THIRD EDITION

LABOUR RELATIONS in SOUTH AFRICA

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#### 12.3 Objectives of worker participation

- Ethical or moral objectives
- Socio-political objectives
- Economic objectives
  - More effective decision-making
  - Increased job satisfaction
  - Better commitment to quality improvement
- Management–employee ratio
- Labour relations
- Improved communication within organisations

#### 12.4 Forms of worker participation

- Consultation
- Collective bargaining
- Joint decision-making
- Co-management
- Self-management
- Financial participation

#### 12.5 Implementing worker participation

- Suggestion schemes
- Task forces and teams
- Dedicated work teams
- Job enrichment
- Quality circles
- Financial participation
- Employee Stock-Ownership Plans (ESOPs)
- Workplace forums
- Consultation
- Joint decision-making
- Disclosure of information
- Dissolution of workplace forums
- Disputes relating to workplace forums

#### 12.6 Essential ingredients for the success of worker participation

- Management commitment
- Organisational culture
- Management style
- The structure of the organisation
- Ongoing assessment of the participative process
- Education and training
- Incentives and rewards
- Trade union support
- Effective engagement by subordinates

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