



**ANDHRA UNIVERSITY**

**RESEARCH PROPOSAL ENTITLED**

**IMPLICATIONS OF LABOUR DISPUTES ON WORKPLACE OPERATIONS: A  
Study on Select Major Formal Private Coal Mining Companies in Rumph  
District, Malawi**

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Study leading to

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**Industrial and Labour Relations**

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## 1.1. Background of the Study

Labour disputes continue rising in the world of work. Labour disputes are counter-productive at the workplace and thus negatively affect countries' economic growths (Tcha, 1998; Cooke, 2008; Feng, 2012 and Zhuang, 2015). The success of addressing labour disputes demands concerted efforts from employment social partners including the private coal mining industry companies equally faced with the rising levels of labour disputes. However, there is evidence that comprehensive implications of labour disputes at the workplace are not clear. Thus, it becomes justifiable to investigate labour disputes' implications on the workplace operations with respect to the private coal mining companies.

The World of work expects workplaces that are free from labour disputes (Adu-Poku, 2006); where the occurrence of labour disputes can be prevented or minimized; and where the settlement of labour disputes can be effectively managed at lower costs (ILO, 2013) before labour disputes become destructive and counter-productive to the economic growth. Research has shown that economies faced with less labour disputes have achieved harmonious industrial/labour relations that are a favourable condition for countries' productivity growth that translate into economic growth (Christenson, 1953; Levine & Koji, 1980; Shimada, 1982; Lam, et al., 1991; Tcha, 1998; Baffi, 2007; Ngoc-Dien, 2012 and Bhorat, et al., 2013).

Contrary to the expectation, there is, globally, a general rise in the occurrence of workplace labour disputes (Shen, 2008; Cooke, 2008; Hale, 2009; Zhuang, 2015) because of various reasons ranging from the changing forms of employment relationships (Cooke, 2008; Kochan, et al., 2019) through the liberalization of labour markets (Zhuang, 2015). Labour disputes (strikes/lockouts) have been reported to have counter-productive impacts on productivities and let alone on country's economic growth (Tcha, 1998; Baffi, 2007; Ngoc-Dien, 2012; Bhorat, et al., 2013). The general rise (or increasing trend) of workplace labour disputes and their effects on productivities have made labour disputes become a social phenomenon for current emerging debates in the field of industrial/labour relations. This is because labour and capital remain the two most commonly known inputs of every production process and that the workplace productivity depends much on labour input that drives it. Thus the conflict between labour (employees) and the capitalists (employers) entails significant disturbance to the workplace production processes.

Neumann (1980) supported the hypothesis that long strikes will have a greater effect on firms' cash flows than short strikes, thereby making the total negative effect of strikes to be larger when strikes are lengthy. Becker & Olson (1986) and Davidson, Worrell & Garrison (1988), later confirmed this hypothesis correct. The key implication of this finding according to these researchers is that negative impacts of labour disputes (strikes or lockouts) can be minimized if the employment social partners (disputants and/or policy makers) understand the implications of strike duration and thus strive to settle their strike or lockouts in the shortest time period. Such implication appears to be applicable to any other labour disputes' resultant actions.

Furthermore, Finnemore (1998) and Salamon (2000) while holding the view that industrial disputes' actions, particularly strikes, are accepted as part of workplace labour relations, however, contend that the actions must be handled by both sides with experience, care and tolerance in order to avoid dispute actions from escalating into destructive actions. In this regard, both the industrial relations researchers and practitioners seem to agree that negative impacts of labour disputes can be managed or contained if labour disputes' implicative ways are investigated and made known to employment parties and policy makers (Neumann, 1980; Becker & Olson, 1986; Davidson, Worrell, & Garrison, 1988; Finnemore, 1998; Salamon, 2000).

Many studies have been conducted on the nature of labour disputes (Madhuku, 1997; ILO, 2013; Okene & Emejuru, 2015) and their impacts on the workplace (Christenson, 1953; Chamberlain & Schilling, 1954; Hameed, 1971; Stevens, 1972; Neumann, 1980; Becker & Olson, 1986; Davidson, Worrell & Garrison, 1988; Tcha, 1998; Cooke, 2008; Ge & Lopez, 2015; Kasim, 2016). However, most of the studies on labour disputes' impacts have used the approach of examining strike/lockout costs and effects on productivity and economy (Chamberlain & Schilling, 1954; Hameed, 1971). A relatively few of the studies have used dispute settlement costs to explain such impacts (Woodhams et al., 2007). Note that these approaches used to examine impacts of labour disputes on workplace lead into findings, which uniformly seem consistent in indicating that labour disputes at any workplace establishment are, to a greater extent, very destructive as compared to being positive on part of the employment parties.

However, there is almost no any study that widened the scope to include resultant actions of other types of labour disputes, apart from the mostly used strike/lockout actions to assess disputes' impacts on the workplace operations. This is despite researchers' knowledge, that labour disputes' resultant actions are many (Finnemore, 1998; Salamon, 2000). This calls for a need to extend labour disputes' impact studies to examine how dispute settlement costs, for example, implicate the management of labour disputes as well as the employment relationship between employers and employees at the workplace. This brings an open question for research, that is, whether the dispute settlement also has significant implications on the workplace operations.

It is a concern worth noting that while workplace labour disputes are taking an increasing trend and becoming very counter-productive in the world of work (Feng, 2012) and that many studies on impacts of labour disputes have been conducted, there have been no specific studies in Malawi, particularly in the mining companies' workplaces, to establish the characteristics of labour disputes; to examine labour disputes' resultant actions and explain their implications on productivity growth. In this regard, comprehensive studies on the question of labour disputes' implications on workplace operations particularly those in some specific sectors of developing countries such as Malawi become justifiable.

Mining is one of the important economic activities in Malawi because of its potential significance to contribute to Malawi's Gross Domestic Product (GDP). For instance, it is estimated that the contribution of the mining sector to the country's GDP grew from as low as 1 % by the year 2001 to about 3 % by 2004 and to 10.8 % by 2010 as a result of commissioning of the Kayerekera uranium mining in 2009 (Tilitonse report, 2013; MG-Mines & Minerals Policy, 2013; Yagar, 2010; MGDS II, 2012). Furthermore, it is projected that a well-managed mining sector could contribute between 20 % and 30 % of Malawi's GDP within the next 5 year period.

Since Malawi has prioritized mining as one of the potential key sectors for the country's economic growth (MERP, 2012) and that the country has shown its commitment to continue the issuing of various mining related licenses to potential investors, there is need to explore on how best the mining sector can be managed in order to realize the sector's projected contributions of 30 % towards the country's GDP. Among other things to be explored, is the management of labour disputes in the country's mining sector. Studies on labour disputes' impacts on the coal mining workplace operations are significant in Malawi where most mining activities are still labour intensive. Note that harmonious labour relations contributes towards high workplace productivities (Baffi, 2007; Ngoc-Dien, 2012) as a result of free industrial disputes that are detrimental and counter-productive to workplace production activities.

The total workforce in the mining sector in Malawi, according to the Malawi Government 2020 Annual Economic report, was 21,022 employees representing an increase of 60 % from 13,140

in 2015 (MoEPD, 2020). Of the total 21,022 sector employees in 2020, 1,450 were in coal, 859 in uranium mining activities, 12,030 in the quarry aggregate production, 1,210 in gemstones minerals specimens, 195 in minerals exploration activities and the rest in other mineral production activities.

Rumphi district is one of the potential mining districts in the country. It is the largest coal mining district in the country. There are currently a total of seven registered formal private coal mining companies operating in the district. These are: Mchenga Coal Mines Ltd; Kaziwiziwi Coal Mines Ltd; Rukuru Coal Mines Ltd; Mean Jalawe Coal Mines Ltd; Majighatuwa (David Duwe Nyirenda) Coal Mines Ltd; Thekero Coal Mines Ltd and Chiweta Coal Mines Ltd. According to (Stephens, 2018; RDLO Annual report, 2019), there were 1,140 workers employed and working in these seven district coal mining companies in 2017.

## **1.2. Problem Statement**

Studies on labour disputes and their impacts on production and economy have been undertaken in some parts of the world (Lam, Norsworthy & Zabala, 1991; Tcha, 1998; Shen, 2008; Cooke, 2008; Ge & Lopez, 2015; and Kasim, 2016). This has led into generation of new knowledge about the phenomenon of labour disputes and its implications. For instance, Shen (2008) studied and found that individual and collective labour disputes have been on the rise since 1978 in China. In addition, Feng (2012) reported a general increase on workplace labour disputes in a number of developing countries. The other thing known about labour disputes through studies is that labour disputes have both positive and negative impacts on workplace production. For example, Eaton (1972) cited in Davidson, Worrell & Garrison (1988) showed that strikes, as one form of labour disputes' resultant actions, tend to be good investments for unions and poor investments for corporations. Furthermore, Cooke (2008) summed up that every study on labour disputes' impacts on workplace production indicate strike as very detrimental labour disputes' resultant action with huge impacts on production as compared to other forms or actions of labour disputes that have been less focused.

On the other hand, despite this revealed knowledge about labour disputes, there are still some aspects about this phenomenon which are not yet known in respect of some jurisdictions. For instance, emerging characteristics of labour disputes; reasons for the rise of labour disputes in some jurisdictions such as Malawi in particular and scientific description of how labour disputes affect or can affect workplace operations are some amount of knowledge that is not explicitly and comprehensively known about the problem of labour disputes. In addition, despite some previous studies' findings on labour disputes' effects on workplaces, being both positive and negative, little or no information is known about how labour disputes can positively or negatively affect some workplace functions such as the functions of dispute settlement and workplace employment relations. This is in respect of how labour disputes can implicate workplace dispute management costs as well as the employment relationships.

With respect to what has been indicated to be known as well as the reported unknown aspects about labour disputes, researchers are more interested to see further studies to identify and explain comprehensive labour disputes' implications on the workplace activities. This study objective can be achieved once complete actions which are a result of labour disputes have been explored and their effects understood. It must be noted here that some previous studies that have attempted to show impacts of labour disputes on production (Christenson, 1953; Chamberlain & Schilling, 1954; Seidman, 1954; Hameed, 1971; Stevens, 1972; Neumann, 1980; Becker & Olson, 1986) have only focused on quantitative analysis of strike or lockout effects and their costs in relation to production. It must also be noted, however, that strikes or lockouts are just one of the labour disputes' resultant actions which are pursued to achieve disputant needs. There

are also labour disputes' resultant actions undertaken at the workplace to address or resolve the disputes.

Furthermore, these previous studies have not studied impacts of other labour disputes' actions such as discipline resultant action; labour office conciliatory and court litigatory interventions nor have they focused on positive impacts of labour disputes. Workplace discipline process, labour office conciliatory and court litigatory interventions are equally potential study variables to be used in order to explain comprehensive implications of labour disputes on workplace operations. It is against this background that this mixed methods study has been designed to investigate complete and comprehensive implications of labour disputes on workplace operations. The study will attempt to address the question of implications of labour disputes on workplace operations (such as production, dispute settlement and employment relations management) that can be explained by resulting actions of various types of labour disputes.

### **1.3. Research Questions**

This is an ethnographic study that seeks to understand implications of labour disputes' resulting actions on workplace operations in respect of parameters such as production, labour disputes and employment relations management.

Creswell (2015: 141) states that “qualitative researchers ask at least one central question and several sub questions. They begin the questions with words such as *how* or *what* and use exploratory verbs such as *explore* or *describe*. They pose broad, general questions to allow the participants to explain their ideas. They also focus initially on one central phenomenon of interest. The questions may also mention the participants and the site for the research.

Based on Creswell's guidance, the broad formulated research question for this study reads: How can various types of labour disputes' resultant actions explain implications of labour disputes on workplace operations according to perceptions of the employment social partners in the coal mining companies? It must be noted that this broad/central question begins with “how”; uses action verb “explain”; and mentions the participants, employment social partners (employees/employers), as respondents of the study.

The following specific research questions were formulated and will be addressed to guide attainment of the outlined specific study objectives:

1. What nature and types of labour disputes occur in the sample coal mining companies' workplaces?
2. What are the characteristics of labour disputes occurring in the sample coal mining companies' workplaces?
3. What are the labour disputes' resultant actions that can be used to explain the implications of labour disputes on the workplace operations?
4. What are the qualitative implications of workplace labour disputes on workplace operations that can be explained using the labour disputes' resultant actions?
5. How do labour disputes generally impact workplace parties (i.e. employees, employers and the state/public) with reference to the surveyed companies?
6. What would be the appropriate policy strategies for workplace parties and policy makers to adopt and implement in order to help prevent or minimise the occurrence and impacts of labour disputes in Malawi?

### **1.4. Significance and Scope of the Study**

This study of labour disputes' implications on workplace operations brings significant contribution towards the knowledge body of impacts of labour disputes. This is because a study on implications of labour disputes on workplace operations is generally important as it helps to generate knowledge and understanding on how to address the practical problem of inadequate knowledge on implications of labour disputes' resulting actions at the workplace. It also helps to understand how labour disputes affect the country productivity and economy so that effective dispute prevention and resolution policies and strategies can be formulated for effective implementation.

The main outcomes of this study include investigated and explained nature and characteristics of labour disputes occurring in the workplace establishments of the coal mining sector in Malawi as well as explained implications of labour disputes on workplace operational activities along with formulated or constructed set of testable propositions (hypotheses) on the relationships between labour disputes resulting actions with their associated implications.

With these study outcomes, the study's significance has been specifically explained in three different ways as follows: first, in terms of the study's contribution to the scholarly research and literature in the field of industrial relations; second, in terms of how the study can help to improve practice; and third, in terms of why the study is useful to improve policy.

In terms of study contribution to scholarly research and literature in the field of industrial relations, first, the researched nature and characteristics of labour disputes broaden knowledge about the phenomenon of labour disputes, which may be useful in higher academic institutions for teaching and learning purposes as well as to be used for literature review in further studies. Second, the study expands the conceptual model for investigating labour disputes' impacts to include additional variables of dispute settlement and employment relationship management in addition to the mostly researched variable of production operation. This expansion may be useful for further research that may be set to quantitatively analyse labour disputes' implications on dispute settlement management costs as well as on employment losses related to labour disputes. Finally, the formulated set of testable propositions (hypotheses) on the relationships between labour disputes resulting actions with their associated implications could be a valuable source for further research on quantitative assessment of labour disputes' impacts on productivities and economy which is beyond the scope of this study.

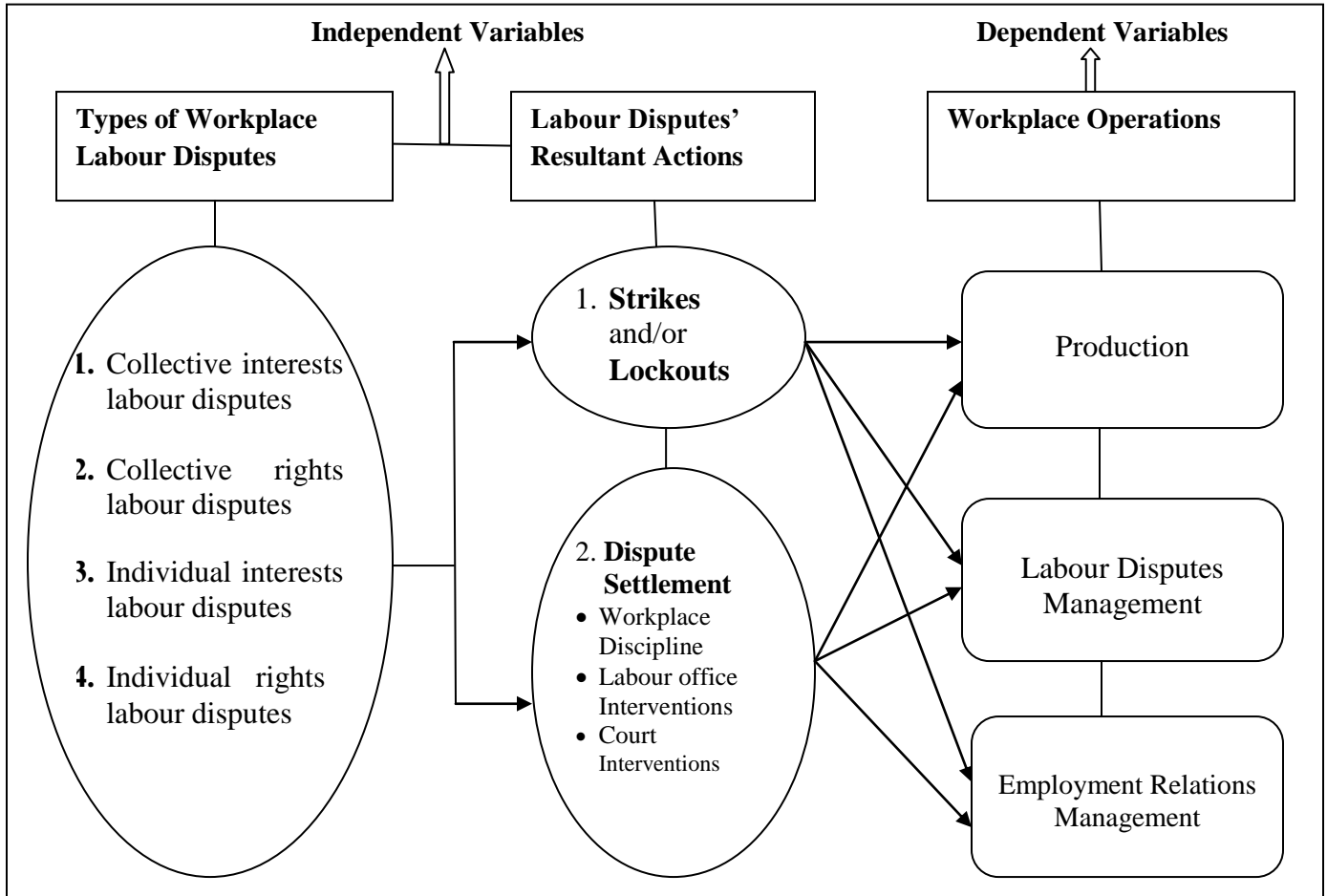
In terms of how the study helps to improve practice, the clear understanding of the characteristics of labour disputes is critical to resolving labour disputes and preventing them from occurring in the future through the pursuit of good formulated workplace strategies based on informed research. In this regard, the findings will be of much use to workplace parties especially the employers for them to understand the nature and characteristics of labour disputes that occur in relation to their specific work environments so that they can effectively manage their labour disputes before they become destructive on their workplace operations.

In terms of why the study is useful towards policy improvement, the findings on implications of labour disputes can help to enhance the prioritization of development issues by government policy makers and guide on the formulation of targeted policies and strategies aimed at minimizing occurrences of workplace labour disputes. In this case, the study findings will be a reference of information for the government policy makers to be guided in the development of relevant workplace dispute resolution policies with positive impact towards the reduction and/or prevention of labour disputes.

## **Scope of the Study**

The research gap for this study identified in the literature review defines the scope of this study as implied in the study’s designed conceptual framework model (Figure 1). The model contains all variables, both independent and dependent variables, used in this study.

**Figure 1: Modified/designed Conceptual Framework Model of this Study**



*Source:* Author’s own modified or extended conceptual model design.

The study addresses the research question of “What are the implications of labour disputes on workplace operations (such as production, dispute settlement and employment relationships management) that can be explained by the resulting actions of various types of labour disputes?” This study research question demonstrates scope of the study as illustrated in the Figure 3.2. Unlike previous studies on labour disputes’ impacts, this study extends the scope to involve all labour disputes types, all labour disputes’ resultant actions as well as expands coverage on dependent variables to include labour dispute settlement cost and employment relationship loss related variables in addition to the production loss related variables in context of the Malawi coal mining companies’ workplaces.

## 1.5. Study Objectives

### 1.5.1. Overall Study Objective

The present study is on labour disputes and their implications in the world of work. Labour dispute, tentatively means a disagreement between an employee and his/her employer.

The purpose of this mixed methods study is to first investigate and establish the nature/kinds and characteristics of workplace labour disputes, and second to identify and explain their effects (implications) on workplace operations (production, dispute settlement and employment relationship management) in the major formal privately owned coal mining companies in Rumphi district in Malawi. In the study, a qualitatively developed questionnaire will be used to collect data from employees/employers of the selected companies on the characteristics and implications of labour disputes. At the same time, quantitative secondary data on reported and processed labour disputes will be collected by the author from Rumphi district labour office. The reason for using both qualitative and quantitative data is to better understand this study research problem of labour disputes' implications by analyzing quantitatively, statistics of reported labour disputes to support the analysis of the primary data on respondents' detailed views about the nature and occurrence of labour disputes in their companies' workplaces.

### ***1.5.2. Specific Study Objectives***

In order to achieve the described study purpose, the study is set to address the following specific objectives:

1. to review the nature and types of labour disputes with reference to the sample coal mining companies;
2. to describe the characteristics of labour disputes occurring in the sample coal mining companies;
3. to identify and explain labour disputes' resultant actions that have implications at the workplace;
4. to examine and discuss labour disputes' implications on the workplace operations (production, dispute settlement and employment relationships management) using the examined labour disputes' resultant actions;
5. to explain how labour disputes generally impact workplace parties (i.e. employees, employers and the state/public) with reference to surveyed companies; and,
6. to suggest ways of preventing or minimizing the occurrence and impacts of labour disputes in Malawi.

## **1.6. Literature Review**

### ***1.6.1. Theoretical Perspectives of Industrial Relations***

Labour disputes concern matters of industrial and/or labour relations at the workplace. As a result, studies on labour disputes hinge on theoretical perspectives of industrial relations. Industrial relations is defined as the individual and collective relations between workers and employers at work arising from the work situation, as well as the relations between representatives of workers and employers at the industry and national levels, and their interactions with the state (Hyman, 1975; Kochan, 1980 and Salamon, 2000). Theoretical perspectives of industrial relations which are unitarism, pluralism (John commons, 1957) and radicalism (Hyman, 1975) are the three classical (original) theories that have greatly shaped the developments of industrial relations in the world since its emergence to date (Hameed, 1982).

This study will therefore use the theoretical perspectives of industrial relations to explain the developments of the industrial/employment relationships in the African developing economies and Malawi in particular. These developments are the foundational basis of all the nature and characteristics of labour disputes that are currently taking an increasing trend in various

workplace establishments. Such theoretical perspectives will also help to explain why some labour disputes causes are more crucial as compared to others. The study will also use theories and models of labour disputes' impacts.

### ***1.6.2. Theories of Labour disputes' impacts***

The theory of the off-set factor is one of the two theories of labour disputes' impacts. The theory states that detractive and distributive are the two forms of impacts of dispute time losses on production (Christenson, 1953). In this theory of off-set factor, the offset factor represents forces which can mitigate the impact of dispute time loses upon production. The theory holds that labour disputes which are differences between employees and employer's management team, are the forces that influence volume of production.

The second theory of labour disputes' impacts is the theory of strike cost and government intervention policy (Hameed, 1971). This theory states that "any time the social and economic costs (loss of freedom of consumers and producers as well as the actual loss of production) exceed the benefits (freedom to strike, negotiated wage increases) the government must act in the interest of the total society to restore industrial peace". Proponents of this theory had observed that prolonged strikes reduce production of goods and services and jeopardise the economic freedom of the consumers.

This study will use these theories to examine study dimensions that are used to explain the implications of labour disputes on the workplace operations.

### ***1.6.3. Theoretical Model of Labour Productivity and National Development***

Productivity can be defined as output per unit of input in a production process (Kasim, 2016) or it is the relationship between the quantity of output and the quantity of input used to generate that output (Sang, 2017). Labour productivity is concerned with the amount (volume) of output that is obtained from each employee. The Nigerian Employers Consultative Association (NECA, 1991 cited in Kasim, 2016) observed that it is more common in productivity studies to see emphasis placed on labour productivity. This is because, according to Kasim (2016), labour productivity, unlike other existing productivity factors like capital and land, is the type of productivity that affects directly the purchasing power of the population since:

$$\text{National Productivity} = \frac{\text{Gross National Product}}{\text{Working Population}}$$

This is a theoretical model of labour productivity and National Development. From this model, any factor that can hinder the Gross National Product (the numerator) holding the Working Population constant will definitely hinders the National Productivity. Kasim (2016) stated that an industrial action is one of the negative factors to reduce the National Productivity or at least to hinder the achievement of planned economic growth. Industrial actions emanate from labour disputes leading to work stoppages (strikes/lockouts) and making the economy to lose labour productivity in form of man-days lost. This model is important for this study and thus will be used.

### ***1.6.4. Types, Nature and Characteristics of Labour disputes***

A review of literature on the nature and types of labour disputes indicate that labour disputes are distinctively grouped into two broad categories of individual and collective labour disputes

(Spielmans, 1939; Witte, 1956; ILO, 2013). Furthermore, the literature indicates that each of the two broad categories can be sub grouped into interests and rights labour disputes (Fraenkel, 1937; Sanders, 1947; Provis, 1993; Madhuku, 1997; ILO, 2013; Okene & Emejuru, 2015). This grouping of labour disputes allows labour disputes to be classified into four classes namely: individual interests labour disputes; individual rights labour disputes; collective interests labour disputes and collective rights labour disputes. Marley & Weiss (2000) described disputes over interests as “major disputes”, whereas disputes over rights as “minor disputes”.

Interests’ disputes are defined as those major (usually collective) disputes that are mostly economic in nature whose occurrence and resolution at the workplace are a foundation for the future occurrence of rights disputes (Okene & Emejuru, 2015). On the other hand, Okene & Emejuru defined rights disputes as those minor (usually individual) disputes that are mainly legal in nature whose existence and occurrence at the workplace may be a result of (follows) the resolution of interests disputes.

Characteristics of labour disputes refer to describing labour disputes according to their prescribed legal entitlements. Unlike nature and types of labour disputes, characteristics of labour disputes are relative to specific country legal environments. They are described in terms of labour laws of a particular country with respect to the nature and types of labour disputes (Okene & Emejuru, 2015: 136). For instance, Jie Shen (2008) reported several forms of labour disputes, based on characteristic descriptions, occurring in Chinese workplaces which include: delayed or non-wage payment disputes, wage underpayment disputes, non-overtime wage payment disputes, dismissals, as well as labour disputes on violation of working conditions such as hours of work, leave, rest etc. Studies on labour disputes characteristics have been conducted extensively in China and other parts of the World (Jie Shen, 2008). However, there have been little of such studies being conducted in most of the Sub-Saharan African countries including Malawi (Fashoyin, 1998). Furthermore, none of the few conducted studies have covered labour disputes in the mining sector, particularly the coal mining sector with greater frequency of number of labour disputes occurring due to the sector being labour intensive as compared to merchandised operating sectors.

#### ***1.6.5. Labour Disputes’ Resultant Actions***

In labour disputes, employment parties can act differently as ways of expressing their dissatisfaction with each other. For example, workers can strike or employers can lockout and discipline their employees. Similarly, both parties and the government can attempt to settle the labour disputes. Therefore, strikes/lockouts, discipline and disputes settlement are the three distinct resulting actions arising out of labour disputes. This study will use these disputes’ resultant actions as mediating variables to explain/mediate effects of labour disputes as independent variables on the workplace operations as dependent variables.

The reviewed literature further show that it is mainly collective interests’ labour disputes that can legally justify the action of strikes or lockouts (Spielmans, 1939; Birk, 1990; Jacobs, 1998; ILO, 2015; Foley & Cronin, 2015). Neither party to the collective rights labour disputes is by law permitted to stage a strike or lockout. Theoretically, the other two classes of labour disputes (individual interests’ labour disputes and individual rights labour disputes) cannot lead into a

strike or lockout because they are disputes (disagreements) that do not constitute a concerted action which is a key defining concept of a strike dispute. On the other hand, collective rights labour disputes cannot justify strike action based on legal requirement that all unresolved labour disputes involving rights must be referred to mandated disputes arbitration bodies and/or courts for interpretation. However, empirical evidence on strikes shows both the collective rights and interests labour disputes resulting into strikes and lockouts (Okene & Emejuru, 2015).

#### ***1.6.6. Studies on Labour Disputes' Impacts and/or Implications***

A number of studies have been conducted on labour disputes' impacts. Most of these studies have approached labour disputes' impact studies by examining strikes and/or lockouts costs and effects on productivity and economy (Christenson, 1953; Chamberlain & Schilling, 1954; Seidman, 1954; Knowles, 1955; Hameed, 1971; Stevens, 1972; Perry, 1978; Imberman, 1979; Gandz, DuMont, & Lord, 1980; Neumann, 1980; Becker & Olson, 1986; Davidson, Worrell & Garrison, 1988; Lam, Norsworthy, & Zabala, 1991; Tcha, 1998; Cooke, 2008; Ge & Lopez, 2015; and Kasim, 2016). The studies have used variables and/or dimensions such as strike cost categories, strike benefits, number of working or man days lost, frequency of labour disputes, losses to producers and workers, social and economic costs, social and economic benefits, loss of production and loss of economic freedom for producers and consumers. These study variables are supported as appropriate study variables for labour disputes impacts studies by theories of labour disputes' impacts on productivity and economy (Christenson, 1953; Hameed, 1971). The following paragraphs briefly summarise some of the labour disputes' impact studies.

Chamberlain & Schilling (1954) conducted a study on impact of strikes and their social and economic costs. They concluded that some strikes are serious, not because they withhold final products from consumers, but because they deprive employees in related industries of employment income. Chamberlain & Schilling developed a comprehensive rating scheme for measuring the impact of a given strike on the public. They approached their study by taking into account of the cultural necessity of the product, the period of time that existing stocks will last, and the extent to which other products can be substituted from all of which an urgency rating is derived; and this in turn, in combination with the number of persons affected, yields a score for the strike.

Knowles (1955), however, criticized Chamberlain that: estimating the cost of strikes, as of other kinds of warfare, is a tantalizing problem as the relevant statistics are easily not available; and that people are affected in varying degrees. Florence Peterson of the USA Bureau of Labour Statistics in 1937, wrote that "an estimate of the cost of individual strikes or the cost of all strikes in a given period is misleading as well as inaccurate"; and more recently the Bureau has described the making of such estimates as an "impossible job" (Knowles, 1955: 221). Similarly, Hameed (1971) also criticised Chamberlain's & Schilling's studies by stating that although their empirical studies were useful and relevant for public policy decisions but they do not, however, develop a theoretical framework for using strike costs as criteria in government intervention policy in labour disputes.

Stevens (1972) studied on effective measures of strike costs and concluded that in the private sector, the expected cost of strike can be best measured in terms of its impacts on profits because of presence of the market logic. He explained that normally, in the private sector, the process of collective bargaining, backed by the threat of strike, has certain market logic: “If the employer complies with the employees' demands, profits will be reduced”. Whereas, for the public sector cost of strike can be best measured in terms of political implications and consequences for agency management since strike threats in public sector have no or follow no any market logic (Stevens, 1972: 400).

Imberman (1979) on his study to investigate strike activity costs divided strike costs into three categories. First, prestrike costs that include productivity lost because employees are disgruntled and revenues lost because customers faced with the likelihood of a strike diversify their suppliers (look for alternative suppliers). Second, strike costs that include profits lost because of a decline in revenue and executive time lost when executives attempt to operate a firm themselves. Third, long-term strike costs, which include: lost employees, post strike overtime, and potentially permanent loss of customers. Gandz, DuMont, & Lord (1980) recommended Imberman's used strike cost categories as appropriate and pointed out some additional strike costs that include the costs of prestrike inventory build-ups, shut-downs and start-ups, sabotage, negotiating, and training strike breakers. Gandz et al. (1980), however, observed that not all of those costs can be measured, so the exact cost of a particular strike or of strikes in general, cannot be precisely determined.

Further empirical studies on effects of strikes showed that strike starts were associated with negative returns, whereas strike conclusions were associated with positive returns (Neumann, 1980) and that companies settling labour disputes before strikes occurred had little prestrike reaction (Becker & Olson, 1986). Davidson, Worrell & Garrison (1988) confirmed Neumann's findings and explained further that “the start of a strike is a signal to the stock market that future earnings may be impaired; that the signal may be associated with negative stock returns and that when a strike is over it may be a signal to the stock market that the period of strike-induced impairment of earnings is over, so positive returns should be associated with the conclusion of a strike”.

Enderwick (1982) argued by citing Turkington (1976) and Napples (1979) that there are considerable difficulties involved in estimation of strike costs as a measure to ascertain impacts of strike labour dispute. The major deficiency of this measure according to Enderwick is that it fails to take any account of the indirect costs of a stoppage. Enderwick further noted that the major sources of difficulty include identification and quantification of indirect and intangible costs and the differential effects of stoppages according to duration, extent, timing and location. This is because the majority of estimates concentrate on readily available measures such as working days lost or estimates of production foregone, in which case all cost estimates are restricted to cover only those directly involved. He, however, stated that despite these difficulties, the number of working days lost provides the most widely used measure of strike costs.

Shimada (1982) found that Japanese labour turnover is quite high, and [whereas] Levine and Koji (1980) [had] argued that some part of turnover results from latent industrial conflict/labour

dispute (as cited in Lam, et al. 1991: 419). This is a form of labour disputes' implications with regard to the workplace function/operation of employment relations management.

Davidson, Worrell & Garrison (1988) extended Neumann's study to examine the relationship between strike costs and strike lengths. Their formulated study hypothesis: "long strikes will have a greater effect on firms' cash flows than short strikes thereby making the total negative effect of strikes to be larger [more costly] when strikes are lengthy" was supported to be true.

Lam, Norsworthy, & Zabala (1991) established that worker attitudes affect not only labour productivity but also the productivity of other input factors. These authors observed that there is scope for the worker to manifest dissatisfaction in various forms of low-grade sabotage which may take the form of breakage (increasing material costs), letting machines break down through inattention, omitted adjustment or maintenance (increasing maintenance and/or materials costs), and absenteeism (increasing labour costs). Lam et al. (1991) further stated that, there is little reason to doubt that dissatisfaction or alienation will generally give rise to more of it, resulting in higher costs and possibly a reduction in the quality of output.

Tcha (1998) conducted a study to test a model used to analyze the effect of labour disputes on Korea's DFI in the selected Korean's regions. He used three different measures of labour disputes: the number of working days lost because of labour disputes, the frequency of labour disputes, and the number of working days lost per labour dispute per annum. The study found that labour disputes have substantial explanatory power for Korea's DFI in Asia as well as North America, at least for the limited period since Korea's extraordinary explosion of labour disputes in 1987. His study also found that militant labour disputes led to rapid increases in wages and uncertainty in production. The study concluded that the effect of labour disputes is the increased wages that leads into increased wage labour costs for the firm and also is the increased fringe benefits and improved conditions of employment that lead into increase in non-wage labour costs.

Akingbola (2004) conducted a study to examine dimension of work stoppages in Social Economy Organisations (SEOs) in Ontario and to establish causes and implications of work stoppages for clients, employees, and community. He found that small organizations are more prone to labour disputes due to wages and conditions of service factors and that, either due to the small size, limited resources or the specialized nature of the services, the SEOs could not possibly mitigate the impact of the labour disputes. Finally, Akingbola reported that work stoppages affect the primary stakeholders - the organization, clients, employees and the community in the short term. He however observed that the outcome of many of the labour disputes suggest that one could argue that they are as short term pains for long term gains.

Labour dispute resolution is currently gaining more and more attention worldwide because of two factors according to Baffi (2007). First, it is because of the cost of labour conflict/dispute which is increasing. Second, it is because of the increasing impact of labour conflict/dispute on production.

Woodhams et al. (2007) conducted their study in New Zealand that focused on analyzing the economic costs to employers and the social costs to employees arising as a result of labour

disputes (employment relationship problems). The survey cost variables analysed included: labour disputes investigation, legal representation or advice and litigation proceedings costs; staff replacement costs as well as costs associated with the lost staff, production and management time. In their study, Woodhams et al. (2007: 3) found that:

1. The median direct cost of all the analysed cost variables in the survey was about \$5000, of which \$2800 represented payouts to employees, whereas the remainder included legal representation/advice, investigation costs and any replacement staff costs used to cover for participants (employees) in the disputes.
2. The total direct costs for all the surveyed employers [was] around \$214 million for the 12 month period, the cost total amount that represents 0.6 % of the private sector wages and salaries for one year.
3. The lowest disputes settlement costs rose where the settlement process took place entirely in-house with neither the employer nor the employees having representation.
4. The disputes settlement costs increased with the labour disputes settlement process progressing through the hierarchy of disputes resolution levels of workplace mediation, conciliation and litigation.

Woodhams et al. (2007) observed that there are several ways of measuring the overall cost and benefit of employment relationship problems (ERPs) to the economy and society as a whole. None of these methods are perfect and many costs and benefits can only be estimated. Woodhams and others suggested that the net direct financial costs of ERPs can be defined as the total amount that employers and employees or their representatives spend on investigating, negotiating and resolving problems, including: legal or similar costs; meeting costs; replacement of staff to carry out the duties of staff under suspension or stress/sick leave during the course of an employment relationship problem.

Woodhams and others recommended the need for further studies on the phenomenon of labour disputes that should survey employees to develop a fuller understanding of the economic costs they face; carry out more intensive research into the qualitative impacts of labour disputes on employers and other workplace staff.

Ngoc-Dien (2012) observed that in labour relations, conflict between personal capacity, labour productivity, wage income and the owner's interests is constantly increasing, bringing negative impact on labour relations; and that to overcome the shortcomings mentioned above, Vietnam issued a number of policies and laws to regulate and manage the social relations in the field of labour especially labour relations.

Bhorat, Jacobs, & Van Der Westhuizen, (2013) conducted a study to find out whether or not industrial disputes reduce employment. They used least-square model to predict the impact of differentially measured indices of industrial disputes on time and regional variation in employment levels in South Africa. Their study reported that an increase in industrial disputes, measured both in the number of industrial dispute cases brought to the CCMA and in the efficiency levels of such dispute conciliation body, decreases regional-level employment in the South African labour market. This concerns labour disputes' impacts in relation to employment relationship.

### ***1.6.7. The Explanation of the Research gap***

A synthesis of reviewed literature on the nature and types of labour disputes leads into four classifications of labour disputes namely: individual interests labour disputes; individual rights labour disputes; collective interests labour disputes and collective rights labour disputes. The reviewed literature also indicates that it is mainly collective interests' labour disputes, and not the collective rights labour disputes together with the other two, that can legally justify the action of strikes or lockouts because neither party to the collective rights labour disputes is by law permitted to stage a strike or lockout (Okene & Emejuru, 2015). It has also been noted that it is undisputable fact that any kind of labour dispute once left unresolved has potential to result into some actions that may be destructive at the workplace.

Most reviewed studies on labour disputes' impacts used the approach of investigating strike/lockout costs to show impacts of labour disputes on productivity and economy (Chamberlain & Schilling, 1954; Knowles, 1955; Hameed, 1971). There is no any study on labour disputes' impacts that widened the coverage scope to include the resultant actions of other types of labour disputes apart from strikes/lockouts actions to assess disputes' impacts on the workplace production. The facts that every kind of labour dispute has potential to affect the workplace operations and that only the strikes/lockouts as actions resulting from collective interests' labour disputes have been extensively studied imply that studies on labour disputes' impacts are inadequate in terms of: (1) coverage with respect to types of labour disputes, (2) coverage with respect to the disputes' resulting actions. In addition, assessments of these conducted studies have only been limited to production loss related variables excluding labour disputes settlement cost and employment relationship loss related variables.

The exclusion of individual interests labour disputes; individual rights labour disputes in the earlier studies was based on the research findings that strikes has very detrimental labour disputes [actions] with huge impacts on production as compared to other forms of labour disputes (Knowles, 1955). It was also based on the assumption that they (the excluded dispute types) do not result into strikes or lockouts. The assumption is however disproved by empirical evidence on strikes that shows both the collective rights and interests' labour disputes resulting into strikes and lockouts (Okene & Emejuru, 2015).

Note that individual interests labour disputes and/or individual rights labour disputes lead into disputes' resultant actions such as workplace discipline and labour disputes settlement (both at dispute conciliation commission offices or labour offices and court level). In addition, theories on labour disputes' impacts on production and economy are inclusively and generally defined. They do not only cover strike related variables/dimensions but also extend their general explanations to cover all variables that may be associated with labour disputes' impacts (Christenson, 1953; Hameed, 1971).

Further, it has also been observed that while every study on labour disputes' impacts on workplace production indicates strike as very detrimental labour dispute with huge impacts on production as compared to other forms of labour disputes, measuring strike costs, however, remains a challenge for researchers. For instance, Gandz et al., (1980) observation that "not all of

the strike costs can be measured”, clearly indicates difficulties and complexities in attempts to conduct conclusive measurements of strike costs and impacts. Their observation totally agrees with Cooke (2008) who stated that only with the availability of comprehensive government published statistics on country labour disputes, studies of labour disputes’ impacts on the economy are feasible. Furthermore, Florence Peterson of the USA Bureau of Labour Statistics in 1937, wrote that "an estimate of the cost of individual strikes or the cost of all strikes in a given period is misleading as well as inaccurate"; and more recently the Bureau has described the making of such estimates as an "impossible job" (Knowles, 1955: 221).

The revealed research gap calls for further comprehensive studies on labour disputes’ impacts that should holistically address all implications of labour disputes. Such studies should be able to extend study scope to include all types of labour disputes in the impacts assessment and to explore labour disputes’ implications that can be explained by the other disputes resultant actions such as the discipline and disputes settlement process actions. In respect to this revealed gap and the expressed need for further studies on labour disputes’ impacts, this study has been designed to address the research question of what implications of labour disputes on workplace operations (such as production, disputes settlement and employment relations management) can be explained by the resulting actions of various types of labour disputes.

#### ***1.6.8. Summary of Literature Review***

The most important (key) studies for this proposed research study include:

1. studies by Spielmans (1939); Jie Shen (2008); ILO (2013); and Okene & Emejuru (2015) on nature, types and characteristics of labour disputes;
2. studies by Christenson (1953); Seidman (1954); Perry (1978); Imberman (1979); Davidson, Worrell & Garrison (1988); Lam, Norsworthy, & Zabala (1991); Cooke (2008); Ge & Lopez (2015); and Kasim (2016) on labour disputes’ impacts on productivity and economy;
3. studies by Knowles (1955); Hameed (1971); Naples (1980); Gandz et al. (1980); and Enderwick (1882) on criticism of using strike costs alone as a measure of assessing labour disputes impacts on productivity and economy; and,
4. studies by Stevens (1972); and Tcha (1998) on use of broad approach to study labour disputes impacts; Woodhams et al., (2007) on labour disputes impacts and settlement; Bhorat, Jacobs, & Van Der Westhuizen (2013) on labour disputes impacts and the employment relationships.

These studies have captured a number of study themes which include: types of labour disputes, strike cost categories, strike cost measurements (i.e. number of working or man days lost, frequency of labour disputes, disputes time losses etc), production losses (i.e. losses to producers through production costs & output losses and also losses to workers), social and economic costs, social and economic benefits, and loss of economic freedom for producers and consumers. All these are appropriate study variables and/or dimensions for labour disputes’ impact studies.

A synthesis from these studies has revealed the research gap, that is, an area that is still under researched which is to be filled by this proposed study. The revealed research gap has been explained in terms of inadequate coverage with respect to types of labour disputes as well as with

respect to disputes' resulting actions. The research gap has also been explained in terms of limitation with respect to explored dependent variables by past disputes' impact studies that have only covered production loss related variables excluding labour disputes settlement cost and employment relationship loss related variables.

This proposed study therefore will attempt to fill this gap by addressing the research question of "What are the implications of labour disputes on workplace operations (such as production, disputes settlement and employment relations management) that can be explained by the resulting actions of various types of labour disputes?" The study will adopt mixed methods research approach to address this research question that translates into an overall objective which is to investigate and establish the nature and characteristics of workplace labour disputes as well as to explore and explain their effects (implications) on workplace operations. To fill the gap, the study will extend the scope to involve all labour disputes types, all labour disputes' resultant actions as well as expand coverage on dependent variables to include labour disputes settlement cost and employment relationship loss related variables in addition to the production loss related variables in context of the Malawi coal mining workplaces.

## **1.7. Research Methodology**

### ***1.7.1. Research Study Design***

This study, which focuses on labour disputes and their implications, will adopt deductive research approach because it draws upon the theories of labour dispute impacts to examine/explore and explain how labour disputes implicate the workplace operations in the sample coal mining companies in Malawi.

The study will adopt a mixed methods research approach to address the research question of labour disputes' implications on workplace operations (such as production, dispute settlement and employment relations management) that can be explained by the resulting actions of various types of labour disputes. This mixed methods approach will help to collect required qualitative data (respondents' opinions/knowledge about disputes' nature, characteristics and implications) and quantitative data (tabulated labour disputes statistics from secondary data sources) from sampled workplace organizations under study as well as from workplace maintained registers and reports within government institutions. According to Babbie (2004), mixed methods approach is said to be unlimitive on part of the researcher to ably understand better on how two variables can relate or affect each other as was the case in this study.

The study reviews the nature and types of labour disputes; describes the characteristics of labour disputes; explains labour disputes' resultant actions that have implications at the workplace; discusses labour disputes' implications on the workplace operations using explored labour disputes' resultant actions; interprets findings on the relationships between labour disputes resulting actions with their associated implications; and proposes some testable hypotheses for further research. The study provides a detailed description of the characteristics of labour disputes that occur in the major formal privately owned coal mining companies in Rumphi district, Malawi as well as explaining their implications. In this regard, this study is mostly descriptive and explanatory in nature.

The study is designed as cross-sectional survey research as it was conducted once within a particular period using sampled companies as study areas. This study will predominantly use the survey research method. This is because the study sought to understand and explain the nature and characteristics of workplace labour disputes as well as to investigate their qualitative

implications on the workplace operations in the selected major formal privately owned coal mining companies in Malawi using data that were collected once from the participating employees and employers.

### ***1.7.2. Study Population and Sampling Frame***

Study population refers to the total number of items about which information is desired (Kothari, 2004). The population can be finite or infinite. Kothari (2004) stated that the population is said to be finite if it consists a fixed number of elements so that it is possible to enumerate it in its totality. For instance, the population of a city [or] the number of workers in a factory is an example of a finite population (Kothari, 2004: 153). On the other hand, an infinite population is that population in which it is theoretically impossible to observe all the elements (Kothari, 2004). Thus, in an infinite population the number of items is infinite such that we cannot have any idea about the total number of items.

This study on labour disputes targets employees (workers) and their employers from the study selected companies as the study population. The study will select four surveyed coal mining companies of Mchenga, Kaziwiziwi, Mean Jalawe and Rukuru. These study companies will be selected based on the defining criteria of the major formal private coal mining company in the district.

The study operationally defines the phrase “*major formal private coal mining company*”, to mean any non government owned coal mining company in Rumphi district which is duly registered and/or licenced by the Malawi Government and had at least, at the time of the study, a hundred total workforce producing more than twenty metric tones of coal per month. This means *size of workforce, monthly coal production quantity* along with *registration or recognition and ownership status* (whether *government owned or not*) were used as four defining criteria. The selection criteria enabled the researcher to select appropriate coal mining companies that meet the operational definition of major formal private coal mining company or workplace establishment.

According to Rumphi district labour office annual reports, there were a total of 1,083 employed workers in the four selected major coal mining companies, the number that constituted the study population (see table 4.1). This total workforce includes the companies’ employed managers and human resource officials who responded to the survey questionnaire as employers and/or employers’ representatives, thereby defining the study population and/or sampling frame as constituting employees and employers.

In other words, it means that the employees and employers from the four selected companies are the individuals that constituted the study sampling frame from which the sample size was determined. This defined study population was found to be appropriate for this study because labour disputes are disagreements between two groups of individuals, the employee(s) and employer(s), who are parties to the employment relationship. These employment parties constitute finite population according to Kothari’s categorization of a study population.

### ***Sample Size***

As showed in table 4.1 below, a total of 1,083 employees were employed working in the 4 selected coal mining companies in Rumphi district in Malawi (RDLO Annual report, 2020) by mid 2019, the time for designing this study.

To determine sample size, the study used Yamane's 1967 model formula of calculating the total number of minimum required respondents. Using this formula, the number of sampled representatives is computed by considering the total population size; required minimum confidence level and tolerable sampling error (the level of precision). The formula is given in the equation 1 below:

$$n_0 = \frac{N}{1+N(e^2)} \dots\dots\dots (1)$$

Where  $n_0$  = sample size;  $N$  = total population size and  $e$  = probability sampling error.

Using this formula and given the total workforce size of 1,083 employees ( $N$ ) in the district selected coal mining sector companies, and confidence level of 95 % (with precision level of 5 %), which according to Israel (2003) and Weisberg & Bowen (1977) is recommended for descriptive studies, the sample size ( $n_0$ ) of the respondents is computed as follows:

$$n_0 = \frac{N}{1 + N(e^2)} = \frac{1083}{1 + 1083(0.05^2)} = \mathbf{292}$$

However, Israel (1992: 3) noted that if the population is small [as is the case in this study population with 1,083 employees] then the sample size can be reduced slightly. According to Israel, this is because a given sample size provides proportionately more information for a small population than for a large population. The sample size ( $n_0$ ) was therefore adjusted using the equation 2 as follows:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} \dots\dots\dots (2)$$

Thus, using this adjusted formula (2),

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = \frac{292}{1 + \frac{(292 - 1)}{1083}} = \mathbf{230}$$

However, to increase response rate, (taking into consideration that the non-response rate may be higher as many of the respondents are located in separate workplace sites within the mine location), the researcher added 50 respondents for contingency. This brought the total sample size to be **280** of which 8 of them were from the management sections mainly the managers and/or the human resource officers as employers' representatives, that is, 2 from each of the four selected companies. The sample size of 280 will proportionately be considered from each of the selected companies using quota sampling method.

**1.7.3. Types of Data, Data Collection Tools and Techniques**

This study will collect both primary and secondary data. Primary data will be collected directly from the respondents by the researcher and/or assistant using prepared structured questionnaires containing both closed-ended and rating-scale questions. With closed questions, participants are asked to choose from a limited number of alternatives or to choose the one answer that best represents their beliefs, whereas with rating scale questions, participants are asked to choose a number that represents the direction and strength of their response (Jackson, 2009: 89).

Primary data will form the main type of data for this study. Secondary data will be collected from various documentary materials that include policy documents and office reports among

others. For example, different ILO documentations on labour disputes and country labour legislative laws together with studies that were conducted on labour disputes will be reviewed and analysed to determine appropriate study variables used in this study. Above all, secondary data on the reported labour disputes to labour offices and other government disputes' resolution institutions will be collected and analysed.

### ***Survey Instrument: Structured Questionnaire***

This study mainly requires qualitative data and therefore the survey instrument to be used is a structured questionnaire. The survey instrument is designed guided by previous research related to workplace labour disputes literature, labour disputes' impact studies (Christenson, 1953; Hameed, 1971; Tcha, 1998) and concepts from conceptual framework literature and labour disputes' impact theories.

The study questionnaire comprises of mostly closed-ended and rating-scale questions. Closed-ended questions were used to allow respondents to choose from a limited number of alternatives. For instance, respondents were asked to choose the one answer that best represents their perceptions or to check as many answers as apply to them. Most of the closed questions provided respondents with a pre-set list of answers to choose from. These closed-ended questions are formulated to make sure that the alternatives provided included all possible and mutually exclusive answers in order for the data to be more reliable and valid. Although closed-ended questions, in other cases, can seriously limit the responses that participants can give, but they are easy to analyze statistically (Jackson, 2009: 89). Methodology researchers have agreed that closed questions provide greater uniformity of responses (Babbie, 2004), and make the responses easier to compare since they have been predetermined and that it becomes quicker and easier on the part of the respondents to answer such questions since the responses require minimal writing (Saunders et al., 2007).

On the other hand, rating-scale questions will be used to allow respondents to choose a response option that represents the direction and strength of their responses. Rating-scale questions will also be used to enable the researcher to easily convert the data into an ordinal or interval scale of measurement and proceed with statistical analysis. Many researchers prefer to use a Likert-type scale because it is very easy to analyze statistically data collected on this scale as most psychologists view this scale as interval in nature with others seeing it as an ordinal scale (Jackson, 2009: 89). A Likert rating scale presents a statement rather than a question and respondents are asked to rate their level of agreement with the statement (Jackson, 2009: 89).

### ***Supplementary Data Collection Methods***

Although the main source of primary data is the survey, one more supplementary data collection method will be used in this study. Semi-structured interviews will also be conducted with each of the 5 judgementally selected key responding informants. These interviewed key informants will include the trade union leader as employees' representative, leader of employers' consultative association of Malawi (ECAM) as employers' organization, the district industrial relations court official and head labour officers from the District and Northern regional labour offices.

These interviews would be conducted in March and April 2020 immediately after preliminary data analysis of the survey results. The preliminary data analysis will therefore be used to develop a list of themes and questions that will be covered during the interviews (see appendix - study questionnaire for key informants). This being an explanatory study, these few targeted semi-structured interviews will provide qualitative insights to understand implications of labour disputes on the companies to be surveyed.

#### **1.7.4. Data Analysis**

Statistical Package for the Social Sciences (SPSS) version 20.0 will be used to analyse survey data. However, analysis of data collected through the semi-structured interviews and the review of various documentary materials that included policy documents and office reports will be reorganized and presented according to their related themes with which qualitative interpretative analysis such as text analysis will be used.

##### *Data Presentation*

The data collected using the survey questionnaire will be cleaned and prepared for computer coding using SPSS. Frequency tables will be generated using SPSS. The generated frequency tables will be reorganized to form various combined tables with significant statistical information to address specific research objectives.

Crosstabulation descriptive statistics technique will be used to interpret findings on the relationships between labour disputes' resulting actions and their associated implications. This will be done by first verifying possible existence of relationships and then assesses the pattern and/or strength of such existing relationships. A crosstab shows the joint frequency distribution for two variables. Crosstabs will be used to describe the relationship between two variables whose variation is expressed in only a few categories.

##### ***Hypotheses Guiding Development of Respondents' Questions for the 4<sup>th</sup> Specific Objective.***

Hypotheses are assumptions with which a researcher bases his/her investigation and that for which a confirmation of the assumed conditions may be done, tested, or validated. Five hypotheses are formulated to guide in developing respondents' questions on the study questionnaire for the 4<sup>th</sup> specific study objective, that seeks to examine and discuss labour disputes' implications on the workplace operations (production, dispute settlement and employment relationships management) using the explored labour disputes' resultant actions.

1. Associated labour dispute production costs/losses increase with the increasing labour dispute settlement time.
  2. Labour dispute settlement cost increases with the increasing labour dispute settlement time.
  3. Lowest labour dispute settlement costs a rise when labour disputes are settled in-house by own parties themselves with neither the employee nor the employer having representation. Alternatively, the highest labour dispute settlement costs a rise when labour disputes are settled through third party interventions.
  4. Labour dispute settlement costs increase with the increasing level of labour dispute settlement framework from the lowest settlement framework level of own parties themselves through labour office conciliation and/or mediation, arbitration to court litigation/adjudication as the highest level in the dispute resolution framework.
  5. Employment relationship between employee and employer graduates/deteriorates towards termination with increasing degree level of their differences from low degree of dispute level to high degree of dispute level. Alternatively, employment relationship between employee and employer improves with decreasing degree level of their differences from high degree of dispute level to low degree of dispute level.
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**PhD Research Study Questionnaire: Introduction Letter**

**IMPLICATIONS OF LABOUR DISPUTES ON WORKPLACE OPERATIONS: A Study on Select Major Formal Private Coal Mining Companies in Rumphi District, Malawi**

C/O Rumphi District Labour Office,  
Ministry of Labour,  
P.O. Box 55,  
Rumphi,  
**Malawi.**

Dear Respondent,

I am a Labour officer working in the Malawi Ministry of Labour. Currently I am studying for PhD at Andhra State University in India under the guidance of Professor V. Krishna Mohan. My study topic is titled: **Implications of Labour Disputes on Workplace Operations: A Study on Select Major Formal Private Coal Mining Companies in Rumphi District, Malawi.** I am carrying out this study with an aim to establish the nature and characteristics of labour disputes and to investigate their implications on workplace operations of the selected establishments. Your workplace establishment was randomly selected for this study and the responses you provide are important for me to have a clear understanding of the issue.

Attached is a questionnaire that addresses issues relevant to companies/establishments that have ever or never experienced labour disputes. **Most of the questions simply require you to tick the appropriate response options and the questionnaire will take a maximum of about 15 to 20 minutes to complete.** If you wish to add further comments feel free to do so using blank space of the questionnaire.

The information you provide will be treated with strict confidentiality. You will notice that you are not asked to include your name and/or the name of your company/establishment anywhere on the questionnaire. The findings from your questionnaire and others will be aggregated and be used as the main data set for my study.

If you have any queries or would like to know further information, please feel free to contact me on WhatsApp number +265999473169 (Malawi) or +917799167594 (India).

Thank you for taking your time to complete the questionnaire.



Kalani Malema  
**PhD Research Student**

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**Research Director (Supervisor)**

## Main Study Questionnaire for Employees / Employers

**Instruction!** If you are responding to these questions while on your computer, please just copy this tick ✓ and paste it in your appropriate box/space of your response. Continue doing so for all the questions. After you finish answering, **Remember** to save and then email your completed responses back to me using: [kmalema.au@gmail.com](mailto:kmalema.au@gmail.com) or [kalani.malema@gmail.com](mailto:kalani.malema@gmail.com) Thank you in advance for your time to respond to my questionnaire.

### Demographic information of respondents

<b>Q1. State your age in years</b>	<b>Tick</b>
Below 20 years	
21 to 30 years	
31 to 40 years	
41 to 50 years	
Above 50 years	

<b>Q2. State level of your education completed</b>	<b>Tick</b>
Primary level	
Secondary level	
Diploma level	
Bachelor's degree level	
Master's degree level	
Others	

<b>Q3. For how long have you been employed or have you worked as an employee or employer?</b>	<b>Tick</b>
Less than 12 months	
From 1 to 5 years	
From 6 to 10 years	
Above 10 years	

<b>Q4. Have you ever been affected/ involved in or ever handled /experienced a labour dispute as an employee or employer/employer's representative yourself? Tick one box.</b>		
Employee	Employer/E's Rep.	Don't Remember

<b>Q5. If ever involved/affected etc, as answered in Q4 above, for how many times (frequency) have you been involved in or ever handled labour disputes? Tick one box</b>	Just once	
	For more than once	
	Don't Remember	

<b>Q6. State or estimate the average coal produced in Kg or number of wheelbarrows on each working day of 8 hours by each employed coal miner according to signed or agreed production work agreement per day at your company.</b>	<b>Tick</b>
Below 1,000 Kg (1 ton)	
1,000 to 2,000 (1-2 tons)	
>2,000 to 3,400 Kg (>2 to 3.4 tons)	
3,500 Kg (3.5 tons)	
Above 3,500 Kg (3.5 tons)	
Don't know	

<b>Q7. Indicate the starting/minimum and maximum monthly wage/salary in Mk paid to each employed coal miner by your company.</b>	<b>Tick</b>
Below minimum wage	
Minimum wage	
Above minimum wage – Write exact amount in Mk .....	
Not interested	

## Nature, Types and Characteristics of Labour Disputes

<b>Q8. Does your workplace experience all nature and/or kinds/types of labour disputes as follows?</b>	<b>YES</b>	<b>NO</b>	<b>Don't know</b>
<b>KINDS/TYPES OF LABOUR DISPUTES</b>			
Labour disputes on unfair dismissals			
Labour disputes on severance pay			
Labour disputes on retrenchments/redundancies			
Labour disputes on probation			
Labour disputes on discrimination			
Labour disputes on organizational rights			
Labour disputes on recognition for bargaining			
Labour disputes on interpretation of collective bargaining agreements			
Labour disputes on disclosure of information			
Labour disputes on refusal to bargain			
Labour disputes on unfair labour practices			
<b>NATURE OF LABOUR DISPUTES</b>			
Labour disputes on existing rights/workers' entitlements			
Labour disputes on future interests/i.e. wage increase requests			

**Q9.** Labour disputes can be characterized or described based on their prescribed legal entitlements. Which of the following labour disputes occur on your workplace establishment? For each related labour dispute please tick the appropriate response option (i.e. **YES** or **NO**).

<b>Related labour dispute</b>	<b>YES</b>	<b>NO</b>
Non-wage payment labour disputes		
Delayed wage payment labour disputes		
Under-Minimum wage payment labour disputes		
Non-overtime payment labour disputes		
Under-payment of overtime labour disputes		
Dismissal/Employment termination labour disputes		
Non-payment of terminal benefits labour disputes (e.g. notice, gratuity, pension, severance allowance etc)		
Workers' Compensation labour disputes (e.g. non-payment, delayed or non-coverage)		
Employment contract violation labour disputes		
Mandatory work conditions violation labour disputes (e.g. rest, leave, hours etc)		

**Q10.** Which of the following characterized labour disputes do you agree or disagree to be mostly occurring on your workplace establishment? For each related labour dispute, please rate by ticking the appropriate response option indicating the level of your agreement or disagreement.

<b>Related labour dispute</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
Non-wage payment labour disputes					
Delayed wage payment labour disputes					
Under-Minimum wage payment labour disputes					
Non-overtime payment labour disputes					
Under-payment of overtime labour disputes					
Dismissal/Employment termination labour disputes					



**Q12c.** Which of the confirmed labour disputes' resultant actions in **Q 11** above is likely to impact most on the workplace production associated costs and/or losses? Choose the appropriate response by ticking any one box below each of the five listed options.

Strikes	Lockouts	Employee discipline	Dispute settlement	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q13.** Various workplace production associated costs and/or losses increase with the increasing time it takes for the labour disputes to be settled or resolved. For each production associated cost or loss, please rate by ticking the appropriate response option indicating the level of your agreement or disagreement.

Production associated costs or losses	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Production and/or operational costs					
Damaged equipment replacement costs					
Production time loss					
Man-hours/man-days loss (Working hours/days loss)					
Production output loss (reduced production outputs)					
Loss/shortage in supply of goods and services					
Dispute time loss (Lost time due to dispute)					
Workplace customers or markets loss					
Production process disturbances/disruptions					

**Q14.** The magnitude (size) of various workplace production associated costs and/or losses (measured as “low, medium and high” costs/losses) vary or change depending on the type of labour disputes/disputes' actions involved. Consider each dispute action (strike, lockout & dispute settlement/resolution) under each production associated cost or loss and rate by ticking the appropriate response option in each of table boxes to your right side (Tick one box only on each row).

Production associated costs or losses	Dispute action	Low costs/losses	Medium	High costs/losses
Production and/or operational costs	Strike			
	Lockout			
	Dispute settlement			
Damaged equipment replacement costs	Strike			
	Lockout			
	Dispute settlement			
Production time loss	Strike			
	Lockout			
	Dispute settlement			
Man-hours/days loss (working hours/days loss)	Strike			
	Lockout			
	Dispute settlement			
Loss/shortage in supply of goods and services	Strike			
	Lockout			
	Dispute settlement			

Dispute time loss (lost time due to dispute)	Strike			
	Lockout			
	Dispute settlement			
Workplace customers or markets loss	Strike			
	Lockout			
	Dispute settlement			
Production process disturbances/disruptions	Strike			
	Lockout			
	Dispute settlement			

**Q15.** Labour disputes' actions such as strikes or lockouts and dispute settlement affect workplace parties in different ways. For each effect, please rate by ticking the appropriate response option indicating the level of your agreement or disagreement.

<b>Effect of strikes and/or Lockouts</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>ON WORKERS</b>					
Loss of wages/salaries during the strike/lockout period					
Loss of employment to strikers through terminations as a result of structural changes caused by dispute					
Leads into arrests and prosecution of violent workers/strikers					
Leads into disappointments and loss of confidence in trade unions due to unsuccessful strikes					
Leads into increased wages or improved/favourable conditions of service/employment					
Leads into some undeterminable monetary psychological losses					
Loss of staff members (employees) through deaths as part of strike effects					
<b>ON EMPLOYERS</b>					
Loss of production outputs, sales and markets					
Leads into increased disputes (strikes) settlement or management costs (e.g. hiring, security, counter-strike costs)					
Replacement costs for the damaged equipments or machineries and for extra hired employees to sustain minimum maintenance					
Increased production costs through increased wages					
Staff loss/death associated costs such as funeral expenses for the deceased employee as part of strike consequences					
Leads into some undeterminable monetary psychological losses					
<b>ON STATE and/or PUBLIC/SOCIETY</b>					
Increased costs on part of state to enforce and restore peace and order					
Disturbs the country's harmonious industrial relations					
Has lowering effects on the country's wealth/GDP through loss of production outputs					
Disturbs country's economic growth as a result of possible decrease in living standards of workers due to reduced wages or wage losses					
	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

## Labour Dispute Management

**Q16.** How frequent are labour disputes settled at your workplace using each of the following dispute settlement options/means? For each settlement option, please rate by ticking the appropriate response option indicating the level of applicable frequency.

<b>Dispute settlement option (method)</b>	<b>Least frequent</b>	<b>Most frequent</b>	<b>Don't know</b>
Employee discipline / individual bargaining			
Collective Bargaining			
Labour Office intervention			
Arbitration (Independent Arbitrator)			
Litigation (Court intervention)			
Other office/institution intervention			

**Q17.** In your own view and/or experience, rate the cost of dispute settlement using each of the following dispute settlement options.

<b>Dispute settlement Option (method)</b>	<b>Least costly</b>	<b>Moderate</b>	<b>Very costly</b>
Employee discipline / individual bargaining			
Collective Bargaining			
Labour Office intervention			
Arbitration (Independent Arbitrator)			
Litigation (Court intervention)			
Other office/institution intervention			

**Q18.** The management of labour disputes at a workplace is associated with various kinds of costs, benefits and/or losses, which can be paid/met by either the employees or employers. The following are the costs, losses and benefits. Confirm by ticking YES or NO the ones that are applicable in your own view or experience.

<b>Cost/Loss or Benefit</b>	<b>YES</b>	<b>NO</b>
Increased labour costs as a result of increase in employees' wages and improved working conditions following settled strike with wage increase and improved conditions of service demands		
Replacement costs for lost or damaged equipments, machineries and other resources during strikes/lockouts including staff re-recruitment costs		
Increased operational costs as a result of payments for additional hired security personnel		
Disputes settlement costs arising from handling of labour disputes brought before labour office or courts for intervention		
Loss of staff members (employees) through deaths as part of strike effects		
Staff loss/death associated costs such as funeral expenses for the deceased employee as part of strike consequences		

**Q19a.** For how much, on average, does a labour dispute take to settle at your workplace establishment? Choose the appropriate response by ticking any one box below each of the three estimated cost options.

<b>Below average settlement cost</b>	<b>Average settlement cost</b>	<b>Above average settlement cost</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q19b.** Which labour dispute settlement cost level is applicable at your workplace against each of the four labour dispute settlement levels/options? Tick your appropriate response option against each stated labour dispute settlement level/option.

<b>Labour dispute settlement level or option/method</b>	<b>Low level</b>	<b>Medium</b>	<b>High level</b>
Settlement by OWN parties themselves			
Settlement by 3 <sup>rd</sup> Party – LABOUR office intervention (i.e. Conciliation or Mediation)			
Settlement by 3 <sup>rd</sup> Party ARBITRATOR intervention - Arbitration			
Settlement by 3 <sup>rd</sup> Party COURT intervention (i.e. Litigation or Adjudication)			

**Q20.** Which of these labour dispute settlement levels/options should be applicable against each of the three average dispute settlement times between employee(s) and employer? Choose the appropriate response by ticking in the appropriate box/space.

<b>Labour dispute settlement level or option/method</b>	<b>Below average settlement time</b>	<b>Average settlement time</b>	<b>Above average settlement time</b>
Settlement by OWN parties themselves			
Settlement by 3 <sup>rd</sup> Party – LABOUR office intervention (i.e. Conciliation or Mediation)			
Settlement by 3 <sup>rd</sup> Party ARBITRATOR intervention - Arbitration			
Settlement by 3 <sup>rd</sup> Party COURT intervention (i.e. Litigation or Adjudication)			

### **Labour Disputes and Employment Relationships Management**

**Q21.** Labour disputes' action such as employee discipline affects employment relationships between workplace parties (employee and employer) in different ways. Confirm by ticking YES or NO the ones that are applicable in your own view or experience.

<b>Employment relationship effect / consequence</b>	<b>YES</b>	<b>NO</b>
Soured/damaged employee-employer relationship (usually evidenced by written warnings)		
Employment/employee suspension		
Employee demotion (loss of wages/salaries) and other employment benefits as a result of labour disputes' discipline actions		
Loss of employment through employment termination or dismissal		

**Q22.** For your "YES" confirmed consequence in Q21 above, rate by ticking the appropriate response how frequent is the consequence experienced or used at your workplace.

<b>Employment relationship effect / consequence</b>	<b>Least frequent</b>	<b>Most frequent</b>	<b>Don't know</b>
Soured/damaged employee-employer relationship (usually evidenced by written warnings)			

Employment/employee suspension			
Employee demotion (loss of wages/salaries) and other employment benefits as a result of labour disputes' discipline actions			
Loss of employment through employment termination or dismissal			

**Q23.** Which of these consequences should be applicable against each of the three degree levels of a dispute/difference between employee and employer? Choose the appropriate response by ticking.

<b>Employment relationship effect / consequence</b>	<b>Low degree of dispute level</b>	<b>Medium degree of dispute level</b>	<b>High degree of dispute level</b>
Soured/damaged employee-employer relationship (usually evidenced by written warnings)			
Employment/employee suspension			
Employee demotion (loss of wages/salaries) and other employment benefits as a result of labour disputes' discipline actions			
Loss of employment through employment termination or dismissal			

**Q24.** Do you agree or disagree that the following outcomes from the labour disputes settlement process can help to improve the employment relationship between employee and employer? Please rate by ticking the appropriate response option indicating the level of your agreement or disagreement.

<b>Labour disputes settlement outcome</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
Outcome of increased workers' wages as demanded by workers					
Outcome of improved working conditions					

### **Labour Disputes' Prevention and Reduction Strategies**

**Q25.** Effective Management of labour disputes helps to prevent or minimize occurrence and impacts of labour disputes. For each dispute management strategy, please rate by ticking the appropriate response option indicating the level of your agreement or disagreement.

<b>Dispute Management Strategy</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
Improving working conditions					
Workers' education					
Workers' education and training programmes					
Workers' voice and participation					
Employee Communication					
Availability and use of grievance procedures					
Speedy or timely settlement of labour disputes					
Availability and utilization of collective bargaining agreements					
Utilisation of different levels of workplace joint consultation					
Observance of the code of discipline					
Positive labour-management associations					

Positive attitudes of supervisors to workers' problems					
Recognition of functional and stable trade unions as bargaining agents					
Wage provision or adjustment based on price index level, inflation and prevailing living standards					
Provision of welfare amenities to every worker (e.g. loan, transport, education, housing facilities and healthy services for workers and their families)					

**Q26.** The following statements are about the general suitable strategies for the improvement of Industrial/labour relations at a workplace. Please reflect on each of the listed statement and indicate your degree of agreement or disagreement with each of the statement by ticking the appropriate response option.

<b>Statements for improvement of Industrial/labour relations at a workplace</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
Adoption by management of well defined, precise, clear and progressive human resource management policies is good for maintenance of good/sound industrial relations in the company					
It is good to ensure effective administration and timely implementation of the company adopted HR policies					
It is good to have an effective two-way communication system that is operational/functional					
It is good to have a provision of fair and good/improved conditions of work including attractive welfare activities for the benefit of workers					
It is good to develop close personal contacts with employees at all the workplace levels					
Adoption of suitable and speedy grievance redress procedures for effective management of workers' problems					
Recognition to a representative trade union					
Adoption by management of practical approach to trade union activities is necessary					
It is good to ensure availability of system for joint consultation at different levels within the company					
Encouragement of collective bargaining for the resolution of differences/disagreements between employees' themselves and employees and employers					

**END OF MAIN STUDY QUESTIONNAIRE**

*Thank you very much once again for your responses provided.*

## Appendix C: Study Questionnaire for Key Informants / Stakeholders

### IMPLICATIONS OF LABOUR DISPUTES ON WORKPLACE OPERATIONS: A Study on Select Major Formal Private Coal Mining Companies in Rumphi District, Malawi

**Instruction!** If you are responding to these questions while on your computer, please just copy this tick ✓ and paste it in your appropriate box/space of your response. Continue doing so for all the questions. After you finish answering, **Remember** to save and then email your completed responses back to me using: [kmalema.au@gmail.com](mailto:kmalema.au@gmail.com) or [kalani.malema@gmail.com](mailto:kalani.malema@gmail.com). Thank you in advance for your time to respond to my questionnaire.

**Q27/1.** The nature and/or types of labour disputes are grouped into two groups of individual and collective with each group classified into two classes of rights and interests labour disputes. Using your office records and reports, provide information by filling the annual total numbers of labour disputes that were reported for processing at your District/Regional/National labour offices against each indicated type of labour disputes in the provided table for a period of 10 years from 2010 to 2019. (**NOTE/ This question, Q27/1, is for 3 head labour officers only**)

Name of the District/Regional/National labour office: .....

Years	Individual		Collective	
	Rights labour disputes	Interests labour disputes	Rights labour disputes	Interests labour disputes
2010				
2011				
2012				
2013				
2014				
2015				
2016				
2017				
2018				
2019				
<b>Totals</b>				

**Q28/2.** In settling or handling different types of labour disputes, the average settlement cost and time, each depends on the type of labour disputes as well as on the dispute settlement options. Using your office records and basing on your own work experience, what would be your estimated average cost and time for concluding/settling an individual and/or a collective labour dispute brought before settlement using each of the following dispute settlement options. Provide your response by ticking in your box of choice. (*NB/ Management should provide answers for options 1 & 2; Labour officers for option 3 and court/Judicial officer for option 4*).

Individual labour dispute	Average cost in Malawi kwacha (Mk)			Average time in days		
	< Mk10,000	10,000-50,000	> 50,000	≤14 days	15–30 days	>30 days
Discipline (1)						
Collective						

Bargaining (2)						
Labour office intervention (3)						
Court intervention (4)						
<b>Collective labour dispute</b>	<b>Average costs in Malawi kwacha (Mk)</b>			<b>Average time in days</b>		
	<b>&lt; Mk10,000</b>	<b>10,000-50,000</b>	<b>&gt; 50,000</b>	<b>≤14 days</b>	<b>15–30 days</b>	<b>&gt;30 days</b>
Discipline (1)						
Collective Bargaining (2)						
Labour office intervention (3)						
Court intervention (4)						

**Q29/3.** Please read and reflect on each of the listed statements (propositions) and indicate whether you agree or disagree with each statement by ticking AGREE or DISAGREE in appropriate box space.

<b>Proposition/Statement</b>	<b>Disagree</b>	<b>Agree</b>
Various workplace production associated costs and/or losses increase with the increasing time it takes for the labour disputes to be settled or resolved		
Various workplace production associated costs and/or losses vary in their magnitudes depending on the involved type of labour disputes such as individual rights labour disputes, individual interests labour disputes, collective rights labour disputes and collective interests labour disputes or disputes' actions involved		
The lowest labour disputes settlement costs and/or time arises when labour disputes are settled/resolved in-house by own parties themselves with neither the employee nor the employer having representation		
The highest labour disputes settlement costs and/or time arises when labour disputes are settled/resolved through third party interventions		
There is no difference in labour disputes settlement costs and/or time when using either of the available methods to settle/resolve labour disputes between employees and employers		
The labour disputes settlement costs and/or time increases with the increasing level of labour disputes settlement framework from the lowest settlement framework level of own parties themselves through labour office conciliation and/or mediation, arbitration to court Litigation/adjudication as the highest level in the dispute resolution framework		
The total amount of money (costs) or time that employees and employers or their representatives spend on investigating, negotiating and adjudicating to resolve labour disputes increases with increasing or progression through the hierarchy of labour disputes settlement/resolution levels from workplace resolution/bargaining through (to) litigation/adjudication level		
Employment relationship between employee and employer graduates/deteriorates towards termination with increasing degree level of their differences from low degree of dispute level to high degree of dispute level		
Employment relationship between employee and employer improves/strengthens with decreasing degree level of their differences from high degree of dispute level to low degree of dispute level		
Employment relationship between employee and employer remains undisturbed (constant) at every degree level of their differences ranging from low degree through medium to high degree of their dispute levels (i.e. There is no disturbance difference in the employment relationship between an employee and employer at every degree level of their difference/dispute)		

**END OF QUESTIONNAIRE FOR KEY INFORMANTS / STAKEHOLDERS**

*Thank you very much once again for your responses provided.*