

The Impact of Globalization on Industrial Relations in Kenya

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Abstract

Within the era of globalization, countries and organisations mirror dominant international behaviours and translate them into local environments and workplaces. This state of affairs has tendencies to affect relationships among people in the workplace, including those of Kenya. The current study relied on a mixed method approach, which is a combination of quantitative and qualitative methods. 500 closed ended questionnaires were distributed to the employees of the sampled organisations, out of which 483 respondents satisfactorily completed their questionnaires, which represent 97% response rate. In addition, 10 key industrial relations stakeholders were interviewed. The research findings revealed that employees were indeed allowed by their supervisors to make suggestions concerning decisions that affect them, in addition to the fact that employees are consulted and their opinions are highly appreciated by management. The research further pointed out that trade unions in Kenya have indeed helped to improve the working conditions of workers, as they have been granted additional freedom to exercise their fundamental right of association, as well as opportunities to attend unions' meetings to deliberate on issues that affect them. This has made more workers to join trade unions. Furthermore, the research has established that employees have been granted more freedom to take independent decisions related to their routine work activities in recent times. On the contrary, the research revealed that unilateral management decisions are commonly used to determine rewards, in addition to the fact that strike actions have increase due to poor communication between managements and unions/workers. The findings also revealed that wage disputes seem to be the greatest contributor to strikes actions in Kenya, since the dawn of globalisation.

Keywords: Impact, Globalisation, Industrial Relations

Introduction

Globalisation has to some extent, integrated the national economy into the global economy. This is reflected in the liberalization of the markets and public sector organisations, which are key contributors to economic sustainability. Hence, globalisation plays a vital role in integrating players within the economic spheres, such as international trade, foreign direct investment and portfolio flows (Carr, 2007). The impacts of globalisation are reflected in increased trade activities, inflow of foreign investment, advancement in technology, influx of multinationals and improvement in communication technology. According to Greenaway (1999), globalisation brings into local markets activities that are taking place in other parts of the world. In other words, the local market tend to borrow from what is taking place in the developed market and introduce them into their domestic operations. Indeed, globalisation has brought about new ways of rewarding employees based on the value that they bring into the organisation in terms of performance, rather than being based on rate of inflation as it was previously done (Dolan & White, 2007). Previously organisations in Kenya have tendency to increase employee rewards without proper standard owing to weak labour policies, which resulted in unsustainable wage bills (Hertog & Steffen, 2012).

The statement of the problem

At the dawn of globalisation, it was postulated that a rising tide would lift all boats. This postulation triggered renewed expectations from both business and the working class that the new economic reality of openness will bring general prosperity to nations, businesses and of course, the working class. However, few years down the line, the new economic reality seems to have created additional turmoil and polarising effects in the workplace, particularly in the developing countries, such as Kenya.

Research Question

The research question of the paper is:

- What are the effects of the globalisation's logics on industrial relations in Kenya?

Research Objective

The objective of the paper is:

- To establish the effects of globalization's logic on industrial relations in Kenya.

Significance for the Study

The paper will be of great value to Kenya as a nation, as it will enable the country to get a clearer picture of how globalisation has impacted key segments of the economy, namely, industrial relations, which will assist policy makers in articulating possible ways to address most of challenges that affect both business and the working class in Kenya. The paper will also be significant to employers, as they will become more aware of areas of workers' challenges and discontentment arising from the current economic logics of globalisation. This will enable organisations to articulate necessary measure to address the perceive challenges, thereby boosting harmony in industrial relations, while achieving industrial growth, higher productivity and economic opulence.

Globalisation and industrial relations

Globalisation has enabled the smooth movement of economic activities, including people, culture, capital and technology across a more interconnected world (Budros, 2002). Advancements in technology have enabled easier exchange of information around the world (Bartelsman, Gautier & De Wind, 2010). Technology has revolutionised the ways of conducting businesses. Currently, there is an

easier flow of economic activities owing to the high-level sophistication of the transportation system, which have generally improved the markets for both goods and services (Golan, Lane & McEntarfer, 2006). The global economy has accelerated owing to advancement of the internet technology, which allows people to transact across borders without physical contacts (Bartelsman et al., 2010).

In some instances, globalisation seems to have affected developing countries the more, as most factors including foreign direct investment (FDI) and advanced technologies are transferred from developed to developing countries. However, from various angles, it seems that developing countries have always been at the receiving end of developed countries' hypocrisy and atrocities when it comes to real trade benefits and investment, since the dawn of globalisation (Fashoyin, 2007). This is also reflected in current disharmonious industrial relationships existing in most of the global corporations operating in the developing countries (Wignaraja, 2010). The current perspective may prompt one to argue that the effect of globalisation on industrial relations in first world nations is largely positive (Carmody, 2009). However, that is not always the case. Such idea may be provoked by the fact that industrialised countries in most cases are the exporters of products and services, and therefore must endeavour to promote harmonious industrial relations to boost performance and productivity (Warr, 2006). However, recent trends have shown that there are myriad of challenges confronting industrial relations also in some First World countries, similar to some Third World countries (Carmody, 2009).

Over the years, developing countries have tendencies to blame the developed countries for their woes, since the advent of globalisation. The argument sometimes percolates around the perception that developed countries have contributed to wage discrepancies, which has resulted to the high rate of unemployment within developing countries' shores (Egels-Zanden, 2009). It has also been argued that policies that have been developed by the rich countries in terms of trade liberalisation have only fuelled the suffering for developing countries (Kaplinsky, 2008). In other words, the developing countries seem to have been left far behind following the liberalisation of trade, as their economies continue to perform dismally, which is reflected in rising unemployment, inequality and poverty amongst the working class (Rama, 2008).

Agénor and Pierre-Richard (2006) note that the employee/ employer interactions are guided by employment policies that are established by the country and the organisations involved. There are different players in the labour framework that shape industrial relations. Some of the frameworks are internal, while others are external, including government legislative framework on industrial relations and labour unionism (Kaplinsky & Morris, 2008). Despite local legislation on industrial relations, the ILO remains an important organ, which guides industrial relations globally. However, Agénor, Pierre-Richard (2006) remarked that ILO should take cognisance of local regulations when drafting policies in order to guarantee smooth implementation of its provisions. The local actors, including the unions, should fully adhere to the international labour standards for smooth and harmonious industrial relations (Bertola, Dabusinskas, Hoerberichts, Izquierdo, Kwapil, Montornès & Radowski, 2008). It has been observed that global players such as multinationals have tried to influence the labour relations of their host countries. However, this tendency is always counteracted by strong opposition from trade unions, which has increased tensions in industrial relations in most countries where multinationals operate (Hennebert & Bourque, 2011).

The big difference between nations in terms of industrial relations is the different advancements in educational levels among the

developed and developing nations. Whereas the former has many skilled workforces, the latter has a low skilled workforce (Autor & Handel, 2013). Globalisation has indeed brought about a need for a more educated workforce as opposed to a less educated one (Barrett, Marenya, McPeak, Minten & Murithi, 2006). According to Betcherman (2015), the demand for high sophisticated goods and services has necessitated the demand for highly skilled workforce. In line with the above, it can be inferred that the developed countries' production of quality goods for export requires a skilled workforce, while the developing countries' production of inferior goods may be contented with low skilled workforce (Barret *et al.*, 2006). However, advancements in technology is one typical reason why organisations and nations require skilled labour force, as low skilled labour may not fit properly within an era of advanced technological innovations and global competition (Vallanti, 2004).

Advancements in technology have contributed to a paradigm shift in work structures. The fact remains that rapid technological innovations have been fuelled by globalisation (Roberts, 2006). Modern technologies have altered the mode of production from a manual system to one, where most workers are no longer carrying out their work activities manually, but through sophisticated production systems (Roberts, 2006). Technologies have also led to changes in work patterns for local workers as initial work that was previously performed by unskilled workers now requires a skilled person with knowledge of modern technologies, such as information technology (IT) to perform it (Roberts, 2006). Hence, towards the end of the twentieth century, sophisticated machines have virtually replaced the manual system of operations in most organisations (Aronowitz & DiFazio, 2010).

In fact, globalisation has contributed to changes in employment patterns, as employees are no longer engaged on permanent jobs (Neikirk, 2008). According to Clott (2004), most organisations have resorted to outsourcing of most of their peripheral activities, while they concentrated on their core activities. This development had an impact on the work structures of most organisations globally. In the past, outsourcing was utilised during initial production stages, which were perceived as noncore activities. However, recently, outsourcing is even utilised for both core and noncore functions in the production process in many organisations globally (Neikirk, 2008). Outsourcing has been one of the ways of ensuring that firms remain viable and competitive within a global competitive market, particularly in the industrialised countries (Ukpere & Slabbert, 2007). However, outsourcing seems to have contributed to rising unemployment owing to redundancies in the workforce due to certain functions that have been outsourced (Clott, 2004). In fact, outsourcing has forced some organisations to change their scope of operations and employment patterns in order to remain competitive (Neikirk, 2008).

Globalisation has indeed helped to boost the decision making capacities of managers, especially with regard to labour relations issues. In the current dispensation, no company or country can operate in isolation, particularly when it concerns industrial relations, as all activities have now been affected by renewed global competition, which has prompted firms to adopt less rigid approach in order to remain afloat within the global competitive race (Kmec & Gorman, 2010). In addition, the changing labour patterns are direct responses to the dynamics of the global economy, which is based on the dictum: "change or perish" (Kaburu, 2007, p.25). Hence, organisations are no longer expected to be rigid in their short to long-term operational decisions in order to remain competitive (Porter, 2008).

In Kenya in recent times, most of the educated workers, especially in the health sector, have migrated to other countries due to brain drain

and easier movement of professionals (Schultz, Paul & John, 2008). The developed countries normally offer attractive remuneration and good working condition than Kenya. That is what has attracted most Kenyan professionals to migrate (Telkom Kenya Records, 2006). For instance, the mass exodus of health professionals to developed countries has left Kenya with fewer doctors to people ratios, as recommended by the World Health Organisation (WHO) (Schultz, Paul & John, 2008). Thus, public hospitals are always in dire need of staff. Higher learning institutions have not been left behind either, as they lack qualified personnel in the health departments, since most of their staff have also left the country to advance their education, of which many do not return once they complete their studies (Republic of Kenya, 2008).

The current categorisation of professionals differs from the earlier ones that were strictly based on education or training. Currently, most employees gain expertise purely based on the work as opposed to formal education (Appleton, Christenson & Furlong, 2008). Many western countries are currently challenged by unemployment in spite of being ahead in terms of industrialisation. The productivity of employees in these countries have really increased in recent times because employees are able to put in the same timeframe, and achieve more and better results (Aronowitz & DiFazio, 2010). The desire to be the best from a global perspective with sophisticated production process can be attributed as one of the major factors contributing to recent rise in unemployment (Hirst & Thompson, 2009). According to the Pareto rule, 80% of the population controls 20% of the economy, while 20% of the population controls 80% of the economy; this is the reality of the injustices that affect societies nowadays (Warr, 2006). Hence, in spite of the trend in economic growth, the inequality will still persist for a while. One of the contributing factors to the current state of affairs is the change in employment structures, where permanent employees are being replaced by temporary employees and casual employment (Aronowitz & DiFazio, 2010).

According to Seidmann (2007), national policies on labour have been influenced by global competition, which seems to have weakened national regulations. Egels-Zanden (2009) indicates that past labour relations were locally legislated through consultation with the labour players. However, owing to globalisation, workers have been forced to shift their expectations, as organisations now prefer temporary labour to permanent one. This has also accelerated the pace of outsourcing in organisation in recent times. Since globalisation, the power of workers in the workplace seems to have been systematically eroded as employers now have greater power to make decisions (Fichter, Helfen & Sydow, 2011).

The tendency to overwork workers has made work flexibility an appealing economic choice within a globalised world of work (Ukpere & Slabbert, 2007). As aforementioned, human resources have now been dichotomised into main groups of multi-tasked permanent workers and peripheral part-time workforce who are engaged on a temporary basis (Adams, Hean, Sturgis & McLeod, 2006). Ukpere and Slabbert (2007) observe that businesses within a cutthroat competitive environment require well trained and qualified human resources who can fully support the organisation's objectives. However, in current era, many employers do not find it reasonable to invest in training workers, who they believe will soon quit for other opportunities owing to poor working conditions. It is also unreasonable to pretend that employees will fully commit to an organisation if they know that the same will lead to their jobs lost within a short span.

From another angle there are perceptions that globalisation has contributed to job creation in Kenyan as a result of increase in foreign direct investment by multinationals who in turn export their products

back to their home countries (Edmonds & Kiran, 2006). In fact, there is still a strong argument that trade liberalisation brings foreign investment (Ukpere, 2009). The multinationals normally set up base in other countries, which increase the demand for host country workers who receive better pay than their counterparts in local firms. On the contrary, some of the foreign companies do sometimes engage the services of child labour in their bid to reduce labour costs (Lipsey & Sjöholm, 2001). Indeed, trade liberalisation often increases the demand for local products, in addition to more labour to meet production levels of transnational organisations. Liberalisation of trade enables a country to acquire advanced technology (Janssen & Ahn, 2006) as well as new skills.

Research methodology: Sample and research process

The main aim of the research was to find out how globalisation has impacted industrial relations in Kenya. The research used a mixed research approach to investigate the topic under study. The main reason for a mixing method is to ensure proper triangulation of information for richer findings. The study targeted all the companies operating in Nairobi and Mombasa in Kenya. A sample size of 500 employees obtained through purposive convenient sampling was used for the study. A total 483 out of 500 questionnaires distributed were satisfactorily filled and returned, which implies a response rate of 97%. Of the 483 respondents, 37 were returned via Survey Monkey, while 446 were collected manually. Furthermore, 10 key industrial relations stakeholders were interviewed. Prior to data collection, the researcher considered the content validity of the questionnaire by conducting a pilot study. The research instrument was also vetted by experts and consultants in the field. The reliability of the instrument was done by analysing the Cronbach's alpha co-efficient for all the items in the questionnaire in order to measure the level of internal consistency of the variables under study. All the items in the questionnaire yielded a Cronbach's alpha above 0.7, which is the acceptable threshold for internal consistency.

Data analysis

In order to establish the perceptions of respondents, the researcher posed a number of questions with the aim of achieving the objective of the research as presented below.

Globalisation and workers' participation in Kenya

The rationale for this section was to establish if the employees are normally given opportunities by their supervisors to make suggestions in decisions that affect them in the workplace.

Table 1 shows that 39.3% of the respondents agreed that they are allowed to make suggestions, and 6.6% strongly agreed. Conversely, 17.4% of the respondents disagreed with the statement that they are allowed to make suggestions, while 5.4% strongly disagreed, and 31.3% were non-committal in respect of the question, probably for fear of reprisal. Cumulatively, 45.9% (39.3+6.6) agreed that they are allowed by their supervisors to make suggestions concerning decisions that

Table 1: Industrial democracy

Employees are allowed to make suggestions in decisions that affect them				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	26	5.4	5.4
	Disagree	84	17.4	22.8
	Neutral	151	31.3	54.0
	Agree	190	39.3	93.4
	Strongly Agree	32	6.6	100.0
	Total	483	100.0	

(N=483)

affect them, while in sum, 22.8% (17.4%+5.4%) disagreed with the statement that they are allowed by their supervisors to make suggestions concerning decisions that affect them. The high number of respondents who agreed shows that employees are indeed allowed by their supervisors to make suggestions concerning decisions that affect them.

Globalisation and workers' representation on management boards

This section sought to establish whether employees are represented on management boards at the sampled organisations. When employees are represented on management boards, they tend to have a sense of belonging in the organisation, which then improves the relationship between them and the management/organisation.

Table 2 indicates that many of the respondents were non-committal in terms of this question, with 44.3% remaining neutral. A total of 24.4% agreed that they are represented on the company's management board, while 3.1% strongly agreed, 20.9% disagreed, and 7.2% strongly disagreed that they are represented on the company's management board. In total, 28.1% (20.9%+7.2%) disagreed that they are represented on management boards, as opposed to a total of 27.5% (24.4%+3.1%) of those who agreed. The response to this question seems a little bit polarized in terms of respondents' views. However, more respondents (although marginally) disagree than agree that employees are well represented on the management boards.

Globalisation and employees' opinion

This section was interested in establishing whether employees' opinions are indeed taken seriously by management. It sought to establish the participation of employees in workplace affairs.

Table 3 shows that 32.1% agreed that employees' opinions are taken seriously by management in the workplaces, 3.9% strongly agreed, 37.3% remained neutral, implying that they may not be certain about the issue, while 19.5% disagreed and 7.2% strongly disagreed that their opinions are taken seriously. In total, 36% (32.1%+3.9%) agreed that their opinions are taken seriously by management, while a total of 26.7% (19.5%+7.2%) disagreed that their opinions are taken seriously. The high response rate of those who agreed indicates that employees' opinions are indeed taken seriously by management.

Table 2: Level of representation on management boards

Employees are well represented on the company's management board				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	35	7.2	7.2
	Disagree	101	20.9	28.2
	Neutral	214	44.3	72.5
	Agree	118	24.4	96.9
	Strongly Agree	15	3.1	100.0
	Total	483	100.0	

(N=483)

Table 3: Consideration of employees' opinion

Employees' opinions are taken seriously by management in my workplace				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	35	7.2	7.2
	Disagree	94	19.5	26.7
	Neutral	180	37.3	64.0
	Agree	155	32.1	96.1
	Strongly Agree	19	3.9	100.0
	Total	483	100.0	

(N=483)

Globalisation and employers and employees' joint consultative meetings

The rationale behind this section was to establish whether employers and employees hold joint consultative meetings. The holding of joint consultative meetings strengthens the bond between employers and employees, thereby improving the levels of trust within the organisation.

Table 4 shows that 44.3% of the respondents agreed to have joint consultative meetings between employers and employees, and 3.7% strongly agreed. A total of 11.6% disagreed about the existence of joint consultative meetings, while 7.5% strongly disagreed, and 32.9% decided to remain neutral. In total, 48% (44.3%+3.7%) of the respondents agreed that they have joint consultative meetings between employers and employees, while a total of 19.1% (11.6%+7.5%) disagreed with the statement. The high response rate of those who agreed indicates that the selected organisations do indeed consult employees by meeting with them, which is positive for harmonious relationship to blossom in the workplace.

Trade unions and working conditions in the era of globalisation in Kenya

This section sought to establish whether trade unions are still playing effective roles towards workers in terms of helping them to improve their working conditions. This is because when workers' working conditions are improved, they tend to adopt a positive outlook towards the organisation, which ultimately improves industrial relations.

Table 5 shows that 41% of the respondents agreed that trade unions have helped to improve their working conditions, 11.8% strongly agreed, 15.3% disagreed, while 4.6% strongly disagreed that trade unions have helped to improve their working conditions, and 27.3% decided to remain neutral on the question. In total, 52.9% (41%+11.8%) agreed that trade unions have improved working conditions of workers, while a total of 19.9% (15.3%+4.6%) disagreed that trade unions have improved the working conditions of the workers. The high response rate of those who agreed shows that trade unions in Kenya have indeed helped to improve workers working conditions.

Workers' freedom of Association in the era of globalisation in Kenya

This section intended to establish whether, in the era of globalisation, employees have been allowed by management to freely associate within their respective organisations.

Table 6 shows that 36.6% of the respondents agreed that management allowed workers the freedom to exercise their fundamental right of association, 7.9% strongly agreed, 34.2% decided to be neutral, while 15.7% disagreed that management has freely allowed the workers freedom to associate, and 5.6% strongly disagreed with this statement. In total, 44.5% (36.6%+7.9%) agreed that management has freely allowed workers to exercise their fundamental right of association while a total of 21.3% (15.7%+5.6%) disagreed with the statement. The high response rate of those who agreed with the statement indicates that more Kenyan companies have indeed granted their workers the freedom to exercise their fundamental right of association, which goes a long way to improve industrial relations.

Globalisation and attendance of union meetings

The aim of this section was to establish if workers who are trade union members are given opportunities to attend unions' meetings. This goes a long way towards ensuring that what is presented to

Table 4: Joint consultative meetings

Employers/management and employees often have joint consultative meetings				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	36	7.5	7.5
	Disagree	56	11.6	19.0
	Neutral	159	32.9	52.0
	Agree	214	44.3	96.3
	Strongly Agree	18	3.7	100.0
	Total	483	100.0	

(N=483)

Table 5: Trade unions and in working conditions in Kenya

Trade unions help to improve workers' working conditions				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	22	4.6	4.6
	Disagree	74	15.3	19.9
	Neutral	132	27.3	47.2
	Agree	198	41.0	88.2
	Strongly Agree	57	11.8	100.0
	Total	483	100.0	

(N=483)

Table 6: Workers' freedom to associate

Management grant workers freedom to exercise their fundamental of association				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	27	5.6	5.6
	Disagree	76	15.7	21.3
	Neutral	165	34.2	55.5
	Agree	177	36.6	92.1
	Strongly Agree	38	7.9	100.0
	Total	483	100.0	

(N=483)

management represent members' view, and not merely union officials' position.

Table 7 reveals that 44.3% of the respondents agreed that they are given opportunities to attend union meetings, 5.6% strongly agreed, 30.2% of the respondents were neutral, while 14.5% disagreed that they are given opportunities to attend union meetings and 5.4% strongly disagreed with the statement. In total, 49.9% (44.3%+5.6%) of the respondents agreed that they are given opportunities to attend union meetings; however, a total of 19.9% (14.5%+5.4%) disagreed with the statement. The high number of those who agreed shows that Kenyan organisations do indeed grant their workers the opportunities to attend union meetings to discuss issues that directly affect them.

Globalisation and Union membership

This section sought to establish how current globalisation has affected trade union membership. The researcher was concerned with whether trade union membership has increased in number since the advent of globalisation.

Table 8 shows that 40.8% of the respondent agreed and 11.2% strongly agreed that trade union membership has increased in the era of globalisation compared to the past. A total of 11.4% disagreed, while 3.3% strongly disagreed that trade union membership has increased in the era of globalisation compared to the past. In total, 33.3% of the respondents decided to be neutral regarding the statement, while, 52% (40.8%+11.2%) of the respondents agreed that trade union membership has indeed increased during the era of globalisation compared to the

past, and a total of 14.7% (11.4%+3.3%) disagreed with the statement. The high number of those who agreed shows that more workers have joined trade unions in Kenya in the era of globalisation.

Globalisation and employees' freedom to make decisions on their routine work

The section sought to establish whether employees are given a free hand to take decisions on their own in relation to their routine work activities without consulting management.

Table 9 shows that 30.6% agreed and 11.8% strongly agreed that employees independently take decisions concerning their routine work activities without consulting management, while 30% disagreed and 7.3% strongly disagreed with the statement. A total of 20.3% of the respondents were neutral in terms of the statement. In total, 42.4% (30.6%+11.8%) of the respondents agreed that employees independently take decisions about their routine work activities and a total of 37.3% (30.0%+7.3%) disagreed with the statement. The high number of those who agreed indicates that employees independently take decisions about their routine work activities, particularly since globalisation.

Globalisation and reward systems

The rationale for this section was to establish if management considers the merits and input of workers when deciding upon rewards for the staff, or if they normally make unilateral decisions when determining rewards.

Table 10 shows that 39.3% of the respondents agreed and 17.2% strongly agreed that unilateral management decisions are commonly

Table 7: Permission granted to workers as union members to attend union meetings

Members of the union are given opportunities to attend union meetings				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	26	5.4	5.4
	Disagree	70	14.5	19.9
	Neutral	146	30.2	50.1
	Agree	214	44.3	94.4
	Strongly Agree	27	5.6	100.0
	Total	483	100.0	

(N=483)

Table 8: Increase in trade union membership in Kenya since globalisation

Trade union membership has increase since the dawn of globalisation				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	16	3.3	3.3
	Disagree	55	11.4	14.7
	Neutral	161	33.3	48.0
	Agree	197	40.8	88.8
	Strongly Agree	54	11.2	100.0
	Total	483	100.0	

(N=483)

Table 9: Worker freedom to make decisions on their routine work activities

Employees independently take decisions regarding routine work activities				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	35	7.3	7.3
	Disagree	145	30.0	37.3
	Neutral	98	20.3	57.6
	Agree	148	30.6	88.2
	Strongly Agree	57	11.8	100.0
	Total	483	100.0	

(N=483)

Table 10: Determination of rewards

Unilateral management decisions are commonly used to determine rewards				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	15	3.1	3.1
	Disagree	62	12.8	15.9
	Neutral	133	27.5	43.5
	Agree	190	39.3	82.8
	Strongly Agree	83	17.2	100.0
	Total	483	100.0	

Table 11: Independent union decisions

Unions independently take decisions on collective bargaining and strike action				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	17	3.5	3.5
	Disagree	94	19.5	23.0
	Neutral	181	37.5	60.5
	Agree	157	32.5	93.0
	Strongly Agree	34	7.0	100.0
	Total	483	100.0	

(N=483)

used to determine rewards while 12.8% disagreed and 3.1% strongly disagreed with the statement, and 27.5% remained neutral in this regard. In total, 56.5% (39.3%+17.2%) agreed that unilateral management decisions are commonly used to determine rewards and a total of 15.9% (12.8%+3.1%) disagreed that unilateral management decisions are commonly used to determine rewards. The high response rate of those who agreed with the statement indicates that unilateral management decisions are commonly used to determine rewards. This trend seems to have increased during globalisation.

Unions' decision making

The rationale of this section was to establish if management influences decisions that are taken by the unions on behalf of workers, specifically in light of whether unions are independent of management in terms of decision making around collective bargaining and strike action.

As indicated in Table 11 above, 32.5% of the respondents agreed that the unions independently take decisions on collective bargaining and strike action, while 7.0% strongly agreed, and 37.5% of the respondents remained neutral regarding the statement. A total of 19.5% disagreed with the statement and 3.5% strongly disagreed. Altogether, 39.5% (32.5%+7%) of the respondents agreed that there is a level of independence by unions in taking decisions on collective bargaining and strike action, while in total, 23% (19.5%+3.5%) disagreed that unions independently take decisions on collective bargaining and strike action. The high number of those who agreed with the statement shows that unions do represent employees adequately without management's undue influence.

Poor communication and strike action

The rationale for this section was to establish whether strikes take place as a result of poor communication between the management and the unions/workers. This may result in a poor working relationship between unions/workers, which could affect harmony in the workplace.

Table 12 shows that 36.4% of the respondents agreed that strikes occur owing to poor communication between managements and unions, while 20.3% strongly agreed, and 21.1% of the respondents

remained neutral on the subject. However, 15.9% disagreed and 6.2% strongly disagreed with the statement. In total, 56.7% (36.4%+20.3%) agreed that strikes occur owing to poor communication between management and union while a total of 22.1% (15.9%+6.2%) disagreed. The high response rate of those who agreed with the statement indicates that strike actions have indeed occurred owing to poor communication between managements and unions/workers in recent times in most Kenyan organisations.

Employees remuneration and strike action

This section sought to establish the main causes of strike actions in Kenyan organisations in the era of globalisation, with specific emphasis on wages and earnings.

Figure 1 show that 39.5% of the respondents agreed that wages are the greatest contributor of strikes, while 23.8% strongly agreed, and 24% remained neutral. Conversely, 9.3% disagreed with the statement and 3.3% strongly disagreed. Cumulatively, 63.3% (39.5%+23.8%) of the respondents agreed that wages is the greatest contributor of strikes, while cumulatively, 12.6% (9.3%+3.3%) disagreed. The high response rate of those who agreed with the statement indicates, therefore, that wages is the greatest contributor of strikes in Kenyan companies.

Strike action and dismissal

The rationale for this section was to establish if Kenyan organisations victimize their employees through dismissal if they participate in the strike actions. This amounts to intimidation of the employees, which may lead to poor industrial relations.

Table 13 shows that 34.2% of the respondents remained neutral to the above statement. That could point to the fact that they fear victimization. A total of 28.2% agreed that workers are dismissed and replaced by new workers if they partake in strike action; 11.4% strongly agreed; 21.9% disagreed; and 4.3% strongly disagreed. In total, 39.6% (28.2%+11.4%) of the respondents agreed with the statement, while a total of 26.3% (21.9%+4.3%) of the respondents disagreed. The high percentage of respondents who agreed shows that workers are

Table 12: Strike action owing to poor communication

Strikes occur owing to poor communication between managements and unions				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	30	6.2	6.2
	Disagree	77	15.9	22.2
	Neutral	102	21.1	43.3
	Agree	176	36.4	79.7
	Strongly Agree	98	20.3	100.0
	Total	483	100.0	

(N=483)

Table 13: Rising trends in the dismissal and replacement of striking workers

Workers are summarily dismissed and replaced by new workers if they partake in strike action				
		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	21	4.3	4.3
	Disagree	106	21.9	26.3
	Neutral	165	34.2	60.5
	Agree	136	28.2	88.6
	Strongly Agree	55	11.4	100.0
	Total	483	100.0	

(N=483)

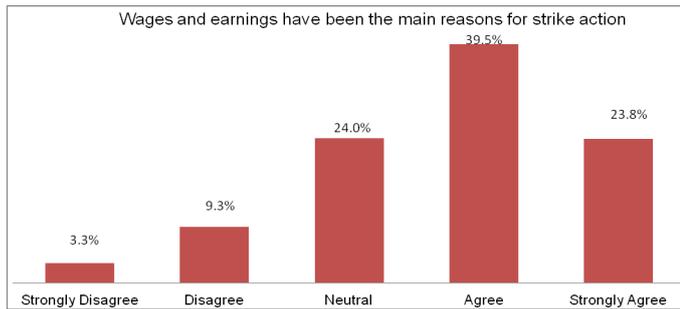


Figure 1: Poor wages/earnings and strike action

summarily dismissed and replaced by new workers if they partake in strike action, which adversely affect the workers' rights.

Qualitative data analysis on the impact of globalisation on industrial relations in Kenya

COTU 1 and 2 and KEPSA 1 indicated that they are represented through their trade union leaders in decision making meetings. They further indicated that workers' views are also taken to management through their immediate supervisors, which was not the case before. KEPSA 2 indicated that employees only participate in decision making through their union leaders, who champion their grievances and bargain for their benefits and working conditions. The respondents indicated that strike actions result in man day losses within organisations, which affect production and profitability, and may finally lead to retrenchments as a result of low profits. The responses show that strikes have increased since globalisation, thus affecting industrial relations ML 2 mentioned that: "through the strikes, the members working condition have generally improved in recent times, as terms of employment have improved and safety has been enhanced". Some respondents indicated that strike actions have forced many employers to review their workforce with a view of cutting down on costs. In this regard FKE 1 had this to say: "each time there is a strike, valuable time is lost. In some case employers have laid off some workers for taking part in the strike actions e.g. the government, which adversely affects the industrial relations". The interviews show that most unions have helped to improve the living standards of workers. In this regard, COTU 2 had the following to say: "yes, I am positive about their representation of their members needs

Discussion of findings

Despite the fact that workers are allowed to contribute on what affects them in most of the organisations that were investigated, it seems that they are not involved in making key decisions. Decision making seems to have been left to the prerogative of management. For instance, 28% as opposed to 2.9% of the respondents said that they were not involved in making key decisions. Nevertheless, in their views, COTU 1 and 2 and KEPSA 1 indicated that employees are represented through their trade union leaders in decision making meetings, whilst workers' views are often taken to management through their immediate supervisors.

Since globalisation, consultation with workers seems to have improved, as most Kenyan organisations usually hold quarterly meetings where the employees are given a chance to raise any burning issues, which affect them. This was reflected by 48% of the respondents who agreed that there are always joint consultative meetings between employers and employees, as opposed to 19.1% who disagreed with the statement that they have joint consultative meetings between employers and employees. However, this only applies to permanent employees, as observed by COTU 1. Casual and contract workers are

not properly represented in spite of the fact that they form the bulk of employees during the era of globalisation. It was also interesting to find that employees' opinions are taken quite seriously by management, as indicated by 32.1% of the respondents who agreed that employee's opinions have indeed been taken seriously by management since globalisation. Konrad and Mangel (2000) assert that organisations expect employees to make additional efforts. The outcome of current research indicates that management and employees in most Kenyan organisations do often hold joint consultative meetings in the era of globalisation, which is reflected by 44.3% of the respondents who agreed with this statement, as opposed to 11.6% of the respondents who disagreed. This represents something positive within the era of globalisation.

There appears to be a working relations between employees and their supervisors, since employees are allowed to freely discuss issues that affect them, as supported by 39.3% of the respondents who indicated that they are allowed to make suggestions concerning decisions that affect them, as opposed to 17.4% of the respondents who disagreed, implying that employees are allowed to freely express their opinions. There has been a decrease in strikes since globalisation, as shown by 36.4% of the respondents who disagreed that strikes have increased in recent times at their workplaces as opposed to 17.2% who agreed; however, this is not in line with the finding in the qualitative phase of the study, which shows that in the recent past, strike actions have increased with the aim of forcing management to listen to employees' grievances. Poor communication has been the main cause of strikes, as shown by 36.4% of the respondents who agreed that strikes occur owing to poor communication between management and unions, as opposed to 15.9% who disagreed. The finding is supported by the ITUC (2013) study, of 2012, which found that workers were angered by the government's pronouncement of a 12.5% minimum wage increase, which was far below the union's demand for a 60% increment owing to a rise in living costs.

Limitations and future research

The findings are based on the perceptions of participants/respondents that were sampled, which may not necessarily reflect the views of participants in other sectors or regions. Moreover, the mental conditioning of respondents could impact on the responses provide in the questionnaire, which could lead to some misrepresentation of fact. The information was collected from Nairobi and Mombasa in Kenya only, which limits the reliance on the data in terms of generalisation. The data was captured from workers within the sampled organisations, while workers in other organisations were not given an opportunity to express their perceptions on the subject matter. The finding therefore may not cover the perceptions of all workers that are affected by the phenomenon of globalisation.

Recommendations

In Kenya there is disparity in the payment of foreign staff compared to local ones. Most multinationals engage the services of foreign staff and treat them better than the local staff in terms of pay and benefits. This outlook has indeed a discouraging effect on local staff who feels a sense of ill treatment owing to the huge disparity in pay despite the fact that local workers perform the same work or work even harder than the foreign workers. Hence, it is highly recommended that the gap in terms of pay to foreign staff and local staff should be reduced through some form of government policy and legislation. This will greatly improve industrial relations and will help to boost productivity, as all employees will then feel equal. This will also guarantee mutual respect between and amongst employees, which will help to bolster harmonious industrial relations in Kenya.

Employee disputes are presented to management via trade unions. In most cases what is agreed between the union and employers is sometimes not honoured, which leads to strikes by the union as a last resort to push for implementation of the agreement. To minimize industrial disputes, all parties in the labour relationship, including the government, must honour the collective agreements that are reached during negotiations. This will go a long way to instil trust amongst parties, and help to move industrial relations a step further in the right direction. Workers' grievances are presented to management through their respective trade unions, which negotiate with the management to improve the working conditions. In most cases their discussions are agreed upon and any contentious issues are sorted out by management. If management fails to heed to their genuine demands, workers may turn to strikes as a last resort to champion for their course. But in most cases employers in Kenya tend to bar workers from participating in strikes action. As a matter of fact, this right to strike should be legally protected at all times. Also, workers should learn not to abuse such rights by engaging in illegal strikes. This approach will go a long way towards fostering harmonious industrial relations in Kenya.

Conclusion

In conclusion, globalisation has had both positive and negative impact on industrial relations in Kenya. It has been observed that since globalisation management has improved in terms of giving employees avenues to contribute to discussions as well as taken their views seriously. It can therefore be argued that management to a great extent do support their employees in Kenya. Globalisation has changed the perceptions of employers towards collective bargaining. In recent times employees have been represented on management boards at various organisations in Kenya through their union leaders, whose views are considered seriously when making decisions. This has positively impacted industrial relations in Kenya in recent times. In addition, employees are allowed to occasionally hold joint consultative meetings with management to discuss issues that affect them. More than that, they are also allowed to freely associate with each other or participate in union activities. This has had positive impact on industrial democracy and, of course, industrial relations.

Moreover, level of supervision seems to have improved in Kenya since globalisation. Unlike in the past, employees are now granted the responsibility to independently take decisions on their work routine. In recent times, there seems to be minimum supervision of workers in most Kenyan organisations. Thus, employees seem to have become more innovative in their various workspaces, as they do not have to wait for instructions from their supervisors. It was also found that employees in most Kenyan organisations are allowed to make suggestions within their respective workplaces. However, in spite of this freedom to make suggestions, the employees are not involved in key decision making within organisations. This has negatively affected the relationship between employees and employers as the employees feel being excluded from contributing to decisions related to issues that directly affect them. They feel that they are not properly involved when it comes to running the organisation's affairs. Globalisation has brought about discrimination in terms of pay scales amongst employees such as pays to executives and foreign expatriates compared to normal local working class. This trend has tended to affect employees' morale, as they perceived that they are poorly remunerated. In spite of this, workers are not restricted from moving freely in search of other jobs. This stimulates competition, allows for resource allocation as well as boost competitive wages. In a nutshell, as aforementioned, globalisation has had both positive and negative impacts on Industrial relations in Kenya. Hence, for a smooth transition into the 21st century industrialization, Kenya and other Africa countries must endeavour

to improve the working relationship between all parties to industrial relations.

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