

DECLARATION

CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

ASSESING EMPLOYER AND EMPLOYEE RELATIONSHIP IN ORGANISATION:case study of AngloGold
Ashanti,Obuasi

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ABSTRACT

The Relationship between employers and employees has resulted in so many industrial disputes and conflicts especially when it is not managed properly. This relationship is very crucial as far as the success of every organization is concerned. This study seeks to assess the relationship between employers and employees in organizations. The methodology used in the research for the data collection was the descriptive method with a simple sampling technique and also through questionnaires. The sample of the study was based on hundred (100) workers of which fifty (50) were surface workers and the underground workers also constituting the remaining fifty (50). Journals, the internet, relevant textbooks and other research materials also provided data for the research. Tables and graphs were used to analyse the data collected. It was revealed that, the existence of harmonious employer-employee relationships can affect the fortunes and successes of organizations positively through the rise of inputs on the part of employees which will be as a result of great commitment towards the interest of the organization supported with the feeling of sense of belongingness. It was also revealed that the Labour Act is alien to some employees and has also been sidelined by some who also know of its existence. It is therefore concluded that poor employer-employee relations is not caused by any particular party, being management wanting to exploit employees or on the other hand, employees being rebellious, but the reluctance of both employers and employees to support and show commitment to the concept of proper employer-employee relationship in one way or the other. Nevertheless, the failure of both employers and employees to adhere to the Labour Act is the cause of most industrial disputes and conflicts.

DEDICATION

We dedicate this to the Almighty God for his protection and guidance and also to all lecturers of CSUC for their support. We also dedicate to our parents for their encouragement and motivation.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

The employer and employee relationships in organizations consist both formal and informal relationship between the employing organization and an employer which includes contractual obligations between the employers and their employees, communications policies and practices, joint decision-making, joint problem-solving, collective bargaining, individual grievance and disciplinary policy and practice, employee development and employee welfare. In most of these issues trade unions play an important part, but they are not a prerequisite, for the success of or a healthy employer and employee relationships.

Put in its simplest form, an employee wants a job to give them the means to provide for the everyday needs of life. These may be obvious things like food, clothing and shelter but might also include friendship, support, a feeling of belonging and personal satisfaction.

Employers take on employees to do a job. That job may be providing some form of service or it could be a contribution to the actual production of a good.

Employers, therefore, expect the employee to do the job they are employed for to the best of their ability and in return pay them a wage or salary for the work they do.

Because we are dealing with human beings, there can be many complications to this seemingly simple relationship. Complications can come in the form of discrimination, relationships, prejudices, stereotypes, poor communication, misunderstandings, misinformation, differing aims and objectives and plain ignorance.

Also, employers require employees to produce, administer, organize, publicize, sell, transport, maintain, repair, etc. they advertise job openings, conduct interviews, and hire individuals based on qualifications, requirements and wages.

In realizing this they will n the absolute input or effort of their employees.

This means that a very good relationship should exist between employees and employers in order for their goals and objectives to be achieved.

They usually provide training to newly-hired employees and make them aware of the company's policies, rules and goals. They assign tasks according to the job positions and employee profiles, and may offer vacations, health insurance coverage, workers' compensation, and other benefits. But one day, the employer may serve an employee a letter to terminate his or her employment without any valid reason or cause. The employee then becomes jobless or an ex-employee and, might not be eligible for unemployment insurance.

Today, employees and job applicants are protected by various state laws of which the Labor act is one that can't be ignored. Employers no longer have the right to treat their employees any way they desire. Employees have the right to protest, make claims, file litigation, and seek damages, if they believe they have been mistreated at any stage of the employment relationship.

In view of this, employees have the right to form associations which is being supported by both the 1992 Constitution of Ghana and the Labor Act, 2003(Act 651). According to the article 61 of the 1992 constitution of Ghana, citizens have the right or freedom to association which includes the right to join or form a trade union or an association, national or international, for the protection of their of interest. It is from this motivation that employers form employers' organizations or associations as the employees also form the trade unions.

According to the American Heritage Dictionary of the English Language industrial relations' is relation between the management of an industrial enterprise and its employees.

'Industrial relations' is the ways on which employees are rewarded, motivated, trained and disciplined, together with the influence on these processes of the major institutions involved namely management, trade unions and the state. (Edwards, 1995).

There is the need to also define or know what an organization is. According to Carter McNamara (1997-2010), basically, an organization in its simplest form (and not necessarily a legal entity) is a person or group of people intentionally organized to accomplish an overall, common goal or set of goals. Business organizations can range in size from one person to tens of thousands.

(Wikipedia, 2010) also defines an organization as a social arrangement which pursues collective goals, controls its own performance, and has a boundary separating it from its environment.

AngloGold Ashanti is one of the biggest mining companies in Ghana and Africa which has their mission to be the leading mining company so they would need to have a healthy employer and employee relationship in order to achieve the mission it has set for itself.

Also, to deliver on their business objectives, "they are focusing on five core strategies; people are the business; grow the business; manage the business as an asset portfolio; maximize margins and lastly, deliver sustainable outcomes." It is then clear that AngloGold Ashanti needs a healthy employer-employee relationship to achieve its goals especially when they believe that "people are the business".

1.1 STATEMENT OF THE PROBLEM

The mining industry is considered as one of the areas with a very large employee base due to this a very healthy relation should be maintained between the employers and their employees in order to achieve high productivity.

Employers being in authority so far as their organizations are concerned at times are considered by most of their employees as well as labour activists as exploiting the employees to their(employers) advantage without taking into consideration the interest and welfare of the employees.

When there is a grudge between employers and employees the operations and for that matter the productivity of an organization gets negatively affected.

So this study seeks to research into the relationships between employers and employees in organizations and the legislations developed by the government to ensure a very good relationship between employees and employers in organizations.

1.2 OBJECTIVES OF THE STUDY

The objectives of the study have been divided into general and specific objectives.

1.2.1 General Objective

The general objective of the study is to assess the employer and employee relationship.

1.2.2 Specific Objectives

1. To identify the policies and measures developed by AngloGold Ashanti to ensure good employers and employees relationship.
2. To identify the extent to which government labour legislations have helped ensure good employee-employer relationship in organizations particularly AngloGold Ashanti.
3. To identify the benefits AngloGold would Ashanti derive from good employer- employee relationship.
4. To make recommendations on how to ensure good employer and employee relationship.

1.3 RESEARCH QUESTIONS

1. Are there policies and measures developed by AngloGold Ashanti to ensure good relationship so far as employees and employers are concerned?
2. To what extent have government labour legislations helped employee and employer relations particularly AngloGold Ashanti?
3. What benefits would AngloGold Ashanti derive from good employer- employee relationship?

1.4 JUSTIFICATION OF THE STUDY

When employers start a business (or open a branch of an existing business), they require employees to produce, administer, organize, publicize, sell, transport, maintain, repair, etc. They advertise job openings, conduct interviews, and hire individuals based on qualifications, requirements and wages. They usually provide training to newly-hired employees and make them aware of the company's policies, rules and goals. They assign tasks according to the job

positions and employee profiles, and may offer vacations, health insurance coverage, workers' compensation, and other benefits. But one day, sooner or later, the employer may serve an employee the dreaded pink slip, and terminate his/her employment without any valid reason or cause. The employee becomes an ex- employee and, usually but not always, is eligible for unemployment insurance. And his/her employment process begins again.

From the beginning of the employment to the end, the employee been treated unlawfully, discriminated against, harassed, denied his/her due may have wages or benefits, made to work in unsafe conditions, or wrongfully terminated.

This study will also provide the relevant recommendations to issues associated to relationship existing between employees and employers in the gold mining industry as a whole reducing unhealthy relations between employees and employers.

More importantly, AngloGold Ashanti will also benefit from the gathered information after the study.

1.5 METHODOLOGY

Data from the proposed study were based on primary and secondary data. In achieving the primary data questionnaires were administered and directed towards the workers (employers and employees) of AngloGold Ashanti.

Secondary sources comprised of brochures from the company, text books, internet sources, websites etc.

1.6 SCOPE OF THE STUDY

AngloGold Ashanti has several mines in the country including that in Obuasi. Obuasi has a population of about 115,564 according to the 2000 census. The mine

in Obuasi is believed to be the single richest mine in the world and also with its gold having been mined at least from the seventeenth century by the indigenes before being developed by the Europeans makes it very popular. Ashanti Gold Company was its name until its merger with AngloGold. It is considered as the country's well-known mine ever since it started operations in 1967.

The existence of the mine has helped bring some facilities like the AngloGold Ashanti hospital and some other recreational joints like the AGA Club (formerly AGC Club) which provides facilities like Tennis court, soccer field and other sport-related facilities at the site. The AGA hospital also caters for the health needs of the inhabitants not the workers of AGA only. Ashanti Gold Sporting

Club can also be linked to the benefits the town in particular and the entire country has enjoyed from the company's existence because it has portrayed the town positively aside helping unearth talents in Obuasi and its environs, John Mensah being a classic example. The successes as well as the benefits can never be said without acknowledging the efforts of Dr. Sam Jonah, KBE, former CEO of Ashanti Goldfields Company who eventually was knighted by Her Royal

Majesty, the Queen of England. Other notable institutions in the town which are not directly linked to the company include a private health facility, St. Jude Hospital, owned by Dr. George Owusu-Asiedu. This hospital is noted for many successful surgeries and births. The famous

Adanseman football club cannot be left out as well as Anyinam Lodge, Adullam orphanage and Shaft FM (radio station). (Answers. com, Wikipedia, 2009).

1.7 LIMITATIONS OF THE STUDY

A study of this nature will obviously encounter limitations when executing.

Among the limitations encountered are as follows:

The difficulty of soliciting information from the relevant respondents specifically the employers as well as the employees of AngloGold Ashanti.

In addition to this, time constraint was another limitation that was encountered because the study had to be conducted alongside formal lectures.

Also, funding this project was one of the limitations that were encountered since being the sole financier it was difficult to increase the sample size to cover every employee in the organization.

1.8 ORGANIZATION OF THE STUDY

This study spreads over five chapters:

Chapter one focused on the introduction of the study. This chapter dealt with the background of the study, statement of the problem, objectives of the study, significance of the study, methodology and organization of the study. Chapter two focused on the literature review, whilst the chapter three takes care of the research methodology. Chapter four captured the findings, and analysis of data collected and chapter five was on the conclusion, summary and recommendations based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews general literature on six sections .The first section reviews the concept of an organisation whereas the second section formal and informal organizations. The third section reviews the relationship between employers and employees. The fourth section reviews the definitions and the concept of industrial relations and matters related to it. The fifth section reviews the benefits of proper employer and employee relationships.

2.1 THE CONCEPT OF ORGANISATION

A system having an established structure and conscious planning in which people work and deal with one another in a coordinated and cooperative manner for the accomplishment of recognized goals is what an organization could be defined as. It is said to be a system because it consists of many interdependent constituents parts within the whole system. An organization has a structure that gives it a degree of formality in relation to designated roles played by its members. Conscious planning involves rationality direction and choice. In an organization there is an authority, responsibility, delegation, consultation, decision making, communication and conflict resolution. Organisation therefore includes schools and colleges, universities, the military, business establishments and political institutions. All organisations have some functions to perform. Organisations exist in order to achieve objectives and provide satisfaction for other members.

Organisation enables objectives to be achieved that could not be achieved by the efforts of individuals on their own.

In the social sciences, organizations are the object of analysis for a number of disciplines, such as sociology, economics, political science, psychology, management, and organizational communication. The broader analysis of organizations is commonly referred to as organizational structure, organizational studies, organizational behaviour, or organization analysis. A number of different perspectives exist, some of which are compatible:

- From a process-related perspective, an organization is viewed as an entity is being organised or reorganised, and the focus is on the organization as a set of tasks or actions.
- From a functional perspective, the focus is on how entities like businesses or state authorities are used.
- From an institutional perspective, an organization is viewed as a purposeful structure within a social context.

An organization is an integral part of society involving both public and private sectors. There are many different types of organizations which are set up to serve a number of different purposes and to meet a variety of needs. Organisations come in all forms, shapes and sizes. The structure, management and functioning of organisations will all vary because of differences in the nature and type of the organization, their respective goals and objectives, and the behaviour of the people who work in them. Erickson, C.L., & Kuruvila, S. (1998)

2.2 THE FORMAL AND INFORMAL ORGANIZATIONS

An organization that is established as a means for achieving defined objectives has been referred to as a formal organization. Its design specifies how goals are subdivided and reflected in subdivisions of the organization. Divisions, departments, sections, positions, jobs, and tasks make up this work structure. Thus, the formal organization is expected to behave impersonally in regard to relationships with clients or with its members. According to Weber's definition, entry and subsequent advancement is by merit or seniority. Each employee receives a salary and enjoys a degree of tenure that safeguards him from the arbitrary influence of superiors or of powerful clients. The higher his position in the hierarchy, the greater his presumed expertise in adjudicating problems that may arise in the course of the work carried out at lower levels of the organization. It is this bureaucratic structure that forms the basis for the appointment of heads or chiefs of administrative subdivisions in the organization and endows them with the authority attached to their position.

The formal organization can be distinguished from the informal organization. The difference between the formal and the informal organization is a feature of the degree to which they are structured.

A formal organisation has been defined by Schein (1988) as: "The planned coordination of the activities of a number of people for the achievement of some common, explicit purpose or goal, through division of labour and function, and through a hierarchy of authority and responsibility" (p. 15). An organisation therefore constitutes a pattern of roles and a blueprint for their coordination.

The object of coordination is activities and people. The formal organisation can exist independently of the membership of particular individuals. The formal organisation is deliberately planned and created, concerned with the coordination of activities, hierarchically structured with stated objectives and based on certain principles such as the specialization of tasks, and defined relationships of authority and responsibility. An organization chart for instance gives a representation of the formal structure.

The formal organisation can be seen as a coalition of individuals with a number of sub — coalitions, membership of the coalition will be dependent upon the type of organization but could include for example managers, administrators, workers, appointed officials, leaders of interest groups and representatives of external agencies.

It is difficult to define specific, permanent boundaries for an organisational coalition. However, by focusing on participants over a given period, or participants concerned with particular decision — making processes, it is possible to identify the main members of a coalition. Strategies adopted by particular sectional interests or sub-coalitions will sometimes be part of the formal organisation structure. Within the formal structure, an informal organization will always be present. The informal organization arises from the interaction of people working in the organization, their psychological state of the groups with their own relationships and norms of behaviour, irrespective of those defined within the formal structure. The informal organisation is flexible and loosely structured.

Relationships may be left undefined. Membership is spontaneous and with varying degrees of involvement.

The informal organisation can perform a number of important functions. It provides satisfaction

of members' social needs and a sense of personal identity and belonging. It provides for additional channels of communication through the "grapevine" information of importance to particular members quickly. Again it provides a means of motivation through status, social interaction, variety in routine jobs and informal methods of work. For example, areas of duties or responsibilities not covered in job descriptions or outdated systems and procedures. The informal organization may also be used when formal methods would take too long, or not be appropriate to deal with an unusual or unforeseen situation. The informal organization, therefore, has an important influence on the moral, motivation, job satisfaction and performance of staff. It can provide members with greater opportunity to use their initiative and creativity in both personal and organizational development. Covert and informal activities may also have economic consequences for the organisation in terms of added values and/or costs that escape ordinary accounting procedures.

2.3 THE RELATIONSHIP BETWEEN EMPLOYER AND EMPLOYEE

When employers start a business (or open a branch of an existing business), they require employees to produce, administer, organize, publicise, sell, transport, maintain, repair, etc. they advertise job openings, conduct interviews, and hire individuals based on qualifications, requirements and wages. They usually provide training to newly-hired employees and make them aware of the company's policies, rules and goals. They assign tasks according to the job positions and employee profiles, and may offer vacations, health insurance coverage, workers' compensation, and other benefits. But one day, sooner or later, the employer may serve an employee the dreaded pink slip, and terminate his/her employment without any valid reason or cause. The employee becomes an ex-employee and, usually but not always, is eligible for unemployment insurance. Mills, D.Q. (1994)

Simply the relationship between employer and employee is called Industrial Relation. But it also covers the relation between employer vs. employee and employees vs. employees. To safeguard the interests of all the parties, harmonious relationship is necessary for both employers and employees of the production. In order to maintain good relationship with the employees, the main functions of every organization should avoid any dispute with them or settle it as early as possible, so as to ensure industrial peace and harmony with higher productivity. An employer's level of power over its workers is dependent upon numerous factors, the most influential being the nature of the contractual relationship between the two. This relationship is affected by three significant factors: interests, control and motivation. It is generally considered the employers' responsibility to manage and balance these factors in a way that enables a harmonious and productive working relationship. Employer and managerial control within an organization rests at many levels and has important implications for staff and productivity alike, with control forming the fundamental link between desired outcomes and actual processes. Employers must balance interests such as decreasing wage constraints with a maximization of labour productivity in order to achieve a profitable and productive employment relationship.

At the outset, I thought it would be best to define both 'employer' and 'employee' before we move forward. Hence, I would like to quote two definitions extracted from the Oxford Advanced Learner's Dictionary of Current English and from a reputed web site, www.businessdictionary.com, for a wider understanding of the same. According to the dictionary, the meaning of 'employer' is a person or a company that employs people, while an 'employee' is a person who works for a company in return for wages. However, the www.businessdictionary.com web site has described the above two terms in wider detail. According to the website, employer means the legal entity that controls and directs a servant or

worker under an express or implied contract of employment and pays (or is obligated to pay) him or her salary or wages in compensation. The very same web site has defined ‘employee’ as an individual who works part time or fulltime under a contract of employment, whether oral or written, express or implied, and has recognised rights and duties and is also called worker. (Oxford Advanced Learner’s Dictionary of Current English)

From the above definitions, it is clear that an employer is a person or organization that hires people to perform work in exchange for compensation, which is usually money in the form of wages or a salary. An employer can be any entity from an individual hiring a babysitter to a government body or business hiring thousands of specialized professionals. Most countries have legislation governing relationships between employers and the people they hire, setting out the rights and responsibilities of each and a typical example is the Labour Act of Ghana.

In most developed nations as well as some developing nations, governments are the largest single employers although most workers are employed in small and medium businesses in the private sector. Employers, whether individuals or organisations, maintain control over the productive base of capital and of any intellectual property created by their workers as part of their job based on the concept of “works for hire”.

The terms of an individual’s employment are specified by an offer letter, an employment contract, or verbally. In workplaces represented by a union, the collective bargaining agreement covers most aspects of an employee’s relationship with the workplace. An employee works could be part-time, full time or is temporary. An employee barter his or her skills, knowledge, experience, and contribution in exchange for compensation from an employer. An employee is either exempt from overtime or not exempt from overtime; the rules about paying an employee

are governed by the Labour Act, 2003(Act 651). Each employee has a specific job to accomplish that is often defined by a job description. In responsible organizations, a performance development planning process defines the work of the employee and the organization's expectation's for the employee's performance. An employee works within a functional area or department such as marketing or Human Resources. An employee has a boss, the person he or she reports to and takes direction from, usually a manager or supervisor. The employee has a work station or office in which he or she accomplishes the job. The employer supplies the employee with the tools and equipment necessary to perform work such as a computer, telephone, and supplies. (Labour Act, 2003(Act 651).

In forward thinking organizations, the employee receives frequent performance feedback from the employer, rewards and recognition, and a reasonable benefits package. Although most employment relationships are at-will, the employee who performs the job successfully is likely, although not guaranteed, to keep the job. According to Cole (Personnel Management); employee relations is the interrelationships, both formal and informal, between managers and those whom they manage. thus, employee relations has a wider scope than 'industrial relations', for example, because the former is concerned with all aspects of the interrelationship between management and employees, whereas the latter is confined to the regulation of the relationship principally by means of collective bargaining. 'Employee relations' embraces most, if not all, of the following issues:

- The contractual obligations between employer and employee
- Communications policy and practice
- Joint decision making
- Joint problem solving

- Collective bargaining
- Individual grievance and disciplinary policy and practice
- Social responsibility
- Employee development
- Employee welfare

In practice however, employee relations is usually confined to the first six issues.

In most of these issues trade unions play an important part, but they are not a prerequisite, for employee relations is as important for non-union organisations as it is for unionised organisations. In recent decades collective relationships tended to dominate the employee relations scene, even though it is the individual contract which lies at the heart of any system of employee relations. Freedman, A. (1985).

Employee relations consist of all those areas of human resource management that involve relationships with employees-directly and/or through collective agreements where trade unions are recognised. Employee relations are concerned with generally managing the employment relationship. Freedman, A. (1985).

2.3.1 Rights of employers and employees

The rights of employers and employees are clearly enshrined in the Labour Act.

The Rights of Employers

According to the Labour Act, 2003 Act 651 and any other enactment, the rights of an employer include the right to

- The right to employ a worker, discipline, transfer, promote and terminate the employment of the worker.
- Formulate policies; execute plans and programmes to set targets.
- modify, extend or cease operations and
- Determine the type of products to make or sell and the prices of its goods and services.

Considering what the Labour Act says, it is clear that an employer being it an individual or an organization has the right to employ, discipline, transfer, promote and terminate the employment of a worker but all these should not be executed without it being in line with what the Labour Act says and in extension the Constitution of the country. In addition to these, employers are required to ensure that their plant and substances are in a safe condition and that their systems of work and the working environment are safe. They must:

- Obtain up-to-date Materials Safety Data Sheets (MSDS) from their suppliers of hazardous substances and ensure that this information is available to workers.
- Keep a register of all hazardous substances.
- Ensure that all chemical storage containers are suitable for the substance they contain and are correctly stored and labelled.
- Provide information, instruction and training to employees or contractors who could be exposed to hazardous substances.
- Monitor exposure levels and provide health surveillance where necessary.
- Assess and control all risks to employees or other persons who could be exposed to hazardous substances.
- Maintain records of all risk assessment reports, instruction and training associated with hazardous substances.

- Advise the local emergency service organisation about storage, location and quantities of any hazardous or dangerous substances kept onsite.(businessdictionary.com)

In as much as an employer reserves the right formulate policies, execute plans and programmes to set targets, modify, extend or cease operations and determine the type of products to make or sell and the prices of its goods and services, he should not abuse these by acting illegally or illegitimately.

The Rights of Employees

The most appropriate and universally accepted document that governs labour and its related issues in Ghana is the Labour Act, 2003 (Act 651). The rights of workers as the Labour Act says are as follows:

The right to

- Work under satisfactory, safe and healthy conditions.
- Receive equal pay for equal work without distinction of any kind.
- Have rest leisure and reasonable limitation of working hours and period of holidays with pay as well as remuneration for public holidays.
- Form or join a trade union.
- Be trained and retrained for the development of his or her skills.
- Receive information relevant to his or her work.

2.3.2 Duties of Employers and Employees Duties of employers

The Labour Act, 2003 (Act 651) which is the official document that governs labour and employment issues in the country states that; Without prejudice to the provisions of the Labour Act and any other enactment for the time being in force, in any contract of employment or collective agreement, the duties of an employer include the duty to

- Provide work and appropriate raw materials, machinery, equipment and tools.
- Pay the agreed remuneration at the time and place agreed on in the contract of employment or collective agreement or by custom without any deduction except deduction permitted by law or agreed between the employer and the worker.
- Take all practicable steps to ensure that the worker is free from risk of personal injury or damage to his or her health during and in the course of the worker's employment or while lawfully on the employer's premises.
- Develop the human resources by way of training and retraining of workers.
- Provide and ensure the operation of an adequate procedure for discipline of the workers.
- Furnish the worker with a copy of the worker's contract of employment.
- Keep open the channels of communication with the workers and
- Protect the interests of the workers.

DUTIES OF EMPLOYEES

Without prejudice to the provisions of the Labour Act, the duties of a worker in any contract of employment or collective agreement, include the duty to

- Work conscientiously in the lawfully chosen occupation.
- Report for work regularly and punctually.
- Enhance productivity
- Exercise due care in the execution of assigned work.
- Obey lawful instructions regarding the organisation and execution of his or her work.
- Take all reasonable care for the safety and health of fellow workers.
- Protect the interests of the employer.
- Take proper care of the property of the employer entrusted to the worker or under the immediate control of the worker.

In addition to the above, employees must cooperate with their employers in the action taken to comply with the Act or Regulations. In particular, they should use or apply control measures as required and should cooperate with assessments, training programs and other action taken to protect health and safety. Employees who become aware of any situation or incident that could be a source of danger to themselves or any other person must act immediately to protect their health and safety, and report the matter to the employer or relevant health and safety representative. (businessdictionary.com)

2.3.3 Trade Unions and Employers' Organization

According to the Labour Act, 2003 (Mt 651), section 79, subsection (1), every worker has the right to form or join a trade union of his or her choice for the promotion and protection of the worker's economic and social interests. Subsection (2) from the same section also says, "Notwithstanding subsection (1), a worker whose function is normally considered as

- Policy making
- Decision making
- Managerial
- Holding a position of trust
- Performing duties that are of highly confidential nature or
- An agent of a shareholder of an undertaking may not form or join trade unions.

Subject to subsection (4), the classes of workers referred to in subsection (2) shall be determined by agreement between the employer and the workers or traders. In determining whether a worker falls within the class of workers referred to in subsection (2), the parties shall consider the organizational structure and job descriptions or functions of the worker concerned.

According to the article 21 of the 1992 constitution of Ghana, citizens have the right or freedom to association which includes the right to join or form a trade union or an association, national or international, for the protection of their of interest.

It is from this motivation that employers and employees form their respective associations to fight for their interests. Section 80 of the Labour Act, 2003 says that, two or more workers employed in the same undertaking may form a trade union. In the same vein, two or more

workers in the same industry or trade, each of whom employs not less than fifteen workers may form or join an employers' organization.(Labour Act, 2003 (Act 651) of Ghana.)

Trade Union

A trade union or labour union is an organisation of workers that have banded together to achieve common goals such as better working conditions. The trade union, through its leadership, bargains with the employer on behalf of union members (rank and file members) and negotiates labour contracts (collective bargaining) with employers. This may include the negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the rank and file members and the employer and in some cases on other non-member workers. Whether the issue is wages, sick time, or medical benefits, trade unions negotiate with employers on behalf of union members. When employees and employers are unable to reach an agreement, trade union leadership works with employers to negotiate a compromise. Regardless of the outcome, all members of the trade union must follow the agreed upon solution. (Kochan, T.A. (1980)).

Trade union organizations may be composed of individual workers, professionals, past workers, or the unemployed. The most common, but by no means only, purpose of these organizations is “maintaining or improving the conditions of their employment”.

Activities of trade unions vary, but may include:

- **Provision of benefits to members:** Early trade *unions*, like Friendly Societies, often provided a range of benefits to insure members against unemployment, ill health, old age

and funeral expenses. In many developed countries, these functions have been assumed by the state; however, the provision of professional training, legal advice and representation for members is still an important benefit of trade union membership.

- **Collective bargaining:** Where trade unions are able to operate openly and are recognized by employers, they may negotiate with employers over wages and working conditions.
- **Industrial action:** Trade unions may enforce strikes or resistance to lockouts in furtherance of particular goals.
- **Political activity:** Trade unions may promote legislation favorable to the interests of their members or workers as a whole. To this end they may pursue campaigns, undertake lobbying, or financially support individual candidates or parties for public office. (Webb, Sidney; Webb, Beatrice (1920). History of Trade Unionism. Longmans and Co. London. ch. I)

Employers' organization

Employers' organization as according to World English Dictionary is an organization of employers, usually working in a similar area that provides support for its members and negotiates in industrial disputes.

To protect their interests as employers, they come together to form a unified body to that effect which is the employers' organization, employers' association or employers' federation which is an association of employers. Employers' organisations are bodies designed to organise and advance the collective interests that employers have in the labour market. A trade union, which organizes employees, is the opposite of an employers' organization. The role and position of an employers' organization differs from country to country, dependent on the economic system of a country. Employers' organisations are also a special type of a business interest association that is

devised to represent its members' collective interests relating to the labour market and industrial relations.

Employers' organisations play a crucial role in a variety of fields through collective bargaining, political lobbying and involvement in numerous statutory bodies. The most important indicator that qualifies a business interest association as an employers' organisation is the ability and willingness to negotiate collective agreements, directly or indirectly (through member associations). However, here we also define business interest associations as employers' organisations if they are involved in other ways of regulating the labour market and industrial relations, such as participation in bipartite or tripartite consultations on such issues.

An implication of the above is that employers' organisations may contribute to enhancing a country's economic performance by providing 'public goods'. Such 'goods' include the coordination of bargaining with such economic requirements as employment and price stability, or participation in public schemes in areas such as vocational training.

2.3.4 Collective bargaining

In organized labour or industrial relations, collective bargaining involves workers organizing together (usually in unions) to meet, discuss, and negotiate upon the work conditions with their employers. Such bargaining normally results in a written contract setting forth the wages, hours, and other conditions which the parties agree on for a stipulated period. It is the practice in which union and company representatives meet to negotiate a new labor contract. In various national labour- and employment-law contexts, the term collective bargaining takes on a more specific legal meaning. In a broad sense, however, it implies the coming together of workers to negotiate

their employment-conditions. A collective agreement functions as a labourcontract between an employer and one or more unions. Collective bargaining consists of the process of negotiation between representatives of a union and employers (generally represented by management, in some countries by an employers' organization) in respect of the terms and conditions of employment of employees, such as wages, hours of work, working conditions and grievance-procedures, and about the rights and responsibilities of trade unions. The parties often refer to the result of the negotiation as a collective bargaining agreement (CBA) or as a collective employment agreement (CEA).-Sheffrnm, Steven M (2003).

2.4 DEFINITION AND CONCEPT OF INDUSTRIAL RELATIONS

In order to appreciate industrial relations in the set up of any organization and taken seriously into consideration, one has to understand the concept of industrial relations in the first place. According to the US History Encyclopaedia; the term "industrial relations" has developed both a broad and a narrow meaning. Originally, 'industrial relations' was broadly defined to include the totality of relationships and interactions between employers and employees. From this perspective, 'industrial relations' covers all aspects of the employment relationship, including human resource (or personnel) management, employee relations, and union-management (or labor) relations. Since the mid-twentieth century, however, the term has increasingly taken on a narrower, more restricted interpretation that largely equates itwithunionized employment relationships. In this view, industrial relations pertains to the study and practice of collective bargaining, trade unionism, and labor- management relations, while human resource management is a separate, largely distinct field that deals with unionism employment

relationships and the personnel practices and policies of employers. Both meanings of the term coexist in the twenty-first century, although the latter is the more common.

It is then not surprising to see or find industrial relations being sometimes called labour relations, employment relations and even employee relations. Because, according to the economics dictionary, industrial relations is defined as relations between management and labour unions or between management and individual workers, and it (the Economics Dictionary) goes further to say that it is sometimes called Labour relations. In addition to this, the Wikipedia (the free dictionary) says this about industrial relations. ‘The field of industrial relations (also called labour relations) looks at the relationship between management and workers, particularly groups of workers represented by a union.

The Answers.com dictionary defines ‘industrial relations’ as the relations between the management of an industrial enterprise and its employees whilst according to the Hutchinson encyclopedia, ‘industrial relations’ is defined as relationship between employers and employees, and their dealings with each other. In most industries, wages and conditions are determined by free collective bargaining between employers and trade unions.

The American Heritage Dictionary of the English Language also defines ‘industrial relations’ as relations between the management of an industrial enterprise and its employees and the Collins English dictionary further states that, ‘industrial relations’ is the management of relations between the employers or managers of an enterprise and their employees. ‘industrial relations’ according to the Oxford Advanced Learners Dictionary is the relations between employers and employees whilst according to entrepreneur connect; industrial relations define the interaction between workers and their employers.

It is clear that the Answers.com, Hutchinson encyclopedia, American heritage dictionary, the Oxford Advanced Learners Dictionary and the Collins English dictionary agree on the view that industrial relations is about the relations between management or the managers of an enterprise and their employees.

The Oxford Dictionary defines industrial relations as the “interaction between employers, employees, and the government; and the institutions and associations through which such interactions are mediated.” Sometimes treated as the equivalent of labor relations, ‘industrial relations’ considers the impact of these interactions on humans and organizations. Maitra, J. (2009) also stated that, industrial Relation deals with the manpower of the enterprise and the management which is concerned with — whether machine operator, skilled worker or manager.

The business dictionary defines ‘industrial relations’ as the dealings of a company with others, particularly employees whilst the political dictionary defines ‘industrial relations’ as the interaction between employers, employees, and the government; and the institutions and associations through which such interactions are mediated. Government has a direct involvement in industrial relations, through its role as an employer; one that is particularly prominent in states where there are high levels of nationalization. Indirectly, government has a major role through the regulation of the economy and the relationship between employers and trade unions. (Alistair McMillan)

‘Industrial relations’ is the ways on which employees are rewarded, motivated, trained and disciplined, together with the influence on these processes of the major institutions involved namely management, trade unions and the state. (Edwards, 1995).

The Oxford Dictionary, the political dictionary, Edwards (1995) and Hyman (1975) go further by stating that 'industrial relations' goes beyond just the relationship between employers and employees but includes others like the state or the government.

'Industrial relations' is concerned with the making and administering of rules which regulate the employment relationship; regardless of whether they are seen as formal or informal structured or unstructured.(Bain and Clegg, 1974).

'Industrial relations' is a sub-system which mirrors conditions in wider society in which a set of rules based on societal norms, power and authority and political and legal structures shapes the behaviours of the actors involved. Additionally, it reminds us that the 'employment relations' is not a static system of consequences and actions, but something that is dynamic and always in motion. (Hyman, 1975).

According to the Wikipedia, the free encyclopedia; Industrial relations is a multidisciplinary field that studies the employment relationship. 'Industrial relations' is increasingly being called employment relations because of the importance of non-industrial employment relationships. Many outsiders also equate industrial relations to labour relations and believe that industrial relations only studies unionized employment situations, but this is an oversimplification.

According to the Naukrihub.com; the term 'Industrial Relations' comprises of two terms: 'Industry' and 'Relations'. "Industry" refers to "any productive activity in which an individual (or a group of individuals) is (are) engaged". By "relations" we mean "the relationships that exist within the industry between the employer and his workmen." The European Commission: Industrial Relations as a Key to Strengthening Innovation in Europe, (1999) stated that 'Industrial relations' describes the complex relationship between employers,

such as management, and employees, such as a union or other organization. To understand the fundamentals of industrial relations, you must first be familiar with the responsibilities and right of all sides of the business equation.

Employer: Employers are individuals or businesses that compensate an employee for services provided via wages or a fixed payment. Employers invest money in hiring employees with the intention of generating profit from ensuing transactions.

Employee: Employees seek an employer in their respective labour market to exchange services for compensation. This term only applies to transactions between a business and individual or between two individuals. It does not apply to a business-to-business transaction, even if there is an exchange of services and compensation.

Industry: The term “industry” refers to the collaborative effort and results of the employer and employees. An industry often specializes in a particular product or service.

Labour Market: Employers and employees seek one another in a labour market, which is created by the collective needs of job providers and job seekers. *This* market is in constant fluctuation depending on the industry and physical location (labour markets are often restricted to a particular geographical area, such as New York City).

Relations: “Relations” describes the interactions and communications between two representative bodies, which could include employers as management and employees as unions. The relationship between these two groups is sometimes strained, and poor relations can eventually destroy the profitability or success of an industry.

2.4.1 Features of Industrial Relations include:

Industrial relations are mainly the relations between employees and the employer.

- Industrial relations are the outcome of the practice of human resource management and employment relations.
- These relations emphasis on accommodating other party's interest, values and needs. Parties develop skills of adjusting to and cooperating with each other.
- Industrial relations are governed by the system of rules and regulations concerning work place and working community.
- The main purpose is to maintain harmonious relations between employees and employer by solving their problems through grievance procedure and collective bargaining.
- The government influences and shapes industrial relations though industrial relations policies, rules, agreements, mediation, awards, act etc.
- Trade Union is another important institution in the industrial relations. Trade union influence and shape the industrial relations through collective Bargaining.
- Industrial relations develop the skills and methods of adjusting to and cooperating with each other.
- The Government-involves to shape the industrial relations through laws, rules, agreements, awards etc.
- The important factors of industrial relations are: employees and their organizations, employer and their associations and Government.

2.4.2 Actors of Industrial relations

The major parties to industrial relations are primarily individual employees and their managers but there are other important stakeholders in management- employee relationships.

Langdon, D. (2010) stated that 'Industrial relations' has three major participants or actors being workers and their organizations, management and government.

- **Workers and their Organisations:** The total worker plays an important role in industrial relations. The total worker includes working age, educational background, family background, psychological factors, social background, culture, skills and attitude towards other workers etc. Workers' organizations prominently known as trade unions play their role more prominently in trade unions. The main purpose of trade union is to protect the workers' economic interest through collective bargaining and by bringing pressure on management through economic and political tactics. Trade union factors include leadership, finances, activities etc.
- **Employers' and their organization:** Employer is a crucial factor in industrial relations. He employs the worker, pays the wages and various allowances, regulates the working relations through various rules, regulations and by enforcing labour laws. He expects the worker to follow the rules, regulations and laws. He further expects them to contribute their resources to the maximum. The difference between the demands of worker and employer results in industrial conflicts. Nominally employers have higher bargaining power than workers. But their bargaining power is undermined when compared that to trade unions. Employers from their organizations to equate (or excel) their bargaining

power with that of trade unions. These organisations protect the interest of the employer by pressuring the trade unions and government.

- Government: Government plays a balancing role as a custodian of the nation. Governments exert its influence on industrial relations through its labour policy, industrial relations policy, implementing labour laws, the process of conciliation and adjudication by playing the role of both employees' organisation and employers' organisation.

It is clear that each party has a particular perspective to bear on the interrelationship between management and managed.

Managers tend to see industrial relations in terms of the following activities:

- Creating and maintaining employee motivation
- Obtaining commitment from the workforce
- Establishing mutual beneficial channels of communication throughout the organisation
- Achieving high levels of efficiency
- Negotiating terms and conditions of employment with employee representatives
- Sharing decision-making with employees
- Engaging in a power struggle with trade unions

Employer's association representatives would tend to share most of these views. Trade unionists tend to see employee relations as:

- Collective bargaining about terms and conditions of employment
- Representing individuals and groups of individuals in conflict with their management
- Improving the ability of employees to influence events in the workplace

- Regulating relations with other trade unions.

Individual employees tend to see employee relations in terms of the opportunity to

- Improve their conditions of employment
- Voice any grievances
- Exchange views and ideas with management
- Share in decision-making.

Third parties, such as government ministers, arbitrators, judges and civil servants may see employee relations more in terms of:

- Creating and maintaining harmonious relationships at work
- Creating a framework of rules of fair conduct in employer employee relations\
- Representing the community as a whole in dealing with the repercussions of internal conflicts or decisions made within individual organisations
- Establishing peace-making arrangements to deal with breakdowns in employer-employee relations
- Achieving a prosperous society with justice.

With differing perspectives such as the above, it is not surprising that some degree of conflict is inherent in industrial relations. In certain cases this potential for conflict has broken out with savage and long-lasting results, as the paragraphs on strike statistics indicate. Nevertheless, there can also be a substantial amount of common interest, and much of 'employee relations' is concerned with finding out what these areas are and how they can be turned to mutual advantage.

2.4.3 Objectives of Industrial relations

According to Langdon (2010), the primary objective of industrial relations is to maintain congenial relations between employees and employer. The other objectives are:

- To promote and develop congenial labour management relations;
- To enhance the economic status of the worker by improving wages, benefits and by helping in evolving sound budget;
- To regulate the production by minimizing industrial conflicts through state control; To socialize industries by making the government as an employer,
- To provide an opportunity to the workers to have a say in the management and decision-making;
- To improve workers' strength with a view to solve their problems through mutual negotiations and consultation with the management;
- To encourage and develop trade unions in order to improve the workers' strength;
- To avoid industrial conflict and their consequences;
- To extend and maintain industrial democracy.

Maitra, 2009 also stated the following as the objectives of industrial relations.

- To safeguard the interest of labor and management who are participate in the process of production is being securing the highest level of mutual understanding and goodwill among all those sections in the industry. To avoid industrial conflict or strife and develop harmonious relations, which are an essential factor in the productivity of workers and the industrial progress of a country. To eliminate, as far as is possible and practicable, strikes,

lockouts and gathers by providing reasonable wages, improved living and working conditions, said fringe benefits.

- To raise productivity to a higher level in an era of full employment by lessening the tendency to high turnover and frequency absenteeism.
- To establish and nurse the growth of an Industrial Democracy based on labor partnership in the sharing of profits and of managerial decisions, so that each individual's personality may grow its full stature for the benefit of the industry and of the country as well.
- To establish government control of such plants and units which are running at a loss or in which production has to be regulated in the public interest. In fact the subsidy is to provide for stability of the productions. It is necessary for mankind. Maitra, 2009

2.4.4 Conditions for congenial industrial relations

Langdon (2010) further explained that, the establishment of good industrial relations depends on the constructive attitude on the part of both the union and the management. The constructive attitude in its turn depends on all the basic policies and procedures laid down in any organization for the promotion of healthy industrial relations. It depends on the ability of the employers and trade union to deal with their mutual problems freely, independently with responsibility. They should have their faith in collective bargaining rather than in collective action. It is very difficult to promote and to maintain sound industrial relations. Certain conditions should exist for the maintenance of harmonious industrial relations. They are:

- **Existence of strong, well-organised and democratic employees' unions:** Industrial relations will be sound only when the bargaining power of the employees' unions is equal

to that of management. A strong trade union can protect the employees' interest relating to wages, benefits, job security etc.

- **Existence of sound and organised Employers' Unions:** These associations are helpful for the promotion and the maintenance of uniform personnel policies among various organizations and to protect the interest of weak employers.
- **Spirit of collective bargaining and willingness to resort to voluntary organisation:** The relationship between employee and the employer will be congenial only when the differences between them are settled through mutual negotiation and consultation rather than through the intervention of the third party. Collective bargaining is a process through which employee issues are settled through mutual discussions and negotiations through give and take approach. If the issues are not settled through collective bargaining they should be referred to voluntary arbitration but not to adjudication in order to maintain congenial relations.(Langdon 2010)
- **Maintenance of industrial peace:** Permanent industrial peace in an organization is most essential which can be ensured through the following measures:
 - Machinery for prevention and settlement of industrial disputes. It includes legislative and non-legislative measures. Preventive measures include works committees, standing orders, welfare *officers*, shop councils, joint councils and joint management councils. Settlement methods include voluntary arbitration, conciliation and adjudication. Government should be provided with the authority of settling the industrial disputes when they are settled between the two parties and also by voluntary arbitration.

- Provision for the bipartite and tripartite committees in order to evolve personnel policies, code of conduct, code of discipline etc.
- Provision for the various committees to implement and evaluate the collective bargaining agreements, court orders and judgments, awards of the voluntary arbitration etc.(W.E. 1977)

2.5 BENEFITS OF PROPER EMPLOYER-EMPLOYEE RELATIONS

According to Thilakasiri, (2011), there are a number of benefits that an organisation can enjoy as a result of the improved relationship between employers and employees and some of them can be listed as follows:

- Improving motivation amongst employees
- Improving efficiency amongst employees and hence finally at organisation level as well
- Increasing productivity of both employees and finally organisation wise too
- Improving teamwork
- Strengthening harmony between employer and employees
- Increasing the sense of belonging amongst employees
- Increasing loyalty of employees
- Reducing absenteeism amongst employees
- Lesser attrition
- Improving commitment
- Lesser internal conflicts and disputes
- Improving understanding between employer and employees
- Increasing job satisfaction amongst employees

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

In this chapter, the researcher discusses the various procedures that were followed to obtain research data. This involves the research design, the population, sample and sampling technique, research instruments, pre-testing of instruments, data collection procedure and data analysis plan.

3.1 RESEARCH DESIGN

The design employed for the study was descriptive sample survey. The research was specially conducted by using descriptive survey design to find out the characteristics and opinions of respondents on the relationship between employers and employees at AngloGold Ashanti. The descriptive research is concerned with the conditions of relationships that exist such as determining the nature of prevailing conditions, practices and attitudes, opinions that are held, processes that are going on, and trends that are developed. This design was used for the study because it helps in discovering the real state of affairs or event as they are on the ground in the case of study.

According to Gay (1987), descriptive survey involves a collection of data in order to test hypothesis or to answer questions concerning the current status of the problem being handled.

The design was employed because it provides useful information from a large sample of individuals. (Frankel and Wallen, 1993). The design was considered appropriate because facts on the ground could be discovered and conditions that exist at a particular point in time could be

seen and commented upon. The advantage for this design is that it helps to find view as they are in their natural setting. The assessment of the situation was through serving questionnaire to mainly underground workers and surface workers at AngloGold Ashanti. . (Frankel and Wallen, 1993).

The design however has a few weaknesses of which the researcher must be aware and try to reduce its magnitude. Some of the questions which may not understood by the respondents would let them give answers that may not be expected by the researcher. Another problem is the likelihood for respondents to state something which is convenient to them. Such expected problems would be kept down by resorting to the following measured: the researcher has to undertake pre-testing of instrument to help come out with questions that might be well understood by the respondents. Secondly, the researcher have to check if some respondents stated something which they did not know or were not sure of by carrying out informal interviews or checking other groups' opinion.

3.2 RESEARCH METHODOLOGY

3.2.1 Source of Data

Primary and secondary sources are the categorized sources which the researcher used.

3.2.1 Primary Data

By administering questionnaires, primary data were collected from employees of AngloGold Ashanti. Open-ended and close ended questionnaires were used.

3.2.1.2 Secondary Data

Secondary data were collected from brochures of the company, textbooks, internet sources, etc.

3.2.2 Target Population

A population size of about 5000 made up of both junior staff and administrators or senior staff were chosen for the study. The population is a large group of people who exhibit characteristics that stimulate research work. The target population comprised of all underground and surface workers.

3.2.3 Sampling and Sampling Procedure

According to Agyadu et al (1999), the process of sampling makes it possible to limit a study to a relatively small portion of the population. A sample is thus a subject of the population and consists of representative group individuals, objects or events that form the population of the study. Since it is not possible to deal with the whole of the target population due to access, effort would be made to sample a reasonable number of people, which will give a representation for the research. A sample size of 100 respondents, made up of 80 junior staff and 20 administrators is chosen for the study.

Questionnaires would be used to collect the data. Open-ended types of questionnaires would be used.

3.2.4 Data Analysis Plan

The collected data would be statistically analysed, using the statistical package for social sciences software (SPSS) Representations like tables would be used to ensure easy and quick interpretation. Data from the completed questionnaire would be checked for consistency. The open-ended items would be grouped based on the responses given by the respondent.

Would be coded using Statistical Package for Social Science (SPSS). Descriptive statistics indicating frequencies and percentage would be used to present the results in tabular form.

3.3. Organisational Profile of AngloGold Ashanti

Headquartered in Johannesburg, South Africa, AngloGold Ashanti has 20 operations of four continent and several exploration programmes in both the established and new gold producing regions of the world.

AngloGold Ashanti employed 62,046 people, including contractors, in 2010 and produced 4.5Moz of gold (2009:4.60Moz), generating \$5.3bn in gold income (2009:\$3.8bn). Capital expenditure in 2010 amount to \$1,015m (2009:\$1,027m). As at 31st December 2010, AngloGold Ashanti's ore reserve totaled 71.2Moz.

AngloGold Ashanti two mines in Ghana: Obuasi (which comprises of both surface and underground operations) and Iduapriem (Open pit) The assets of Ashanti Goldfields Corporation became part of AngloGold Ashanti in April 2014, when the business combination of Ashanti and South African Based company AngloGold came into effect.

A total attributable production of 527,000 ounces of gold by Obuasi and Iduapriem mines which was approximately 10% of group production was achieved. This report takes an in-depth look at Obuasi mine that was established in 1897 and has production of gold of more than 30million ounces of gold to date.

3.4 Vision of AngloGold Ashanti

To be the leading mining company is the vision of the company.

3.4.1 Mission of AngloGold Ashanti

Creating value for our shareholders, our employees and our business and social partners by safely and responsibly exploring for, mining and marketing our products, our primary focus is gold and we will pursue value-creating opportunities in other minerals where we can leverage our existing assets, skills and experience to enhance the delivery of value.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 INTRODUCTION

In this chapter, the data collected was analysed and the findings discussed. In order to make the discussion easier, bar graphs and tables were used.

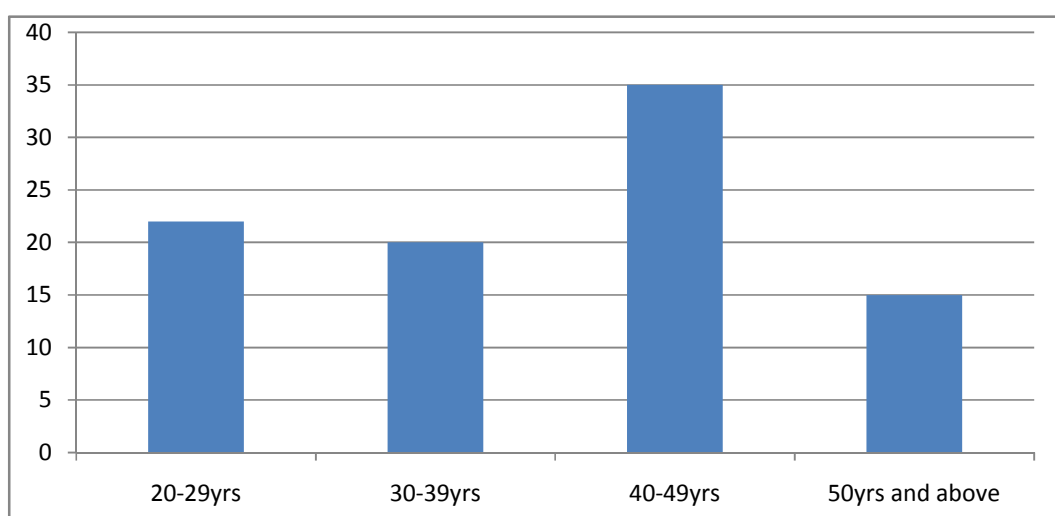
4.1 ANALYSIS OF DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Table 4.1 Gender of Respondents

Response	Frequency	Percentage
Male	79	85.9
Female	13	14.1

From table 4.1, ninety two (92) questionnaires retrieved from the total of hundred (100) questionnaires were distributed. Seventy nine (79) are males and thirteen (13) respondents are females. This shows that, the males are more than females in the organisation.

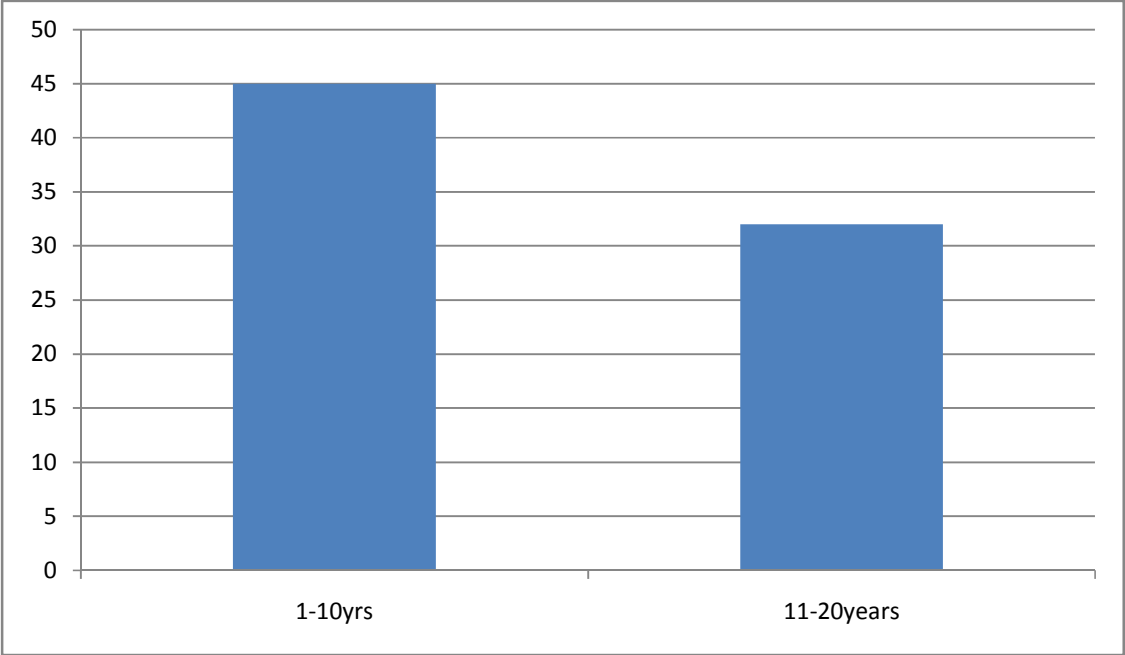
Figure 4.1 Age of Respondents



Source: Researcher's field work, Feb. 2013

From figure 4.1, out of the ninety two respondents, twenty two (22) were within the ages 20-29 years, twenty (20) respondents were the ages of 30-39years and thirty five (35) respondents were within the ages of 40-49years and fifteen (15) respondents were within the ages of 50 and above.

Figure 4.2 Years of Service



In figure 4.2 above, forty-five (45) workers of the total population of respondents have worked in the organisation within 1yr – 10yrs, thirty two (32) respondents have worked within 11yrs – 20yrs.

Table 4.2 Site of Work

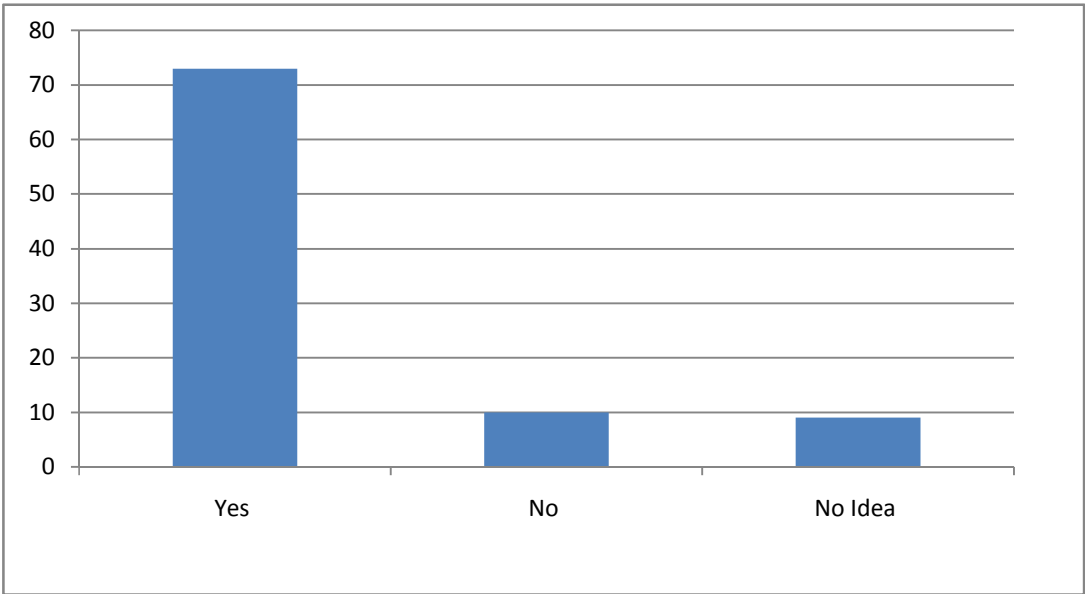
Response	Frequency	Percentage
Surface workers	50	54.34
Underground workers	42	45.65

In table 4.2, out of the ninety two (92) respondents, fifty (50) were surface workers and forty two (42) were underground workers.

4.2 ANALYSIS AND DISCUSSION OF MAIN DATA

Are there policies and measures developed by AngloGold Ashanti to ensure good relationship so far as employees and employers are concerned?

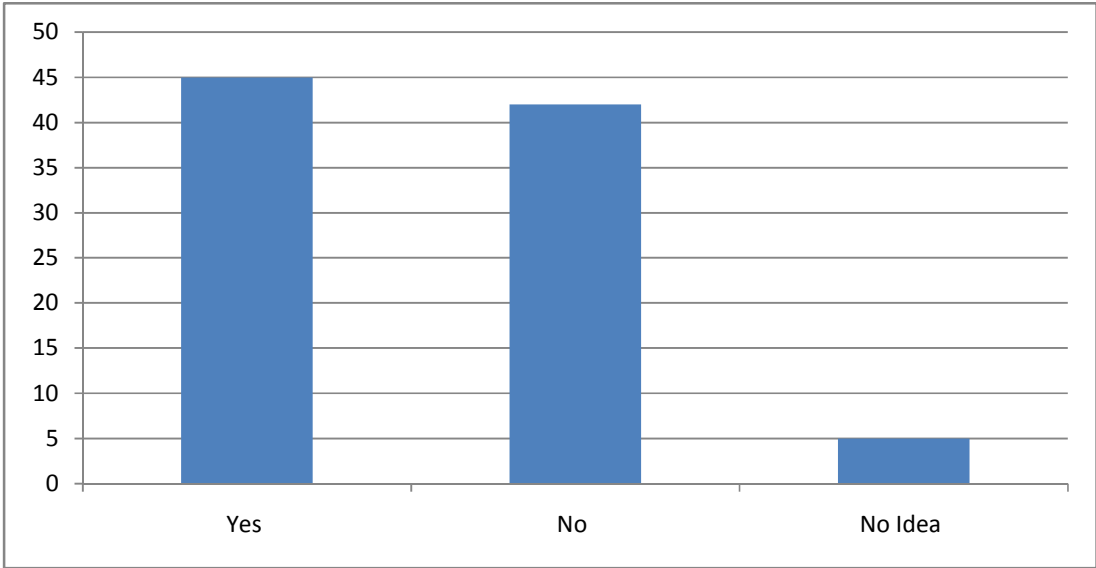
Figure 4.3 Knowledge of policies and measures that govern employer-employee relations in the organisation.



Source: Researcher’s field work, Feb. 2013

In figure 4.3 above, seventy-three (73) respondents answered Yes, ten (10) responded No and nine (9) responded No idea as to whether they were aware of any policies that govern employer-employee relations in the organisation. This is not surprising because there is the need for an employee to know the policies that govern the organisation. This confirms what...

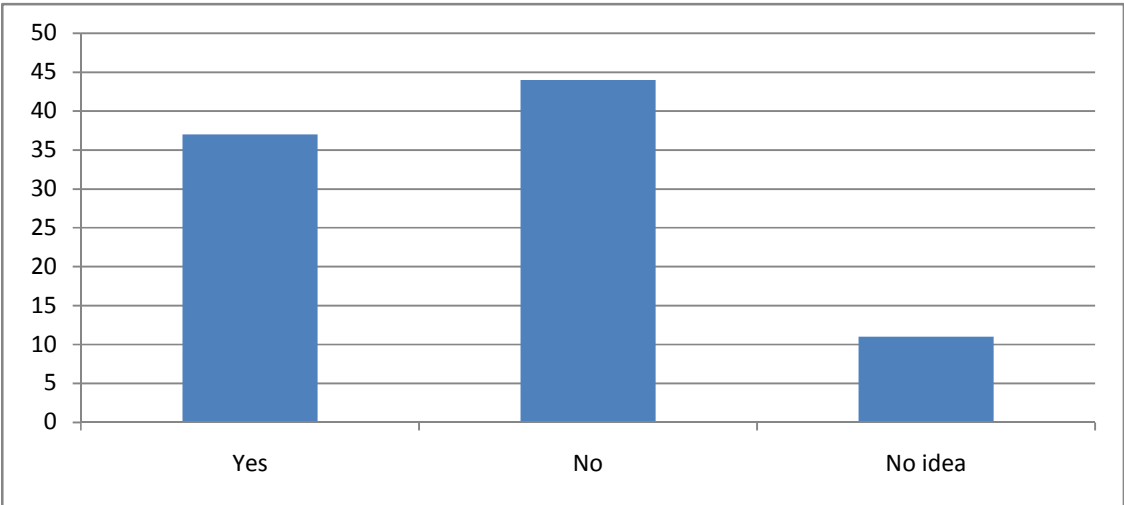
Figure 4.4 Safeguard of interests and welfare



Source: Researcher’s field work, Feb. 2013

From figure 4.4 above, forty-five (45) respondents answered Yes, forty-two (42) answered No and five (5) responded No idea as to whether their interests and welfare are safeguarded so far as the attitude of management is concerned.

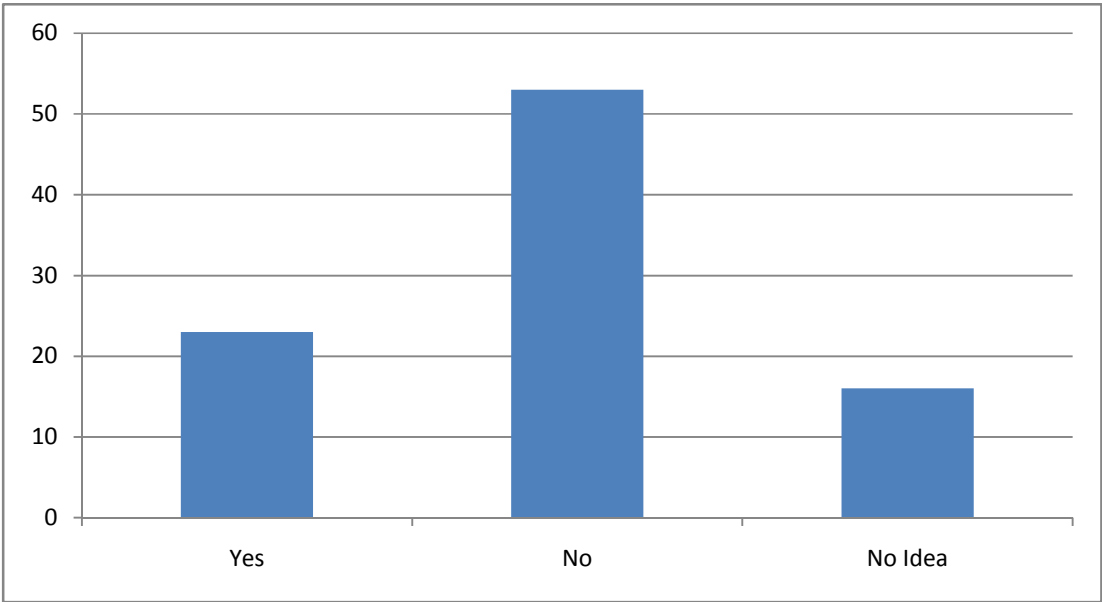
Figure 4.5 Submission of suggestions about employer-employee relations



Source: Researcher’s field work, Feb 2013

In figure 4.5, thirty seven (37) respondents answered Yes, forty four (44) answered No, eleven (11) answered No idea as to whether they submit suggestion about employer – employee relations or not.

Figure 4.6 Satisfaction with issues related to welfare handling

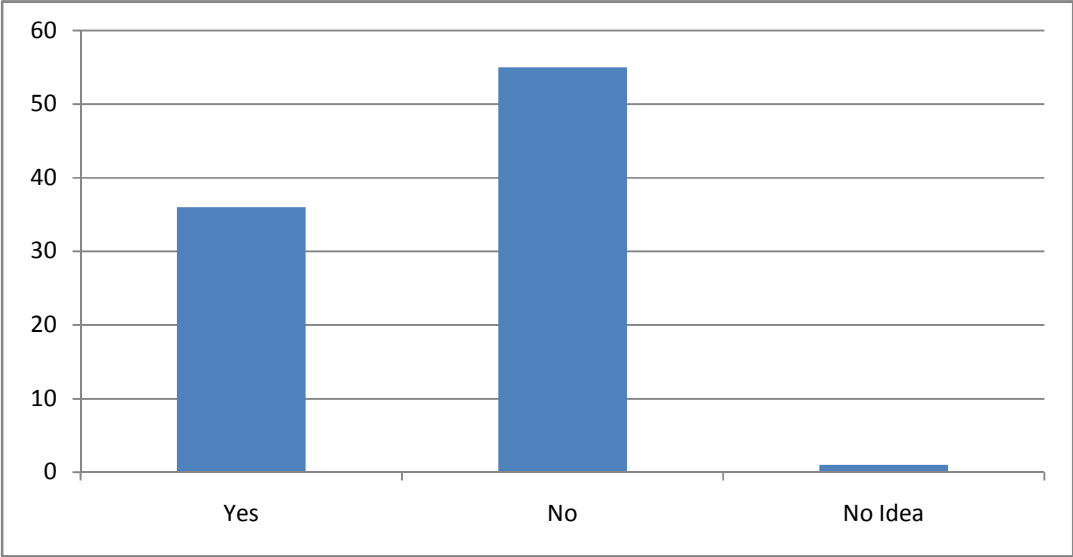


Source: Researcher’s Field work, Feb. 2013

4.3 SATISFACTION WITH THE HANDLING OF WELFARE ISSUES

From figure 4.3 above, twenty three (23) respondents answered Yes, fifty three (53) answered No and sixteen (16) answered No Idea as to whether they are satisfied with issues related to their welfare are handled or not in the organisation.

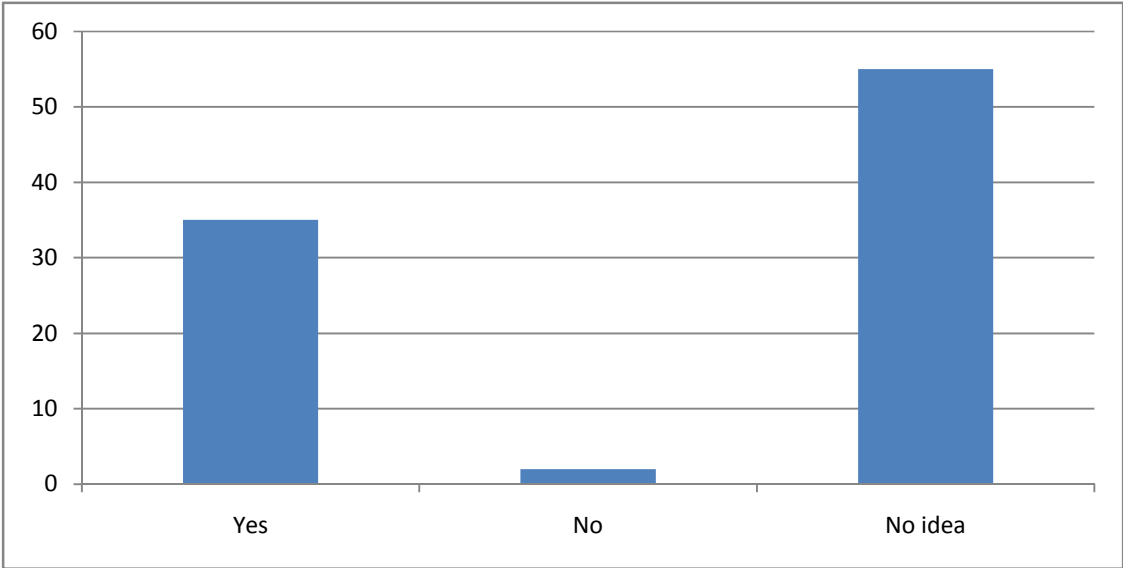
Figure 4.7 Knowledge of Labour legislations



From figure 4.7 above, thirty six (36) respondents answered Yes, fifty five (55) answered No and one (1) responded No Idea as to whether he had some knowledge of labour legislations or not.

Source: Researcher’s field work, Feb. 2013

Figure 4.8 Actions guided by the Labour Act



Source: Researcher’s field work, Feb. 2013

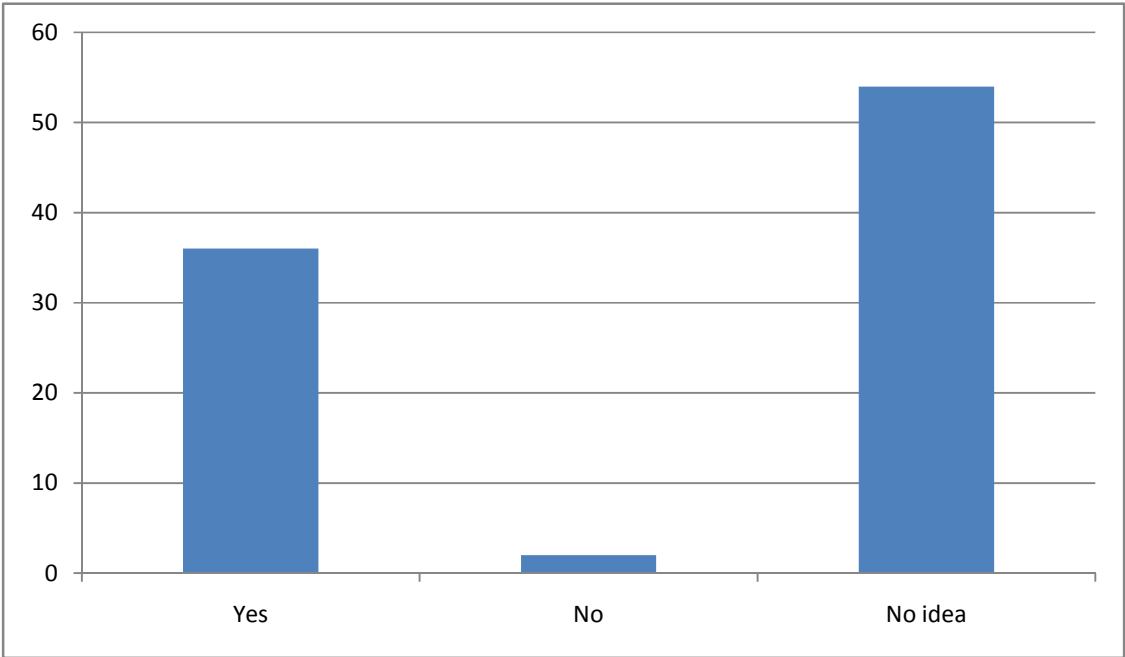
In figure 4.8, thirty five (35) respondents answered Yes, two (2) answered No and fifty five responded No Idea as to whether their actions are being guided by the Labour Act or not in the organisation.

Table 4.3 Helpfulness of the Labour Act

Response	Frequency	Percentage
Yes	36	39.13
No	2	2.2
No Idea	54	58.7

Source: Researcher’s field work, Feb. 2013

Figure 4.9: Helpfulness of the Labour Act



Source: Researcher’s field work, Feb. 2013

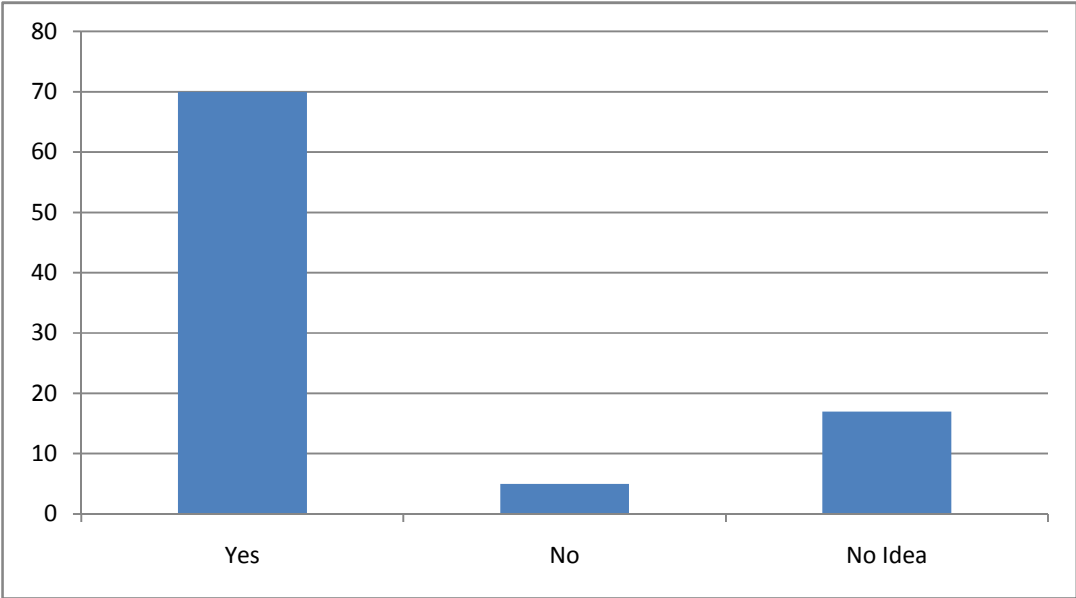
4.4 HELPFULNESS OF THE LABOUR ACT

In figure 4.9, thirty six (36) respondents answered Yes, two (2) answered No and fifty four (54) responded No Idea as to whether the Labour Act is helpful or not in the organisation.

This observation is very surprising because organisation like AngloGold should be able to make available to its employees.

Section D: What benefits would AngloGold Ashanti derive from good employer – employee relationship?

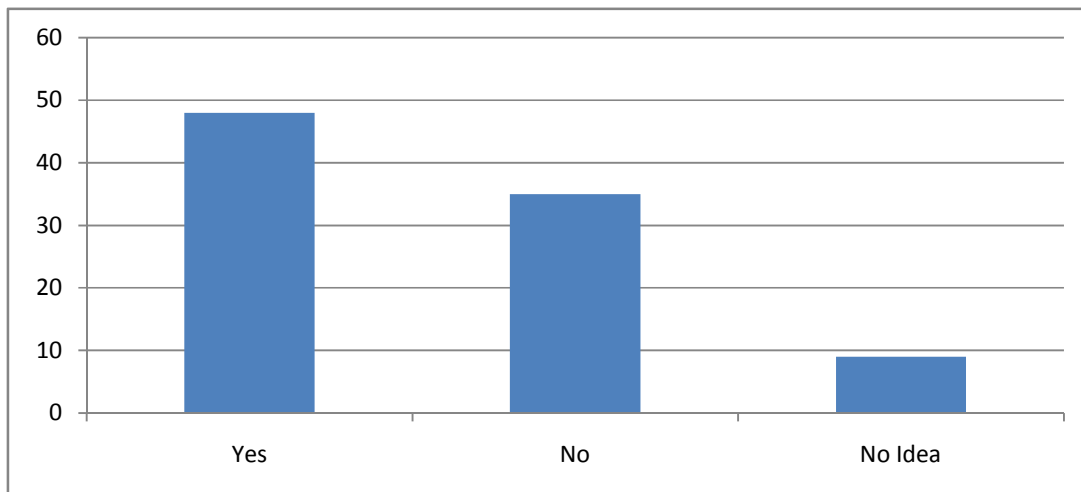
Figure 4.10 Existence of harmonious relationship



Source: Researcher’s field work, Feb 2013.

From figure 4.10 above, seventy (70) respondents answer Yes, five (5) answered No and seventeen (17) responded No Idea as to whether the existence of harmonius relationship between employers and employees is very necessary or not for the success of the organisation. This attests to the fact that employees of AngloGold Ashanti just like any other organisation want harmonious relationship with their employers because there are benefits in harmony relationship.

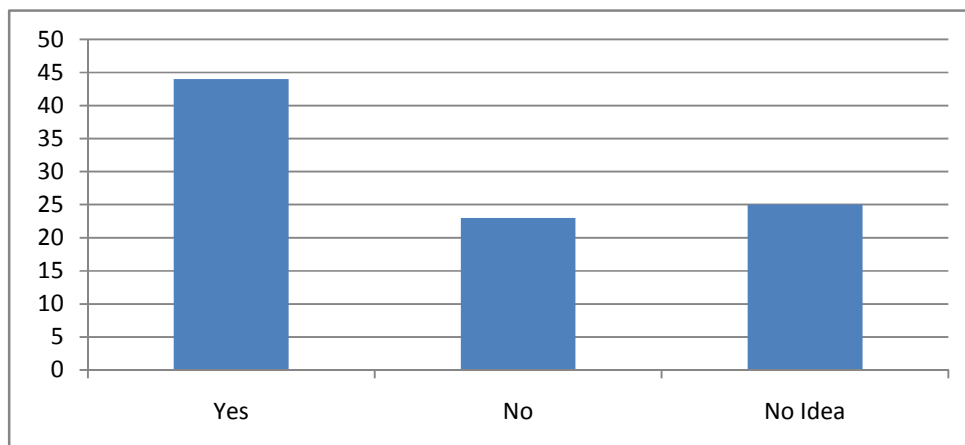
Figure 4.11 Existence of teamwork in the organisation



Source: Researcher’s field work, Feb 2013

From figure 4.11 above, forty eight (48) respondents answered Yes, thirty five (35) answered No and nine (9) responded No idea as to whether the existence of teamwork or not as far as the current employer – employee relationship in the organisation is concerned.

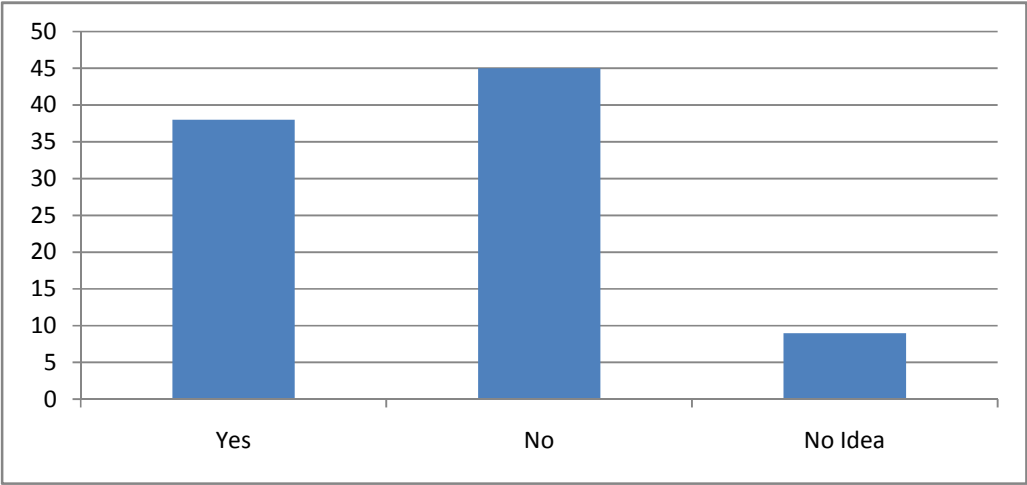
Figure 4.12 Motivation as a result of employer – employee relations



Source: Researcher’s field work, Feb 2013.

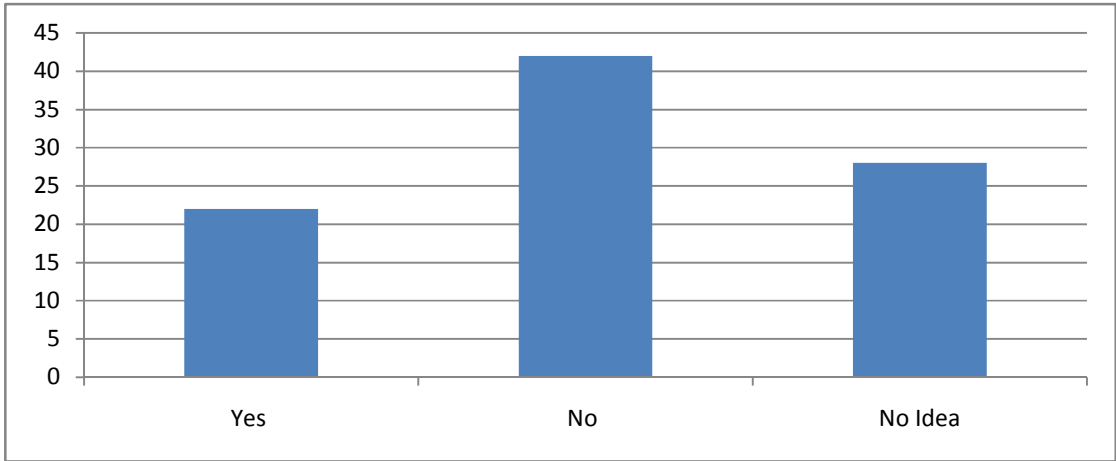
In figure 4.12, forty four (44) respondents answered Yes, twenty three (23) answered No and twenty five (25) responded No Idea as to whether they are motivated to give their utmost best considering the current employer-employee relationship in the organisation.

Figure 4.13 Sense of belongingness in the organisation



In figure 4.13, thirty eight (38) respondents answered Yes, forty five (45) answered No and nine (9) responded No Idea as to whether they feel any sense of belongingness considering the current employer-employee relationship in the organisation.

Figure 4.14 Internal Conflicts and disputes



Source: Researcher’s field work, Feb 2013

4.5 INTERNAL CONFLICTS AND DISPUTES

In figure 4.14, twenty two (22) respondents answered Yes, forty two (42) answered No and twenty eight (28) responded No idea as to whether they experience significant internal conflicts and disputes in the organisation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter gives the summary of all the information emanating from the study. A conclusion is also drawn on the findings and recommendations made.

5.1 SUMMARY OF FINDINGS

It was observed from the study that the management as well as employees of AngloGold Ashanti Company are doing their very best to ensure that there is the existence of a harmonious relationship between the employers and employees of the organisation. But there is a very huge gap between employers and employees so far as the employer-employee relationship of the organisation is concerned.

Even though a good number of the employees are aware of policies and measures instituted by the management to ensure harmonious employer-employee relations, most of the employees are reluctant to contribute or submit suggestions when there is the need. This is simply because, they lack any sense of belongingness in the organisation which makes them feel uncommitted because they believe their interest and welfare are not safeguarded when take the attitude of their employers into consideration.

Also, it was observed that, most employees do not know of the existence of government legislations that govern employer-employee relationship, particularly the Labour Act.

5.2 CONCLUSION

From the above research findings that were observed through the usage of questionnaire for employees of AngloGold Ashanti to answer, it was realised that, even though there are policies and measures that govern the relationship between employers and employees in addition to the existence of the Labour Act, most employees lack knowledge of their existence and for that matter do not give them much consideration in their day to day employee relations which could also affect the safeguard of interests and welfare of both employers and employees.

5.3 RECOMMENDATIONS

After the conducting of the research, the following are recommended:

1. All basic policies and procedures relating to Industrial Relation should be clear to everybody in the organisation as well as the interpretation of labour laws and rules and code of conduct.
2. Management should establish and nurse the growth of an industrial democracy based on labour partnership in the sharing of managerial decisions.
3. There should be a sharing of decision making with employees by exchanging views and ideas with management through the establishment of mutual beneficial channels of communication.
4. Management should improve the conditions of employment of employees which would help obtain commitment from the workforce.
5. All employees must be taken through orientation to sensitize them to know the importance of keeping and maintaining harmonious relationship.
6. There should be a very suitable grievance redress procedure, to avoid the accumulation of grievances and climate of unrest among workers.

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DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
CHRISTIAN SERVICE UNIVERSITY COLLEGE
QUESTIONNAIRE

The aim of this questionnaire is to research into the Relationship between employers and employees of AngloGold Ashanti.

This work is undertaken purely for academic purposes and information given would be treated as confidential.

Section A: Personal Information

Please tick the application option.

I. Sex:

Male ()

Female ()

II. Ages of respondents:

20 – 29 () 30 – 39 () 40 – 49 () 50 and above ()

III. For how long have you worked in the organization?

1 – 10yrs () 11 – 20yrs () 21 – 30yrs () 31 – 40yrs ()

IV. Please tick whether you are underground worker or surface mining worker

Underground ()

Surface ()

V. Educational background

JHS () SHS () Tertiary ()

Section B: Are there policies and measures developed by AngloGold Ashanti to ensure good relationship so far as employees and employers are concerned?

1. Are you aware of any policies that govern industrial relations in the organization?

Yes _____ No _____ No idea _____

2. Do you think your interest and welfare are safeguard so far as the attitude of management towards your welfare is concerned in the organization?

Yes _____ No _____ No Idea _____

3. Do you submit suggestion about employer-employee relations?

Yes _____ No _____ No Idea _____

4. Do you get satisfied with the way issues relating to your welfare are handled?

Yes _____ No _____ No Idea _____

Section C: To what extent have government labour legislations helped

Employee and employer relations particularly AngloGold Ashanti?

1. Do you know of government labour legislations as far as employer-employee relations are concerned?

Yes _____ No _____ No Idea _____

2. Are your actions always guided by the Labour Acts?

Yes _____ No _____ No Idea _____

3. Do you find the Labour Act to be helpful so far as the relationship between employers and employees are concerned?

Yes _____ No _____ No Idea _____

4. Do you consider the Labour Act to be enough taking the employer-employee relations in the organization into consideration?

Yes _____ No _____ No Idea _____

Section D: What benefits would AngloGold Ashanti derive from good employer-employee relationship?

1. Do you think the existence of a harmonious relationship between employers and employees is very necessary so far as success of the organization is concerned?

Yes _____ No _____ No Idea _____

2. Do you believe there is the existence of teamwork in the organization considering the existing employer-employee relations?

Yes _____ No _____ No Idea _____

3. Are you motivated to give your outmost best or input which would increase the productivity of the organization considering the current employer-employee relations?

Yes _____ No _____ No Idea _____

4. Do you feel any sense of belongingness in the organization?

Yes _____ No _____ No Idea _____

5. Do you experience internal conflicts and disputes in the organization?

Yes _____ No _____ No Idea _____

Comments:
