

INDEX

- Absenteeism
 - bonus and, 94, 100–104
 - defined, 100
 - impact, 100
 - involuntary, 101–102
 - occupational illnesses, 101–102
 - voluntary/unofficial, 100–101
- Absenteeism without permission (AWOP), 94, 104
- Ackroyd, S., 15, 38, 42, 43, 44, 46, 55–56, 72, 78, 97, 108, 109, 197, 234, 257
- AfricaGold mine, 25–33
 - fatal injuries, 32
 - poor mine planning, 109–113
 - production costs, 31
 - production sections, 26
 - production volume, 30–31
 - Safety is Our First Value*, 31–32
 - safety performance, 32–33, 33
 - teams, 26
- AIFR. *See* All injury frequency rate (AIFR)
- All injury frequency rate (AIFR), 32
- Allsop, D., 39, 54
- AMCU. *See* Association of Mineworkers and Construction Union (AMCU)
- Appelbaum, E., 199, 210
- Appin Inquiry, 59
- Artful sabotage, 49
- Association of Mineworkers and Construction Union (AMCU), 31, 114
- Atkinson, P., 25
- Autocratic supervisory styles, 156–157
- Autonomy, 191
- AWOP. *See* Absenteeism without permission (AWOP)
- Baby Boomers, 125–126
- Bailey, T., 199, 210
- Balogun, J., 225
- Bamforth, K. W., 89, 212, 213
- Barker, J. R., 131
- Barling, J., 210
- Beck, J. P., 16
- Beer, M., 133
- Bensman, J., 60
- Berg, P., 199, 210
- Bezuidenhout, A., 34, 114, 116–117, 118, 220
- Bieder, C., 15, 55, 80
- Billett, S., 78
- Blauner, R., 43
- Blokland, P., 214
- Blyton, P., 39–40
- Boje, D., 104
- Bolton, S., 15, 16, 43, 44, 78, 137
- Bonus scheme, 40
 - absenteeism and, 94, 100–104
 - co-worker conflict, 129–131
 - goals, 91–95
 - implementation at the rock-face, 95–117
 - ineffective shop-steward leadership, 113–117
 - maladministration, 103, 113
 - mechanical breakdowns, 75–76

- overview, 88–90
- poor mine planning, 109–113
- poor resourcing, 108–109
- as significant motivator, 88
- work intensification, 94, 103, 104–108
- Borys, D., 15, 16, 52, 55, 80, 81, 210, 221, 222, 223
- Bourrier, M., 15, 55, 80
- Bozzoli, B., 40
- Braverman, H., 39
- Bribes, 116
- Budgetary constraints, 71–72
- Buhlungu, S., 34, 114, 116–117, 118, 220
- Burawoy, M., 43, 44, 50–51, 53, 56, 78, 80
- Bureaucratisation, 15, 16, 39, 42, 52, 80, 209–212
- Calveley, M., 39, 54
- Cannon, M. D., 133
- Centrelink, 48
- Chamber of Mines of South Africa, 1–2
- Change management, 163–180
- CoalCo Mining Company, 70
- Cohesiveness, 200–201
- Cole, R. E., 134
- Collinson, D., 17, 48, 54
- Communication, supervisory styles, 195–198
- Computerisation of migrant labour system, 40
- Conchie, S. M., 190–191
- Congress of South African Trade Unions (COSATU), 114
- Consent, 37, 43, 47, 61, 78
- Conway, E., 61
- Cooperation, 39, 57, 82, 87–117, 131, 201
- Corruption, 116
- COSATU. *See* Congress of South African Trade Unions (COSATU)
- Cost-cutting measures, SDWT training and, 157–158
- Council for Scientific and Industrial Research (CSIR), 29
- Co-worker conflict, 129–137
 - advent of, 47
 - implications of, 137–138
 - slackers, 131–132
 - team-based production bonus scheme, 129–131
- Cropanzano, R., 184
- Crush, J., 40–41
- CSIR. *See* Council for Scientific and Industrial Research (CSIR)
- Dalton, M., 45, 47, 57–58, 61, 71, 95, 130, 138
- Deep-level mining
 - leadership styles, 183–203
 - Millennials, 128–129
 - planisa*, 79–80
 - workplace ethnography, 25–33
- Deery, S. P., 48, 56
- Dekker, S.W.A., 15, 16, 52, 80, 81, 210, 211, 213, 219
- Delbridge, R., 60–61
- Dennis, N., 54–55, 133
- Devinatz, V. G., 43, 48, 49, 53, 54, 58, 89, 211
- Dickinson, W. J., 41, 49
- Diversity management, 138, 174, 220, 221
- Electronic surveillance systems, 41
- Emery, F. E., 213, 226
- Employee involvement, 115, 124, 138, 191, 196, 220
- Entrepreneurial union representative, 117

- Equipment failure, 155
 Ethnography, 25–33
- Fairness. *See* Trust and fairness
- Fatalities, 6
- Finlay, W., 39, 58
- Flanders, A., 113, 218
- Ford, Henry, 38
- Fordism, 38
- Foucault, M., 40
- Frick, K., 219
- Frontline supervisors
 - as agent and recipient of workplace change, 187–188
 - changing nature of, 187
 - personality, identity or behaviour, 187
 - planisa* (making a plan), 185–186
 - as serious facilitator, 223–225
 - supervisory styles, 188–203
 - See also* Supervisory styles
- Frontline workers, informal work practices, 43–55
- Functional misbehaviour, 50, 72, 82
- Gee, P., 14, 78, 144, 210
- Generational differences, 123
- Generation X, 126
- Generation Y. *See* Millennials
- Gerver, I., 60
- Ghanem, W., 226–227
- Gherardi, S., 77, 81, 211, 221
- Goffman, E., 49–50
- GoldCo, 25
 - operational factors, 32, 33
 - safety performance, 32–33
- Gold sector, 2–3
- Gouldner, A. W., 55, 57, 59
- Grote, G., 210
- Hale, A., 15, 16, 52, 55, 80, 81, 210, 221, 222, 223
- Hale, A. R., 211
- Hammersley, M., 25
- Hawthorne studies, 41–43
- Henriques, F., 54–55, 133
- Hewlett-Packard, 133
- Hill, R. P., 127
- HIV/AIDS, 102
- Hodson, R., 16, 29, 82, 90, 101, 109, 131, 144, 164, 177, 195, 200
- Hopkins, A., 51–52, 59, 62, 77, 81, 88, 109, 210, 211, 214–215, 225
- Horizontal conflict, 47
- Houlihan, M., 15, 16, 43, 44, 78, 137
- Hudson, P. T. W., 211, 213
- Hull, G., 14, 78, 144, 210
- ILO. *See* International Labour Organisation (ILO)
- Incentive scheme
 - design of, 88
 - literature on, 90
 - production goals and, 88
 - reasons for, 91–92
- Informal work practices, 37–61
 - frontline workers, 43–55
 - Hawthorne studies, 41–43
 - managerial interests, 55–61
 - overview, 37–38
 - scientific management, 38–41
- Informal organisation, 27, 37, 210–213, 222
- Intensification of work. *See* Work intensification
- International Labour Organisation (ILO), 90
- Iszatt-White, M., 15, 81, 221
- Iverson, R. D., 48, 56, 210
- Jenkins, J., 39–40
- Jermier, J. M., 61
- Job promotion, 107
- Johnson, G., 225
- Junor, A., 48

- Kalleberg, A. L., 199, 210
 Komache, K., 79–80
 Kumar, P., 113
- Labour process, 15, 17, 28, 38, 39, 234
- Labour shortages
 absenteeism without permission, 104
 occupational illnesses, 101–102
- Lankshear, C., 14, 78, 144, 210
 LaNuez, D., 61
 Lawton, R., 80, 211, 213
- Leader-member exchange (LMX)
 relationship
 defined, 184
 planisa (making a plan) and, 185–186
 quality of, 184–185
 work-related outcomes, 184
 See also Supervisory styles
- Leadership
 shift-bosses, 193–195
 weak, trade union, 113–117
 See also Supervisory styles
- Learning Hub (MOSH), 5, 29
 Leger, J., 40, 52, 55, 78, 88, 101, 167
 Leidner, R., 47–48
 Lingard, H., 80
 Lost-time injury (LTI), 93
 Lowe, J., 60–61
 LTI. *See* Lost-time injury (LTI)
 Lupton, T., 43, 46, 47, 59
 Lutchman, C., 226–227
- MacNeil, C., 187
 Maguire, K., 79–80
 Maharaj, R., 226–227
 Managerial interests, informal work practices and, 55–61
 Marek, J., 213, 226
 Marriott, R., 90
 Martin, R., 51
- Marx, Karl, 99, 106, 107
 Maslen, S., 88, 89, 210, 214–215, 225
 Material shortages, 72–73
 McDonalds, 47–48
 McHughes, Robert, 30
 Mechanical breakdowns, 73–76
 production bonuses, 75–76
 production pressure, 74–75
 SDWT training and, 155
- Millennials
 fuss about, 127–128
 multigenerational workplace, 125–126
 organisational socialisation, 127
 positive accounts, 127–128
 post-apartheid workplace, 128–129
 stereotypes, 127
- Mine Health and Safety Act (MHSA), 3, 76, 102
 Mine Health and Safety Council (MHSC), 3
 Mining Occupational Safety and Health (MOSH), 5
 Misbehaviour, 50, 82, 97, 103, 197
 Mitchell, M., 184
 Monks, K., 61
 MOSH. *See* Mining Occupational Safety and Health (MOSH)
- Mulholland, K., 42, 48
 Multigenerational workplace, 125–126
 organisational socialisation, 127
 Myers, K. K., 127
- National Treasury of South Africa, 2
 National Union of Metalworkers of South Africa (NUMSA), 114
 National Union of Mineworkers (NUM), 31
 Nichols, T., 51, 56, 59, 62, 74, 77, 103, 105, 108, 219
 Nicolini, D., 77, 81, 211, 221

- Nippon CTV, 60
 Non-monetary incentive, 224–225
 NUM. *See* National Union of Mineworkers (NUM)
- O'Brien, M., 48
 Occupational fatalities, 6
 Occupational health and safety (OHS), 3, 5–6
 O'Connell, M., 187
 O'Donnell, M., 48
 Olson, M., 225
 Operational efficiency, 14, 79, 89–90, 164, 175–176
 Organisational citizenship, 144, 224
 Organisational socialisation, 127
 Organisation of production, 191–192
 Osterman, P., 90, 210
- Panopticism, 40–41
 Parker, D., 80, 211, 213
 Participant observation, 25–26, 28–29, 31, 44, 231
 PDS. *See* Proximity detection systems (PDS)
 PGM. *See* Platinum group metals (PGM)
 Phakathi, T. S., 29–30, 45, 220
 PhoneCo, 48
 Piece-rate system, 40
 Piece-wage system, 106
 Pietikainen, E., 214, 215, 217
Planisa (making a plan), 17, 185
 budgetary constraints, 71–72
 LMX relationship and, 185–186
 material shortages, 72–73
 pros and cons of, 76–79
 significance, 80–82
 standards, 71
 triggers of, 70–73
 workplace change and, 79–80
 Platinum group metals (PGM), 1
 Poor mine planning, 109–113
 Poor resourcing of mining teams, 108–109
 Post-apartheid workplace, Millennials at, 128–129
 Prasad, A., 43, 49
 Prasad, P., 43, 49
 Proceduralisation, 16, 52–53, 210, 211
 Production
 bonus scheme. *See* Bonus scheme
 organisation of, 191–192
 pressure, mechanical breakdowns and, 74–75
 Production crews, 80, 106, 154, 157, 173, 185, 186, 188–191
 Proximity detection systems (PDS), 5
- Reason, J., 15–16, 17, 52, 80, 82, 210, 211, 212, 213
 Rees, C., 104, 138, 144, 145
 Reiman, T., 214, 215, 217
 Remiers, G., 214
 Resistance, 14, 15, 37, 38, 47, 53, 88, 163, 166, 167, 179
 to bureaucratisation, 52
 collective, 42
 covert forms of, 43, 45, 48–49
 overt forms of, 43
 Resourcing of mining teams
 bonus scheme and, 108–109
 Richards, J., 15, 49, 50, 62, 72, 82, 97, 108, 221
 Roethlisberger, F. J., 41, 49
 Rosenthal, P., 42, 47
 Rowlinson, S., 80
 Roy, Donald, 43, 44–45
 Russell, B., 104
- Sadaghiani, K., 127
Safety is Our First Value, 31–32
 Safety performance, 6
 Schmitz, P., 214

- The Science of Muddling Through* (Lindblom), 50
- Scientific management, informal work practices, 38–41
- Sdudla*, 91
See also Bonus scheme
- Self-directed work team (SDWT)
 training, 144–153
 assessment, 152–153
 autocratic supervisory styles, 156–157
 cost-cutting measures, 157–158
 lack of supplies, 154
 organisational and managerial support, 155–156
 overview, 144–145
 production results, 158–161, 159–160
 workplace implementation, 153
- Shift-bosses, supervisory styles of, 188–203
 communication, 195–198
 leadership, 193–195
 organisation of production, 191–192
 team cohesiveness, 200–201
 trust and fairness, 198–200
 worker motivation, 202–203
See also Leader-member exchange (LMX) relationship
- Shop-floor culture, 77
- Shop-floor supervisors. *See* Frontline supervisors
- Shop-steward leadership, 113–117
See also Trade union
- Silicosis, 101–102
- Slaughter, C., 54–55, 133
- Socialisation. *See* Organisational socialisation
- Social support, 190, 191
- Sociology of Work Programme (SWOP), 29
- Socio-technical system, 213–218
- Solansky, S. T., 124
- Sommerville, M., 70
- South African mines
 economic performance, 2–3
 employment/job opportunities, 2, 3
 extractive techniques, 1
 occupational health and safety initiatives, 3, 5–6
 production costs, 1–2
 safety performance, 6, 7–13
 workplace change initiatives, 6, 14–17
- Standardisation, 16, 39, 40, 48, 52, 209, 210, 211, 212
- Stereotypes, Millennials, 127
- Supervisors. *See* Frontline supervisors
- Supervisory styles
 autocratic, 156–157
 communication, 195–198
 leadership, 193–195
 organisation of production, 191–192
 shift-bosses, 188–203
 team cohesiveness, 200–201
 trust and fairness, 198–200
 worker motivation, 202–203
- SWOP. *See* Sociology of Work Programme (SWOP)
- Swutse, P., 211, 214
- Tacit knowledge, 43–44, 52, 55, 77, 167, 194, 209–210, 221–223
- Taylor, Frederick Winslow, 37, 38–41, 77–78
- Taylorism, 37, 38–41, 77–78
- Team
 cohesiveness, 200–201
 identification, 124
- Teamwork
 criticism of, 124
 high-performing work groups, 128
- Theunissen, J., 214

- Thompson, P., 15, 38, 42, 44, 46,
55–56, 72, 97, 108, 109, 197,
234, 257
- Thompson, W. E., 49
- Time-theft, 100, 104
- Trade union, 26, 27–28, 31
corruption, 116
production bonuses and, 88,
113–117
role, 113
weak leadership, 113–117
- Transformational leadership style,
190, 223–224
- Tripartite Action Plan, 5
- Trist, E. L., 89, 212, 213
- Trust and fairness, 198–200
- Tuberculosis, 101–102
- Ultra-deep mining, 70
- Vallas, S. P., 15, 16, 81, 138
- Verschuur, W. L., 211, 213
- Veteran Generation, 125
- VFL. *See* Visible-felt leadership
(VFL)
- Violation, 80, 81, 213
- Visible-felt leadership (VFL), 205
- von Holdt, K., 113–114
- Walsh, J. T., 48, 56
- Walters, D., 219
- Watson, T. J., 75–76, 81
- Webster, E., 14, 30, 78, 99, 113–114
- Weick, K. E., 211, 221
- Winsor, R., 104
- Work culture of *planisa*, 80–82
See also *Planisa* (making a plan)
- Work process, 14–15, 17, 28, 30,
37–61, 69–83, 104, 128, 144,
145, 161, 166, 179, 210–212,
213, 214, 222
- Work rules, 16, 56, 60, 62, 80, 89,
185, 192, 197
- Worker alienation, Marxist theory of,
81
- Workers
motivation, 202–203
restrictive practices, 38
scientific management, 38–41
- Work group dynamics, 124
- Work intensification, bonus and, 94,
103, 104–108
- Workplace
generation, 125
multigenerational, 125–126
See also Frontline supervisors;
Supervisory styles
- Work teams
autocratic supervisory styles,
156–157
equipment failure, 155
mechanical breakdowns, 155
organisational and managerial
support, 155–156
- Yarrow, M., 39
- Zacharatos, A., 210
- Zero harm, 5–6