 2009 by the Industrial and Employment Relations Department and the Bureau of Statistics of the International Labour Office. The aim of the study was to gather information on trade union density and collective bargaining coverage rates so as to use the information to explore the strength and quality of social dialogue at country level.

Some of findings relating to countries in Africa were as below:

Table 2.2 Trade union density in Africa (country level)

Country	*YR*	*Proportion of wage and salaried earners*	*Proportion of total employment*
Cameroon	**2005**	*****	*****
Egypt	**2007**	**26.1%**	**16.1%**
Ethiopia	**2007**	**12.9%**	**1.0%**
Ghana	**2006**	**70.0%**	*****
Kenya	**2007**	**35.5%**	**4.1%**
Malawi	**2006**	***20.6%**	**2.7%**
South Africa	**2008**	**39.8%**	**24.9%**
Tanzania	**2009**	**18.7%**	**2.2%**
Uganda	**2005**	*****	**1.1%**

With exception of South Africa and Kenya, the report agrees with the observation in 1OE (2008) that most countries in Africa have union densities between 10%-20%.

Table 2.3 CBC rates in Africa (country level)

Country	*YR*	*Proportion of wage and salaried earners*	*Proportion of total employment*
Egypt	2008	3.4%	2.1%
Ethiopia	2007	22.7%	8.3%
Ghana	2006	70.0%	*
Kenya	2007	3.7%	0.4%
Malawi	2006	*20.8%	2.7%
South Africa	2008	27.3%	17.1%

With the exception of Ghana, the above table agrees with various pieces of literature that CBC rates are generally low in Africa.

War on Want, a human rights organization, conducted a study on the level of social dialogue in the informal sector in Zambia (War on Want, 2006). The report indicates an association between the low level of social dialogue and the informality of the industry (informal sector). But again, this survey was merely descriptive and limited to one economic sector and hence, the results cannot easily be generalized. However, the assertion that the informality of the industry influences the level of social dialogue in that sector cannot be ignored in the report as it seems to agree with findings by Johnson that the characteristics of an industry will determine the work conditions in such an industry.

There have been some publications in Malawi such as the Ministry of Labour's *Malawi Decent Work Country Programme (2009-2016)* which explored the level of social dialogue in Malawi.

In analyzing the level of unionism in Malawi, the document reports that there were 24 registered unions in Malawi by 2007. For a working population of only 10% of the total population in the country, this figure seems to be high and hence an indication of a high level of unionism in Malawi (Ministry of Labour, 2009).

In a survey conducted by the Labour Research Service in 2010, in conjunction with the Malawi Congress of Trade Unions on behalf of the Public Sector Unions, seems to point to the fact that there are marked differences in terms of union density per sector even within the same industry as shown below:

Table 2.4 Union density and membership growth in the municipalities (Malawi)

Year/Membership	ud	Males	%age	Females	%age	Total	Potential
2005	20%	2,400	80%	600	20%	3,000	15,000
2010	18.4%	2,800	80%	700	20%	3,500	18,000

The table above indicates a drop in union density (ud) from 2005 to 2010 in the municipal Sector.

Table 2.5 Union density and membership growth in the civil service (Malawi)

Year/Membership	ud	Males	%age	Females	%age	Total	Potential
2005	50%	14,000	70%	6,000	30%	20,000	40,000
2010	50%	18,000	60%	12,000	40%	30,000	60,000

The table above indicates no movement in terms of union density growth in the civil service between 2005 and 2010.

Table 2.6 Union density and membership growth in the water sector(Malawi)

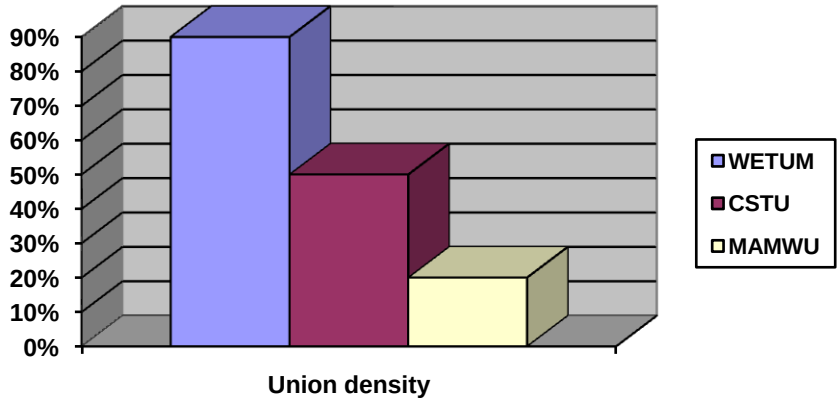
Year/Membership	ud	Males	%age	Females	%age	Total	Potential
2005	*	*		*		*	*
2010	90%	2,464	86%	416	14%	2,880	3,200

*Information not available.

In general , union density seems to be lower in the municipalities than in the civil service as well as water sectors. The report does not provide reasons for such a trend. It should also be noted that union density segregated by sex seem to indicate a lower acceptance level by female workers across all the three sectors sampled in the report. The report, however, does provide the causative factors for this trend.

The graph below summaries the picture of union density in the public sector unions:

Figure 2.8 Union density in the public sector



Source : LRS (2010) pg 26.

However, more recent surveys conducted by MCTU/LO Norway confirm low levels of unionism in Malawi as indicated by the low union densities reported by affiliates of the Malawi

Congress of Trade Unions (MCTU) (MCTU/LO, 2010). Only 7 out of 20 MCTU affiliates reported having achieved a union density of over 50%. The study findings are important as MCTU is the largest worker's body in Malawi and is the tripartite social partner together with ECAM and Government (through the Ministry of Labour). The report therefore provides a useful insight into the workers perceptive as regards the level of union density in Malawi and the challenges thereof.

Table 2.7 – Union density amongst MCTU affiliates

Level of union density	***Number of MCTU affiliates***
Less than 10 percent	6
Between 11 and 20 percent	2
Between 21 and 29 percent	1
Between 30 and 40 percent	2
Between 41 and 49 percent	2
Between 50 and 59 percent	2
Above 60 percent	5

(Source: MCTU/LO-Norway, 2010, pg 30)

The same trend is reported on the Collective Bargaining Agreements as shown below. 14 out of 20 affiliates reported having not successfully managed to sign a CBA with any employer or employer association.

Table 2.8 – Collective Bargaining Coverage rates amongst MCTU affiliates

Number of Unions	***Number of CBAs signed From Jan to December 2009***
14	0
2	1
2	2
1	4
1	5
Total 20	12

Source: MCTU/LO-Norway, 2010, pg 31)

The figures on Union density and CBA shown above as reported in the MCTU/LO Norway report indicate very low levels of unionism in Malawi in general. This is an indication of low level of social dialogue in the workplaces in Malawi.

The same report attempted to provide a breakdown of concluded CBA's per sector. Appendix iv is an extract from the report and provides a useful insight into social dialogue dynamics at sector level in Malawi. It should be noted from the information that the results seem to indicate an un-patterned trend amongst the sectors. In other words, the report is not conclusive as to whether indeed CBA's concluded at enterprise level are dependent on the type of sector.

Further, another survey report, Chinguwo (2009), indicates that some industries in Malawi are more unionized than others. Though the whole purpose of his study was to update the database of Trade Unions in Malawi as well as to assess the performance of each union, the report provides an indication of the sectoral coverage of unionism in Malawi. For instance, the report indicates that the hotel and catering industry is highly unionized as compared to any other industry in Malawi. However, this report does not explore the statistical relationship between an industry and level of social dialogue (through trade union coverage). On the other hand, the report gives some important information as regards social dialogue in Malawi. For instance, the report suggests that in Malawi, as at the time of the report, the union density rested at only 0.25 or 3% of the salaried employees. This, compared to the neighbouring regions is quite low. For example, in neighbouring Zimbabwe, the union density in the textile industry is at 99.8% and 69.4% for the clothing industry (Kanyeze, 2006).

Masanjala (2009) in Ministry of Labour and Social Development (2009) confirms the challenges unions meet in Malawi on collective bargaining. In his survey report, *strengthening social dialogue in the social utilities sector in Malawi*, he asserts that, in respect of collective bargaining, it is customary for many unions in Malawi to "agree" with management without necessarily signing and executing a formal collective bargaining agreement. This makes it difficult for workers to enforce anything they agree during negotiations with employers. Employers tend to use this to their advantage and in the process exploit workers further. Again, the report makes further assertions that in the water sector, though in principle, the existence of recognition agreements between management and unions signifies that channels for social dialogue exist and the parties can enter into negotiations and end up with a CBA. However, the reality is that the water boards in Malawi do not make any CBAs that have financial or pecuniary implications because any such CBAs are subject to a government veto hence rendering such recognition agreements useless.

Dzimbiri (2008) discusses strike activities in the southern region of Malawi between 1992 and 1999. He summarizes his report as below:

Table 2.9 : Strikes in the Southern Region by Industry and cause 1969-1999

Strikes by Industry		**Strikes by cause**	
Manufacturing	20	Wages and conditions	113
Agriculture	99	Removal of supervisor	12
Service	10	Task Size	12
Others	8		

Source: Southern Region Labour Office Report, 1999 in Dzimbiri (2008) p.109

An initial analysis of this report seems to point to the fact that there may be more industrial relations problems in the goods-producing sector rather than in the service sector. A total of 95% of the strikes came from this sector.

Finally, reports on lockouts (a work stoppage in which an employer prevents employees from working) are scanty. A review of literature confirms that even at international level the statistics on lockouts are not as readily available. Most pieces of literature would include lockout statistics in strikes rates. However, according to some authors, such as Chernyshev (2003) it is important to discuss strikes and lockout separately as the two indicators provide a useful insight into the worker's behavior:

> Lockouts are a phenomenon greatly underestimated in research into labour relations. Despite the ILO recommendations many national statistical bureaus do not make a distinction between

> strikes and lockouts. This practice leads to false conclusions about workers' behaviour. After all, strikes and lockouts are two sides of the medal of labour relations but really two different sides. Strikes are a weapon of workers, whereas lockouts can be a means by which employers force their workers into a certain direction. The data on labour relations should therefore discriminate between strikes and lockouts. Chernyshev, 2003, pg.341

Statistics on lockouts in Malawi are non-existent. This reinforces the conviction that data on sectoral social dialogue indicators in Malawi needs further exploration.

2.5 Attributes of organization

Literature review relating to the attributes of organizations in terms of size has been explored to provide an analysis of the level of social dialogue as spuriously influenced by the enterprise size.

The ILO report seems to indicate that the size of the enterprise determines, to a great extent, the nature of work conditions in the workplace:

Establishment size can play a role in the characteristics of each job. Large establishments generally offer workers greater occupational mobility and advancement potential, whereas small establishments may provide their employees with broader experience by requiring them to assume a wider range of responsibilities (ILO,1926) .

The above observation is reinforced by Perry and Wilson (2004)'s assertion that organizations in the service industry generally tend to be smaller in size than those in the goods-producing sector. Linking this assertion to the report by ILO, one gets the impression that smaller organisations have slightly different working conditions as compared to those in larger enterprises. The expectation, therefore, is that you would find differential social dialogue indicators (union density, collective bargaining coverage rates, strikes rates and lockout rates) amongst organisations segmented by size.

This seems to confirm that indeed service and goods producing industries have different characteristics even in terms of attributes such as size that could lead to different influences on various variables such as social dialogue.

This assertion has been explored further in this study to find out if indeed the enterprise size is also one of the determinants of social dialogue in the workplace.

2.6 Summary to Chapter

This chapter has reviewed literature in respect of the variables being examined in this report: industry type, social dialogue and attributes in the form of the size of the organization. Few scholars in Malawi have written on social dialogue and other measurable indicators of union density, collective bargaining coverage rate, strikes and lockout rates. However, the literature available suggests that there could be an indication of a relationship between industry type and the level of social dialogue in the workplace. Unfortunately, most of the studies are descriptive in nature and do not dwell on the possible statistical relationship between the two variables. More important, almost all the pieces of literature do seem to isolate only one or two indicators for analysis without really looking at the total picture of social dialogue.

Chapter 3

3.0 Methodology

3.1 Research Design

The research has used both qualitative and quantitative approaches and the following reasons justify the relevance of the methods.

- ✓ The nature of research which hinges on the soft component of management i.e. deals with applicability of social dialogue in the workplace. This concept is a measure of work conditions in an enterprise hence soft and qualitative in nature.
- ✓ The research had to statistically quantify the relationship between the two concepts of social dialogue and industry type. As such a quantitative analysis had to be used to establish the relationship.

3.2 Unit of Analysis

Sekaran, 2000 (cited in Chambamba, 2006) refers to a unit of analysis as the level of aggregation of the data collected during the subsequent data analysis. It can be an individual, group, dyads, organization, and industry among others.

In this study, the research units were the corporate members of the Employers Consultative Association of Malawi (ECAM) aggregated according to the service or goods-producing sectors as defined above. The association regulates labour policy amongst employers in Malawi and the findings would provide more details and an in-depth insight into the perception of employers over social dialogue at enterprise level.

ECAM is the only government recognized employers body in Malawi as per the Labour Relations Act of 1996. The body was established in 1963. Starting with only one major member, the Tea and Coffee Merchants Associations, the grouping has grown to a membership of 191 paid up members. The association's major mandate is to advocate and speak on behalf of employers in Malawi on all labour relations issues affecting the workplace.

The contact points for the survey were the ECAM Focal Points who are the Human Resources Managers. The latter were also the right people to complete the questionnaires as these are the people who handle labour matters in the workplaces and are more familiar with the concepts used in the questionnaire such as collective bargaining, union density, strikes and lockouts.

3.3 Time Horizon

According to Saunders, Lewis and Thornhill (2000) a research study might involve cross-sectional studies or longitudinal studies. A cross-sectional study examines a particular phenomenon at a particular time. Data is gathered just once, perhaps over a period of days or weeks or months in order to answer a research question. On the other hand, the longitudinal study is where the researcher studies a phenomenon at more than one point in time in order to answer the research question. The current study is cross-sectional since it was conducted over a period of up to six months to get data on social dialogue variables amongst the corporate members of ECAM at a particular point in time.

3.4 Sampling

3.4.1 Sampling Strategy

There was a careful selection of the samples targeted for the questionnaire as well as the interviews. A total of 191 organisations, representing the total number of registered members of ECAM, formed the total sample population. Two sampling frames were used each comprising predominantly service and predominantly goods-producing based organisations.

An initial total sample population of 60 was targeted as, according to Roscoe, 1975 (cited in Chambamba, 2006), a sample size of 30% usually suffices in most studies. In this case, a sample size of 60 represented just over 31% of the total population of ECAM. However, with the additional 10 questionnaires which were sent at a later stage of the study, the sample size increased in total to just over 36%.

However, considering that out of 191 fully paid up members of ECAM, 126 members (66%) are predominantly service oriented whilst 65 members (34%) are predominantly goods-

producing and thus representing a proportionate ratio of roughly 2:1, the actual initial sample size from the total population was determined as follows:

Table 3.1 Sample size for the study

Sample Size		
Type of Industry	**Service**	**Goods-producing**
No. sampled	40	20

All names from the ECAM Membership register were coded and a systematic sampling method was applied to select every fifth member within each strata. But as already highlighted above, the sample size was later increased to a total of 70 having sent an additional 10 questionnaires: 6 (service) and 4 (goods-producing).

3.5 Data collection

3.5.1 Strategy

The data collection technique was predominantly a survey. According to Saunders, et al, (2000) a survey enables one to collect a large amount of data from a sizable population in an economic way. ECAM's membership rests at 191 and a survey was very ideal for collection of data. Other strategies such as experiment, observation and case studies would not be ideal as they would not be practical in this study.

3.5.2 Method

One type of structured questionnaire was used to collect data from the sample drawn. Saunders et al (2000) describes this method as the most efficient method of collecting data as the same set of questions is administered to the entire sample population.

The questionnaires were pre-tested amongst ten ECAM members conveniently selected around Blantyre. The aim was to establish if the research instrument covers all the relevant factors affecting social dialogue and to establish whether the research question captures the selected

attributes. The pre-test also assisted to check whether the questionnaire accurately provided appropriate information for the data analysis.

However, as Oppenheim (1992) and Bell (1993) argue in Saunders et al (2000) it is "far harder to produce a questionnaire that collects the data that you need..." Respondents may, for instance, misinterpret a question and hence provide an incorrect answer. To address this, the researcher follows up with face to face interviews using the same questionnaire as the interview protocol instrument. This was the approach followed in this study.

3.5.3 Response rate

When the questionnaires were initially distributed by email to all the 60 sampled organisations, there was a very low response. Only 12 filled questionnaires were returned representing a response rate of 20% .To improve the response rate, the researcher embarked on intensive face to face interviews using the same questionnaire as an interview protocol. In addition, another additional 10 questionnaires were sent to additional organisations and four of these were returned completed and were all from goods-producing sector.

This helped as a total of 48 respondents managed to provide the required information.

This led to the final response rate per industry type as follows:

Table 3.2 : Response rates for the questionnaires vs total population sample

Industry Type	**Responses**	**Stratified Population**	**%age of population**
Service Industry	24	126	19%
Goods producing Industry	24	65	37%
Overall	48	191	26%

3.6 Data analysis, Tests for reliability and consistency

The data analysis was collerational in nature and was aimed at establishing the relationships between independent and dependent variables associated with the research problem as defined above.

Once the data was collected using the questionnaires, it was first summarized and coded and thereafter analyzed using the Statistical Package for Social Sciences (SPSS). Using the descriptive and inferential statistics, data was examined to establish the collerational nature of the variables as well as the generalization of the findings to the sample population which is the membership of ECAM in Malawi.

A one-way Analysis of Variance (ANOVA) was used to test the effect of the type of the industry (i.e. service or goods-producing) on the social dialogue variables (union density, collective bargaining rate, strikes and lockouts rates) within the attribute of size of the sampled enterprise. This helped to check for statistical significance of the relationship at chosen n and p values. For the cross tabulations between the variables, the chi-square test was used to test the statistical significance of the applicable variables.

3.7 Summary to chapter

This chapter has covered the methodology used for the research in respect of the research design, examination of the unit of analysis, sampling strategy, data collection strategy as well as the data analysis tools used. The sample response rate was higher in goods producing industry than in the service sector.

Chapter 4

4.0 Analysis of results

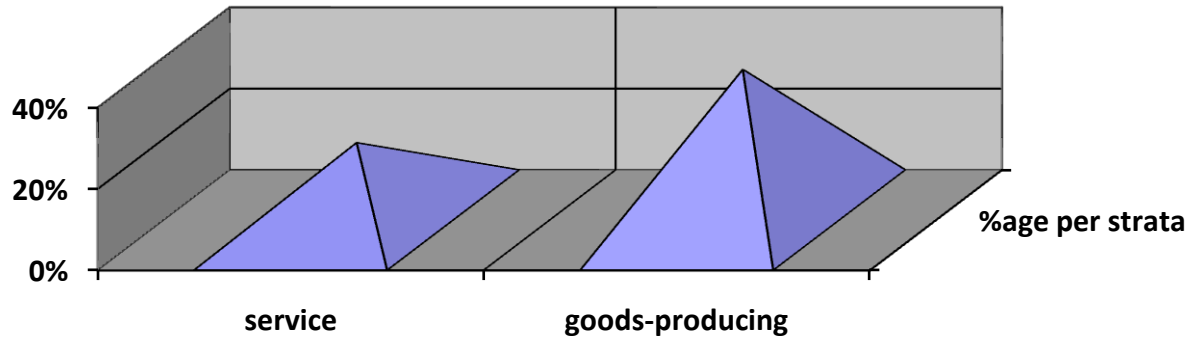
4.1 Descriptive Statistics

Quantitative data was analyzed in terms of both descriptive and inferential statistics. The descriptive statistics have been used in the study to describe, summarize and explain or make sense of the sample data as detailed below:

4.1.2 Type of Industry

A total of 48 questionnaires were analyzed. Though equal questionnaires were received, the relative representation per industry was different. For instance, questionnaires received from the predominantly service oriented enterprises represented only 19% of the stratified population in respect of the service industry and 37% for the predominantly goods producing industry.

Fig 4.1 Response rate per industry type



4.1.3 Union Density

Table 4.1 Union density from sample organizations

Union density	Frequency	Percent	Valid Percent
Un-unionised	24	50.0	50.0
Less than 20%	8	16.7	16.7
More than 20% but less than 50%	11	22.9	22.9
More than 50% but less than 75%	3	6.2	6.2
More than 75%	2	4.2	4.2
Total	48	100.0	100.0

From the total sample of 48, half of the total respondents reported to be un-unionized .Up to 17% reported a union density of less than 20%, approximately 23% reported a union density of between 20% and 50% while the rest (10%) reported a union density of 50% and above.

Table 4.2: Industry type * Union density cross tabulation

Industry Type	Un-unionized	Unionized
Service	80%	21%
Goods producing	20%	79%
N =48		

When cross tabulated with industry type, the majority of the un-unionized organizations were reported from the service industry (80% of the respondents from the un-unionized organizations) representing approximately 40% of the sample population. However, for those organizations that were reported to be unionized the union density was higher in the goods-producing industry in all categories ranging from a union density of less than 20% to 75%.

Table 4.3 Chi-Square Tests : Industry type and Union density			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.121[a]	4	.001
Likelihood Ratio	20.963	4	.000
Linear-by-Linear Association	16.410	1	.000
N of Valid Cases	48		

Table 4.3 demonstrates that the above results, as tabulated in 4.2, are highly statistically significant at the confidence level of 95%. This indicates that there is certainly a true statistical difference in industry type as compared with the relevant union densities in the population from which the sample was drawn at a probability of up to 99.9 %(almost 100%).

4.1.4 Collective Bargaining Coverage Rate

Table 4.4 CBC rates

Cbc rate	Frequency	Percent	Valid Percent
No CBA	34	70.8	70.8
Less than 20%	2	4.2	4.2
More than 20% but less than 50%	7	14.6	14.6
More than 50% but less than 75%	1	2.1	2.1
More than 75%	4	8.3	8.3
Total	48	100.0	100.0

From the total sample population of 48, at least 71% reported to have no Collective Bargaining Agreement (CBA) in place. However, when cross tabulated with the Industry type (see table

4.5 below) , the highest percentage of those organisations with no CBA's was reported from the service sector at 62%.Nevertheless, just like with union density, a high percentage of CBC rates was reported in the goods-producing sector.

Table 4.5 : Cross tabulation CBA*Industry type

Industry Type	**No CBA available**	**CBA available**
Service	62%	22%
Goods producing	38%	78%
N=48		

Table 4.6 Chi-Square Test : Industry type and cbc rate

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.955[a]	3	.003
Likelihood Ratio	16.362	3	.001
Linear-by-Linear Association	11.791	1	.001
N of Valid Cases	48		

Table 4.6 demonstrates that the above results, as tabulated in 4.5, are highly statistically significant at the confidence level of 95%. This indicates that there is certainly a statistical difference in industry type as compared with the relevant collective bargaining coverage rates in the population from which the sample was drawn at a probability of up to 99.7 % (almost 100%).

4.1.5 Strike Rate

Table 4.7 : Strikes rates

Strike rate(in days)	Frequency	Percent	Valid Percent
None in the past 48 months	27	56.2	56.2
Less than 7 days strike	17	35.4	35.4
More than 7 but less than 14	4	8.3	8.3
Total	48	100.0	100.0

From the total sample, the majority of the respondents representing 56%, reported no strikes within the past 48 months. Otherwise, 35% reported having experienced a strike of less than seven days while only 8% of the sample population reported a strike of between seven and fourteen days. None of the respondents reported a strike of more than fourteen days.

On cross tabulation with the industry type, of those organizations which reported having experienced no strikes, 70% were from the service sector. However, those organizations that reported having experienced at least a seven days strike the past 48 months, 82 % were from the goods-producing sector.

Table 4.8 : Industry type * strike rate Cross tabulation

Industry Type	No Strikes	At least one experienced
Service	70%	24%
Goods producing	30%	76%
N=48		

Table 4.9 Chi-Square Test: Industry type and strikes rate

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.168[a]	4	.127
Likelihood Ratio	8.434	4	.077
Linear-by-Linear Association	4.562	1	.033
N of Valid Cases	48		

At level of confidence of 95%, the above results seem to indicate that there is no statistical significance between the two variables. In other words, there is an 87.3% probability that the findings may not be true. This will be discussed in detail below.

4.1.6 Lockout Rate

Table 4.10 Lockout rates

Lockout rate(in days)	Frequency	Percent	Valid Percent
No Lock outs	43	89.6	89.6
Less than 7 days	3	6.2	6.2
More than 7 days but less than 14 days	2	4.2	4.2
Total	48	100.0	100.0

From the total sample, the majority representing approximately 90% reported no incidents of lockouts in the past 48 months. The trend seems to be the same when cross tabulated per industry as shown in table 4.11 below.

Table 4.11 - Industry Type * Lock out Rate Cross tabulation

Industry Type/Lockout rate	Lockout rate			
	No Lock outs			At least one lockout experienced
Service	51%			40%
Goods producing	49%			60%
N = 48				

Table 4.12 Chi-Square Test : Industry type and Lock out rates

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.357[a]	3	.502
Likelihood Ratio	3.136	3	.371
Linear-by-Linear Association	.747	1	.387
N of Valid Cases	48		

At 95% level of confidence, the above results seem to indicate that there is no statistical significance between the two variables. In other words, there is a 50% probability that the findings may not be true. This will be discussed in detail below.

4.1.7 Distribution : Size of the organization

Table 4.13: Organizational size by distribution

Organizational size	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 employees	2	4.2	4.2	4.2
More than 5 employees but less than 30	3	6.2	6.2	10.4
More than 30 employees but less than 100	11	22.9	22.9	33.3
More than 100	32	66.7	66.7	100.0
Total	48	100.0	100.0	

From the total sample, the majority of the organisations (67%) reported to have a workforce of more than 100 employees (large sector enterprises) seconded by 23% with between 30 and 100 employees (medium sector enterprises). The rest of the sample 10% reported a workforce of less than 30 implying that they were from the small and micro enterprises sector.

On cross tabulation with the industry type, the majority of the goods-producing sector organisations reported to have a workforce of more than 100 employees (large enterprise sector). However, in the micro, small and medium sectors the sample was predominantly service oriented as shown in table 4.14 below.

4.2 Analysis of inferential Statistics

4.2.1 Analysis of variance tests

The following one way ANOVA tests were done on each variable (and combinations) to compare means and hence check for the F-test significance in terms of the probability of independence. In effect, this presented an opportunity to examine statistically whether the sample means of the various variables were all statistically different.

Table 4.14: ANOVA tests on variables

Variable		Sum of Squares	df	Mean Square	F	P-value
Union Density	Between Groups	11.377	3	3.792	3.113	.036
	Within Groups	53.602	44	1.218		
	Total	64.979	47			
Collective Bargaining Coverage Rate	Between Groups	12.760	3	4.253	2.892	.046
	Within Groups	64.719	44	1.471		
	Total	77.479	47			
Strikes Rate	Between Groups	2.922	3	.974	2.513	.071
	Within Groups	17.057	44	.388		
	Total	19.979	47			
Lock out Rate	Between Groups	.510	3	.170	.791	.506
	Within Groups	9.469	44	.215		
	Total	9.979	47			

The p-values for variables Union Density, Collective bargaining coverage were 0.036 and 0.046 respectively and hence within the 0.05 level of significance. It is therefore correct to

accept the reliability of the results for these variables unlike the strikes rates and lockout rates whose p-values at 0.071 and 0.506 are higher at the 0.05 confidence level.

4.2.2 Tests for correlation

The dependant variables of union density, collective bargaining coverage rate, strikes rates and lockout rates were each tested for correlation with the independent variables Industry type (service or goods-producing). The correlation coefficients were each tested for significance at 0.05.

4.2.2.1 Industry type and union density

Table 4.15: Test for correlation between industry type and union density

Pearson Correlation: N=48

	Industry type	**Union density**
Industry type	1.000	0.591**
Sig.(2 tailed)		.001

** Correlation is significant at the 0.05 level. It is hence correct to assume that there is a positive association between industry type and union density.

4.2.2.2 Industry type and collective bargaining coverage rate

Table 4.16: Test for correlation between industry type and CBC rate

Pearson Correlation.: N=48

	Industry type	**CBC rate**
Industry type	1.000	.312*
Sig.(2 tailed)		.031

*Correlation is significant at the 0.05 level. It is hence correct to assume that there is a positive association between industry type and CBC rate.

4.2.2.3 Industry type and strikes rate

Table 4.17: Test for correlation between industry type and strikes rate

Pearson Correlation: N=48

	Industry Type	**Strikes Rate**
Industry Type	**1.000**	**.355***
		0.13

*. Correlation is not significant at the 0.05 level. It is correct to assume that there is no association between industry type and strikes rate.

4.2.2.4 Industry Type and Lock Out rates

Table 4.18: Test for correlation between industry type and lockout rates

Pearson Correlation: N=48

	Industry Type	**Lockout rates**
Industry Type	1.000	0.46*
		0.758

*Correlation is not significant at the 0.05 level. It is hence correct to assume that there is no association between industry type and lockout rates.

4.2.2.5 Size of organisation

As an attribute, correlation was also tested against the size of the organisation with results as follows:

Table 4.19 : Size of the organisation as an attribute

		Industry type	**Union density**	**CBC rate**	**Strikes rate**	**Lockout rates**	**Size.**
Size	Pearson Correlation	.501**	.397**	.348*	.367*	.194	1.000
	Sig. (2-tailed)	.000	.005	.015	.010	.187	
	N	48	48	48	48	48	48.000

**. Correlation is significant at the 0.01 Level (2-tailed).

*. Correlation is significant at the 0.05 level

The above table suggests that there is also a positive correlation between organizational size and the following variables: union density, CBC rate and strikes rate. However, from the sample there is no statistical significance in the correlation between size of the organization and lockouts rates.

Chapter 5

5.0 Discussion of results

5.1 Level of unionisation amongst ECAM members

From the findings it can be deduced that just about half of the organisations affiliated to ECAM operate in an environment where their members of staff are un-unionised. Data collected from separate face to face interviews with the Human Resources Managers indicate that, in fact ,most organisations are willing to allow their staff members to unionise but Trade Unions fail to meet the statutory threshold of 20% to enable them be formally recognised by management as the employees themselves refuse to join. As a result, most organisations seem to settle for formation of alternative workers' groupings such as Welfare Committees or Joint Consultative Committee (JCC). However, discussion with the Secretary General of the Malawi Congress of Trade Union (MCTU) provides contrary views. According to him, it is the employers who from time to time threaten their employees and discourage them from unionising the workplace. During the discussion, he produced several letters from employees who have complained to the organisation in this respect.

In any case, the findings from this survey have also revealed that the majority of the organisations within ECAM who have unions in place command a union density of between 20% and 50%. In other words between 20% and 50% of their employees are paid up members of a registered union.

However, what is interesting is that very few organisations have unions with a density of over 50%. This seems to agree with literature findings, as discussed above, that union densities in Africa (and Malawi, in particular) are very low. Traditionally, companies in Africa have been operating within dictatorship type of political regimes. Unionism, for a long time had been equated to political opposition. Union members were, hence, being persecuted together with political dissidents. This mentality has taken time to be removed from the workplace and hence

industrial democracy has been slow in the workplaces. This seems to be the case with Malawi where industrial democracy is hardly fifteen years old.

Union density is an essential element of social dialogue and this low measure, from the survey findings, means that most of the workers within the ECAM grouping are not formally represented and hence their voices not adequately heard.

Cross tabulation of the union density distribution between the industry type paints an interesting picture.

From the findings, the majority of the un-unionized organisations amongst the membership of ECAM are from the service industry representing approximately 40% of the sample population. However, for those organizations that are unionized, the union density seems to be higher amongst the goods-producing enterprises (ranging from 20% to 75%). This suggests that industrial relations activity in the service industry is very low (or alternatively, it could be said the environment in terms of industrial relations is very quiet). As such, the organizations or the members in those organisations do not see the need to unionize in the first place. The high union densities in the goods manufacturing enterprises are an indicator of high labour relations or industrial relations activity within that sector. This seems to agree with most literature that suggests that most goods producing enterprises (e.g. agri-based) are mostly labour intensive and, the more the number of workers, the more industrial relations activities in the workplace. On the contrary, service oriented enterprises are less labour intensive, more technological in nature and as such are associated with less industrial relations activities.

5.2 Level of Collective Bargaining Coverage amongst ECAM members

From the findings it is correct to deduce that the majority of the ECAM members have no Collective Bargaining Agreements (CBA) in place. From the total sample population of 48, only 29% had CBA's in place. These findings seem to agree with various pieces of literature

especially the MCTU/LO survey report of 2010, discussed above, which reported that close to 70% of the MCTU affiliates had not successfully concluded CBA's with their employers. From the report most employers would rather encourage unions to negotiate for a Recognition Agreement (RA) as it is less binding than a CBA. This seems to explain the findings in this survey as well.

5.3 Strikes rates amongst members of ECAM

The study findings seem to suggest that the majority of the members of ECAM at the time of the study had not reported experiencing a strike within the last 48 months (two years). From the sample, 56% reported no strikes within the past 48 months. Otherwise, the majority of those who responded in the affirmative reported having experienced a strike rate of less than seven days. Very few organisations from the findings of the study seem to have experienced a strike going over seven days. None of the respondents indicated having experienced a strike over more than two weeks in the past 48 months. This may suggest that most organisations within the membership of ECAM negotiate effectively and ensure the negotiations do not turn into strikes. This is an indication of good social dialogue in the workplace.

From the findings, cross tabulation of data between strikes rates and the industry type, shows that 70% of the organizations experienced no strikes from the service sector. However, of those organizations that reported having experienced at least a seven days strike the past 48 months, 82 % were from the goods-producing sector. From the findings, it seems the majority of the organisations from the service sector within ECAM rarely experience strikes unlike in the goods producing sector. From the same findings, those enterprises with no unions(especially in the service sector)report not having experienced any strike at all whilst unionised ones (especially in the goods producing sector) were the ones experiencing strikes. This could be due to the following reasons:

1. The presence of a union in an enterprise automatically agitates workers, however insignificant the conflict is, to go on strike.
2. Union officials constantly enlighten workers on their rights in the workplace and as such they (workers) are more knowledgeable than their counterparts operating in workplaces that are not unionized. Hence, the former are more prone to staging strikes than the latter.

5.4 Lockouts rates amongst members of ECAM

From the total sample, the majority, representing approximately 90% reported no incidents of a lockout in the past 48 months. The trend seems to be the same when cross tabulated per industry as both the service and goods-manufacturing sectors, almost in equal measure (46% and 43%, respectively) reported no lockouts in the past 48 months.

This seems to strongly suggest that members of ECAM virtually experience no lockouts. Again, this agrees with literature that seems to conclude that lockouts are rare in Malawi. In fact, various labour statistical reports do not show any statistics on reported lockouts in Malawi.

5.5 Statistical relationships between variables

The statistical relationships being tested in the study can be summarized as follows:

Table 5.1 : Summary of statistical relationships being tested

	Industry type	**Size**
Union density	ud = f(I)	ud = f(sz)
Collective Bargaining Rate	cbc rate = f(I)	cbc rate = f(sz)
Strikes rate	sr = f(I)	sr = f(sz)
Lockouts rate	lr = f(I)	lr = f(sz)

Where ud = union density, cbc rate =c ollective bargaining rate, sr = strikes rate, lr = lockout rate, sz = size of the organisation and I =Industry type.

From the analysis, there seems to be positive correlation between industry type and union density at level of statistical significance of 0.05. This means that the proposed functional relationship of *ud = f(I*) is ,in fact, correct. Hence, the proposition that union density is influenced by the type of industry is also correct.

In addition the analysis shows a positive correlation between industry type and CBC rate at level of statistical significance of 0.05. This agrees with the proposed functional relationship of *cbc rate= f(I).* Hence, the assumption that Collective Bargaining Coverage rate is influenced by the type of industry is also correct.

The analysis has again shown that there is no correlation between strikes rate and the industry type at the 0.05 level. It is therefore correct to assume that the functional relationship of *sr = f(I)* is not true. Hence, the assumption that strikes rates and social dialogue is influenced by the type of industry is not correct.

From the above analysis, the findings suggest that the correlation between lockout rates and industry type is not statistically significant at the 0.05 level. It is hence correct to assume that the correlation between industry type and lockout rates may not be true. On that basis, the assumed functional relationship of *lr =f(I)* is not true according to this study.

The findings also seem to show a positive correlation between organizational size and the variables: union density, CBC rate, and strikes rate. However, it seems that there is no statistical significance in the correlation between size of the organization and lockout rates. This also means the assumed functional relationships of *ud=(sz), cbc rate= f(sz) and sr = f(sz)* also seem to be correct whilst the functional relation of *lr = f(sz)* is not correct. The importance of analyzing these findings in this research has been that apart from the industry type explored

herein, there is a possibility that organizational size plays a critical role in the social dialogue indicators in the workplace and that this is subject to further research.

5.6 **Summary to Chapter**

This chapter has discussed both the descriptive and inferential statistics as regards the relationship between the variables of industry type (service and goods manufacturing) and social dialogue (union density, collective bargaining coverage rates, strike rates and lock out rates). Both sets of statistics seem to agree with literature that there is a relationship between industry type and some of the social dialogue indicators such as union density and cbc rates. However, from inferential statistics, the relationship between industry type, strike and Lockout rate is inconclusive.

Chapter 6

6.0 Conclusions and Recommendations

6.1 Summary of the study

This study sought to determine whether there is a statistical relationship between two business concepts: industry type and social dialogue. The study replicated the ILO definition of social dialogue to determine the dependant variables as follows: union density, collective bargaining coverage rate, strikes rate and lockout rate.

The study has looked at prior research on the concepts of industry type and social dialogue in depth. It must be emphasized that there has been no study undertaken on the concept of social dialogue amongst members of the Employers Consultative Association of Malawi (ECAM). This is, therefore, the first.

Most of the international and domestic literature points to the fact that there is some relationship between the type of industry and the level of social dialogue at enterprise level. However, most of the literature has not looked at a holistic picture of social dialogue i.e. in terms of the social dialogue indicators as specified above. Most writers have only isolated, individually, union density, collective bargaining or strikes rate. Very few authors have written on lockouts rates.

A total of 48 corporate members of the Employers Consultative Association of Malawi (ECAM) participated in a mail survey, responding to questions presented in structured questionnaires. Follow up visits were made by the author to improve the response rate as well as gather additional information that was vital to the survey.

Data was analyzed in two stages. The first stage involved the descriptive analysis of the variables: service, goods manufacturing (industry type) and the union density, CBC, strikes and lockout rates. This determined the frequency of occurrences per variable as

well as the general trend of the dependant variables when cross tabulated with the industry type.

The second stage involved inferential analysis of the independent and dependent variables. This determined the statistical correlation between the two as well as determining statistical significance.

The study findings seem to point to the fact that there is positive correlation between industry type and the following elements of social dialogue: union density and collective bargaining coverage rate. However, the study has failed to conclude on the relationship between industry type and strikes and lockout rate.

Again, the study has concluded that there may be a correlation between organizational size and the following elements of social dialogue: union density, cbc rates and strikes rates. Since this was only used as control variable in the study, there is need for further research to determine the exact relationship between organizational size and the level of social dialogue in that enterprise.

6.2 Conclusion

This study explores the statistical relationship between industry type and social dialogue through variables: union density, collective bargaining coverage, strikes and lockout rates. The aim is to provide labour tripartite partners, in particular, the leadership of ECAM, with statistical information on the level of social dialogue and its relationship to industry type so as to guide them on priority areas for labour policy interventions.

Union density and collective bargaining coverage are key elements of social dialogue. Social dialogue is at the core of decent work. Decent wok is a measure of the level of work conditions in the workplace. It can safely be concluded then that there is a relationship between the kevel of working conditions in an enterprise and the type of industry that enterprise falls under.

More important, the study has proved that amongst members of Employers Consultative Association of Malawi (ECAM), union density and cbc rates are quite low. Using the argument that collective bargaining and union density are key indicators of social dialogue, the level of social dialogue within this grouping is relatively low.

Despite this, from the descriptive statistics it is apparent there is more industrial activity within the goods-producing sector than in the service sector. Perhaps this is where ECAM needs to put more attention to in respect of labour relations management and policy formulation.

6.3 Recommendations

Having determined the statistical correlation between industry type and some elements of social dialogue, the study recommends the following:

1. Interventions programmes by policy makers should be customized per industry. Both this study and literature reviews suggest that industries have different characteristics and hence different influences over the work conditions within those industries. As such, interventions programmes such as decent work campaigns, educational workplace programmes, awareness leaflets, etc provided by various social partners such as the Ministry of Labour, workers' unions and ECAM should accommodate this fact.

2. Union density is still very low amongst members of Employers Consultative Association of Malawi. It is, therefore, recommended that social partners such as Malawi Congress of Trade Unions and its affiliates, Ministry of Labour and employers themselves should work hand in hand to ensure the level of unionization is increased in the workplace. It is said, negotiating with a representative workforce is easier than dealing with everybody in the workplace.

3. The Employers Consultative Association of Malawi should be requested to encourage their members to be flexible and allow Collective Bargaining Agreements in their workplaces. The organisation should demonstrate to their members the value of CBA's in the workplace in relation to enhancing the industrial peace in the workplace. At the moment, the CBC rate is very low amongst the members.

4. Notwithstanding points 2 and 3 above, more effort should go towards the goods-producing sector than in the service sector.

6.4 Contributions to and future direction of Research

This study has added a valuable dimension to the labour market information in Malawi. As discussed earlier, very few scholars have researched on social dialogue indicators in Malawi. This is the first study as regards determination of such indicators amongst members of the Employers Consultative Association of Malawi. The study has shown with statistical significance the clear correlational relationship between the industry type and the social dialogue levels in respect of members of the Employers Consultative Association of Malawi. This is a huge step towards determining such a relationship amongst industries in Malawi.

Some areas for further research emanating from this study are as follows:

Firstly, the study has investigated only four variables—union density, collective bargaining coverage rate, strikes rate and lock out rate—that may explain the level of social dialogue at enterprise level as determined by the industry type. Additional studies could be conducted to examine the effects of the other two variables - *Enterprises- belonging –to- employer organisations rate (EO)* and *the fundamental principles and rights (FPR) at work.* As indicated earlier, the two could not be used in the report since the sample population was drawn from members of ECAM, an employers' body, hence the first variable could not add any value to the analysis. The other variable could also not be used as at the time of the research, the ILO

had not fully defined the measurement dimensions of this variable for analysis purposes (ILO, 2008).

Secondly, this study has been limited to the members of ECAM. Additional studies could be conducted to replicate this to the whole labour market. This would help to explain in full the level of social dialogue at country level as well as the relationship with the industry type.

Finally, the findings in this study have consistently shown that there could be a statistical relationship between organizational size and social dialogue indicators. Additional research in this area may be useful to policy makers as well.

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Appendix i : Study questionnaire.

University of Malawi

Social Dialogue Questionnaire

General Guidelines for respondents:

Your organisation has been sampled from the Employers Consultative Association of Malawi (ECAM's) data base. You are requested to participate in this study by responding to the questionnaire. This study is being conducted as part of an MBA Research to be submitted to the University of Malawi in partial fulfillment of the requirements for the award of the Degree of Masters of Business Administration (MBA).

The questionnaire has two parts and you will be required to complete both parts in full.

The information obtained will solely be used for this study and will be kept with strict confidentiality. Data collected will be analyzed in aggregate and no single respondent will be identified in the study.

This questionnaire will only take you 5 minutes to complete and we thank you in advance for taking the time to fill it out. Your honest input and comments are very important to us.

Part A : Organisation Identification

(1) Organization's name _____Date: _____

(2) Position of respondent in the organisation:_____

(3) Type of Industry for the organisation:

Tick the appropriate choice [√]

- ☐ Service
- ☐ Manufacturing
- ☐ Other (Please specify _____)

(4) Number of employees in the organisation: Tick the appropriate choice [√]

- ☐ Less than 5
- ☐ More than 5 but less than 30
- ☐ More than 30 but less than 100
- ☐ More than 100

Part B : Social Dialogue Indicators

(5) Are staff members of your organisation unionized? Tick the appropriate choice [√]

- ☐ Yes
- ☐ No

If yes proceed to Q (6), If not go to Q (7)

(6). Please indicate the union density in your organisation in percentage terms?

Please note: The ILO defines union density as defined as the measure of the level of unionism, calculated as follows: the number of workers currently enrolled as members as a proportion of all those workers potentially eligible to be members.

Tick the appropriate choice [√]

- ☐ less than 20%
- ☐ More than 20% but less than 50%
- ☐ More than 50% but less than 75%
- ☐ More than 75%

(7) Do you have a Collective Bargaining Agreement (CBA) with your employees?
Please note : *:* Collective Bargaining is defined by Article 2, ILO Promotion of Collective Bargaining Convention,1981(No.154) as " negotiations which take place between an employer, a group of employers or one or more employers' organizations,[…]and one or

more worker's organizations[….]for determining working conditions and terms of employment".

Tick the appropriate choice [√]

☐ Yes
☐ No

If yes proceed to Q (8), If not go to Q (9)

(8) Please indicate the CBA Coverage rate in the organisation in percentage terms.

Please note: The Collective Bargaining coverage rate is measured as number of workers in employment whose pay and/or conditions of employment, is directly or indirectly (e.g. though extension clause) determined by one or more agreements.

Tick the appropriate choice [√]

☐ less than 20%
☐ More than 20% but less than 50%
☐ More than 50% but less than 75%
☐ More than 75%

(9) Has your organisation experienced any Strike:

Tick the appropriate choice [√]

The past 48 months? ☐ Yes ☐ No

If yes proceed to Q (10), If not go to Q (11)

(10) Please indicate the Strike rates experienced during the period reported above? Please note: The ILO defines a Strike Rate as the number of days lost due to a strike or a lockout.

Tick the appropriate choice [√]

☐ Less than 7 working days
☐ More than 7 working days but less than 14 working days
☐ More than 14 working days but less than 21 working days
☐ More than 21 working days but less than 28 working days
☐ More than 28 working days

(11) Has your organisation, experienced any lock out?

Tick the appropriate choice [√]

The past 48 months? ☐ Yes ☐ No

If yes proceed to Q (12)

(12) Please indicate the Lock out rate experienced during the period reported above? Please note: The ILO defines a Lockout Rate as the number of days lost due to a strike or a lockout.

Tick the appropriate choice [√]

☐ Less than 7 working days
☐ More than 7 working days but less than 14 working days
☐ More than 14 working days but less than 21 working days
☐ More than 21 working days but less than 28 working days
☐ More than 28 working days

Thank you for your time

Should you need more information or clarification as regards this questionnaire kindly call: 0999950541 or 01820744 and speak to Buxton

Appendix ii – List of ECAM paid up members by sector (At the time of the report)

Goods-Producing	**Service**
BBGL	TOYOTA MALAWI
PRESS CANE	CFAO
RAB PROCESSORS	COMBINE CARGO
UNILEVER	KWIKFIT
LA FARGE	AUTOMOTIVE
AGRIMAL	BARLOWORLD
BAKHRESA GRAIN	CEAR
BATA SHOE	BP OIL
BESTOBELL	TOTAL MOBIL
BNL	CHEVRON/CALTEX
CANDLEX	DHL
CHEMICALS & MAR	HTD LTD
CHIBUKU	MCC
CROSSBOW CLOTHI	MANICA
DAIRIBOARD	NUNES
DULUX	OLYMPIA MOTORS
ETHANOL	SDV
F E S	SGS
GENERAL TINSMITH	STANSFILED
GLASS CENTRE	TRANSMARITIME
KNITWEAR INDU	UNITRANS
LEOPARLD MATCH	PIL
MACSTEEL	GDC
MAPANGA	
MONTFORT PRESS	INDE TRUST
MPL	MSB
PETROLEUM SERV	NBM
PHARMANOVA	NICO

POLYPACK LTD

PROMAT

S & K Furniture

SUNDER FURNITURE

TEM

UNIVERSAL IND

VALMORE PAINTS

Africa Leaf

Alliance One

Auction Holdings

ILLOVO Sugar

Limbe Leaf

PIM

TEA ASSOCIATION

MALDECO

RAIPLY

EPM

MMCT

NASFAM

SFFRM

AFRICA INVEST

AGMA

CARGIL

MBADZI ESTATES

MCHENGA COAL

PANAR SEED

PLANTERS LTD

PRESS AGR

STANSAD

TAMA

TEA BROKERS

RBM

STANDARD BANK

NEDBANK

REAL

INDEBANK

NBS BANK

UGI

ALEX FORBES

AON

CITIZEN

CDH

DELOITTEE

DEMMAT

ECO BANK

FINCA

KINGFISHER

FMB

KPMG

LFC

MRFC

MUSCO

OLD MUTUAL

PWC

PRIDE

SEDOM

VANGUARD LIFE

ZIN RE

ARCH

ROFFESSIONALS

FACET

IMPACT MGT

TCC

YARA

ADMARC

BROTHERS CON

CITY BUILDING

MASTER BUILD

KAMWAZA

DESIGN

KADALE

MIRTC

RTOA

TRF

PRESS CORP

ESCOM

SRWB

BWB

NRWB

LWB

AFROX

ZAIN

MBC

MTL

TNM

BPP

BUSINESS

MACHINES

GESTETNER

ICL

MACRA

MPC

NATION

PUBLICATONS

NLS

MASM

CHANCO

MIE

MANEB

MZUNI

BACOMA

NRC

POLYTECHNIC

SOUTH END

ST ANDREWS

PSI

BLM

BAH

CHAM

MBTS

PHARMACY

BOARD

MALAWI CATERING

SERVICES

MIT

SOCHE TOURS

SUNBIRD TOURISM

Blantyre City

Assembly

MBS

MRA

ADL

MHC

NRA

G4S

SAFE TECH

Appendix iii – List of participating organisations.

1 St John of God

2 Kwikfit

3 Impact Management

4 Mchenga Coal Mines

5 Cargil Limited.

6 Banja La Mtsogolo

7 NEDBANK

8 Mulanje Mountain Conversation Trust(MMCT)

9 MALDECO

10 Bestobel Malawi Limited

11 Afrox Limited

12 Limbe Leaf Tobacco Limited

13 Rab Processors Limited

14 Candlex Limited

15 Illovo Sugar

16 Eastern Produce Malawi

17 NBS Bank

18 Sunbird Malawi

19 National Bank of Malawi

20 NICO Holdings

21 Agrimal Limited

22 Malawi National Examination Board(MANEB)

23 National Publications Limited(NPL)

24 KPMG Malawi

25 Arch Professionals

26 Blantyre City Assembly

27 Packaging Industries Malawi(PIM)

28 Bakhresa Grain and Milling

29 Electricity Supply Commission of Malawi(ESCOM)

30 Welcome Trust

31 ECAM Secretariat

32 Combine Cargo

33 Indebank

34 La Farge Portland Cement

35 Malawi Communications Regulatory Authority(MACRA)

36 Malawi Cargo Centre Limited

37 Press Agriculture Limited

38 Alliance One Tobacco Limited

39 Northern Region Water Board

40 Central Region Water Board

41 Southern Region Water Board

42 Premium TAMA

43 ADMARC

44 Africa Leaf

45 Deloitte

46 Standard Bank

47 Unilever Malawi

48 Auction Holdings Limited

Appendix iv - MCTU Affiliates by sector in respect CBA's concluded

UNION	***MEMBERSHIP***	***SECTOR***	***CBA Concluded***
1.CIAWU	**2,935**	Finance, Insurance, Commerce and Domestic	2
2. COWUMA	**2,528**	Media and Communication	2
3. TGLSSWU	**6,782**	Manufacturing, securities and agriculture.	0
4.TGWU	**4,000**	Transport	4
5.WETUM	**2,300**	Water (Utilities)	0
6.BCCEAWU	**7500**	Construction and building.	1
7.NONM	**6,300**	Health and Social.	0
8.TOTAWUM	**23,513**	Plantation and	0

		Agriculture.	
9.PAWUM	**4,000**	Plantation and agriculture	0
10.SPAWUM	**8,952**	Plantation and agriculture	1
11.EMWUM	**333**	Media	0
12.RWUM	**352**	Transport	1
13. MUFIS	**2350**	Informal economy (trade, manufacturing, export, sme's)	0
14.PSEUM	**3437**	Education (Private)	0
15.MHCWU	**306**	Building and Housing	0
16.ESU	**1200**	Electricity	1

17.HFCSU	**2446**	Hospitality sector	1
18.CSTU	**12,000**	Public service (Admin, finance e.t.c.)	1
19.TUM	**46,000**	Education	0
20.SCCTU	**200**	Customs (real estates, storage and insurance)	0
21. UWTU	**1,500**	Education (tertially or higher education)	0
23.MAMWU	**4,500**	Public Service (Local assemblies)	0

(Source: MCTU/LO-Norway,2010, pg 39)