

ACKNOWLEDGMENTS

A CROSS-CULTURAL ANALYSIS OF WORK-RELATED  
VALUES IN A MINING INDUSTRY

I wish to express my sincere thanks and appreciation for the help, support and interest of the following people:

by

Prof. Dr R. P. de la Rey, my teacher and promoter whose academic acumen and expertise I hold in the highest regard.

SCHALK WILLEM THERON

Our association during a period of 15 years, in the best of patriarchal German tradition I am entitled to call his "Gastfreundschaft".

Submitted in partial fulfilment of the requirements for the degree

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FACULTY OF ARTS

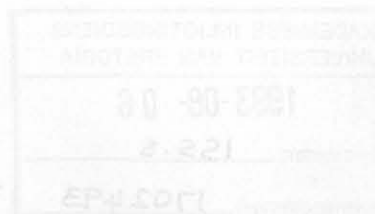
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Prof. Dr. Petrus du Preez, head of the Department of Psychology, University of Pretoria, advised me and recommended this research to me. Prof. du Preez's advice resulted in a thesis which is very important to the political and industrial life of South Africa.

UNIVERSITY OF PRETORIA

Mr R. G. (Bobby) Godsell, executive director Industrial Relations, Anglo American Corporation (Pty) Ltd, Pretoria, granting permission to do the research at Western Levels Gold mine, Carletonville.

OCTOBER 1992



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SUMMARY

A CROSS-CULTURAL ANALYSIS OF WORK-RELATED VALUES  
IN A MINING INDUSTRY

by

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In 1992 South Africa is on the brink of change - politically, economically and socially. The survival of South Africa as a modern industrial complex in an era of increased integration will depend to a large extent on the ability of its peoples who think differently and have different values, to strive towards the development and attainment of common company goals. It is at the work place that the different interest groups with their rich cultural diversity and different value systems, are in interaction with each other in an effort to attain organizational, personal and group goals.

Hofstede (1980a) accommodates values and value systems under four broad dimensions which provide maximum differentiation between national cultures: power distance, individualism, uncertainty avoidance and masculinity. In the work setting as well as in the social environment, people may attribute the cause of events either to themselves (internality) or to the external environment (externality) and the influence of powerful people in positions of authority.

The aim of the study therefore, was to do a comprehensive analysis of work values expressed by the labour force in two sectors of the mining industry, viz free enterprise and parastatal sectors. Specific differences in the areas of home language, religion, educational level, years of formal school education completed, income, occupational level, age, country of origin and ethnicity as independent variables and the four value dimensions and three dimensions of locus of control as dependent variables, are researched in order to determine their impact on the structure and functioning of organizations and industry.

The research design is an a posteriori quasi-experimental single sample design with only one measurement taken of 215 subjects that were randomly sampled from the available population. The measurement was done by means of Hofstede's Value Survey Module and the Activism and Powerful Others-scale of Levenson (1974). High reliability estimates were obtained for both measurement instruments. Data was subjected to a discriminant analysis and two-way factorial analysis of variance. Post-hoc comparison were done with the Scheffé-test.

The distinction between the two sectors of the economy was judged on the above-mentioned four value dimensions. The parastatal sector is slightly more inclined towards individualism but strongly towards avoidance of unnecessary uncertainty. The freemarket sector is more prepared to face risk and uncertainty. Both sectors are characterized by a large power distance.



## SAMEVATTING

'N KRUISSKULTURELE ONTLEDING VAN BEROEPSVERWANTE  
WAARDES IN DIE MYNBEDRYF

deur

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Suid-Afrika beleef in 1992 'n tyd van grootskaalse verandering - polities, ekonomies en sosiaal. Suid-Afrika se oorlewing as 'n moderne industriële kompleks sal in 'n era van toenemende integrasie bepaal word deur die mate waarin die verskillende inwoners van die land met hulle verskillende waardes en waardestelsels daarin kan slaag om gemeenskaplike organisasiedoelwitte te bereik. Binne die werksomgewing is daar verskillende belangegroepes wat gekenmerk word deur 'n ryke verskeidenheid van groepe, kulture en verskillende waardesisteme wat in interaksie met mekaar is in 'n poging om organisasie-, persoonlike en groepsdoelwitte te verwesenlik.

Hofstede (1980a) akkommodeer waardes binne vier breë waardedimensies naamlik magsafstand, individualisme, vermyding van onsekerheid en manlikheid. Hierdie vier waardedimensies differensieer tussen die verskillende nasionale kulture. Binne die werks- sowel as die sosiale omgewing mag individue die oorsaak van gebeure en omstandighede aan hulself toeskryf (interne lokus) of kan



hulle gebeure en omstandighede toeskryf aan kragte in die eksterne omgewing en aan die invloed van persone in posisies van mag (eksterne lokus van kontrole).

Gevolgtrek was die doel van hierdie studie om 'n omvattende ontleding te doen van die beroepsverwante waardes soos dit tot uiting kom onder die arbeidsmag in twee sektore van die mynbedryf, te wete 'n vrye mark-georiënteerde onderneming en 'n sentraal-geleide onderneming. Spesifieke verskille is nagevors met huistaal, godsdiens, opvoedkundige vlak, aantal jare formele skoolopleiding voltooi, inkomste, beroepsvlak, land van herkoms en etnisiteit as die onafhanklike veranderlikes en die vier waardedimensies en lokus van kontrole as die afhanklike veranderlikes ten einde die invloed daarvan op die struktuur en funksionering van die nywerheid en organisasie te bepaal.

Die navorsingsontwerp is 'n a posteriori kwasi-eksperimentele ontwerp vir 'n enkel steekproef met 'n enkele meting, wat verkry is met behulp van 215 proefpersone wat ewekansig geselekteer is uit die beskikbare bevolking. Die meetinstrumente het bestaan uit die Werkswaardevraelys van Hofstede en die Aktivisme en Outoritere Persoonlikheidskaal van Levenson (1974). Hoe betroubaarheidskoëffisiënte is vir elke vraelys verkry. Die data is verwerk met behulp van 'n diskriminantontleding asook 'n tweerigting faktorale variansieontleding. Post-hoc vergelykings is gedoen met die Scheffé-toets.

Die sentraal geleide sektor vertoon 'n neiging tot individualisme en veral 'n vermyding van onsekerheid. Die vryemark-sektor daarenteen vertoon 'n neiging tot die aanvaarding van risiko's. Beide sektore word gekenmerk deur 'n groot magsafstand.