

UNIVERSITY OF FORT HARE

DEPARTMENT OF INDUSTRIAL PSYCHOLOGY

ADVANCED ORGANISATIONAL  
BEHAVIOUR  
IPS 603

NOVEMBER EXAMINATION  
2018

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Time: 3 HOURS

Subject: IPS 603

Marks: 100

Internal Examiner: Prof. W.T. Chinyamurindi

External Examiner: Prof. B. Mahembe

**INSTRUCTIONS**

1. Answer ALL questions in Section A and Section B
2. Number the questions correctly.
3. Write your student number and name on your answer books.
4. Write legibly.

## **SECTION A**

### **Question 1:**

**Critique the contributions of the following fields to organisational behaviour: a) psychology; b) sociology and c) political science. [15 Marks]**

### **Question 2:**

**A number of theories exist within the field of Industrial and Organisational Psychology (IOP) related to organisational behaviour. Choose any three theories and use them to illustrate how they can help us to understand behaviours in organisations better. [15 Marks]**

### **Question 3:**

**Trace the major events & players that have shaped the terrain of organisational behaviour locally and internationally. [20 Marks]**

**TOTAL SECTION A = 50 MARKS**

## **SECTION B**

### **MyCiti bus strike enters third day**

A "wildcat" strike by MyCiti bus drivers entered its third day on Wednesday with some routes disrupted in Cape Town. Amid disgruntled and frustrated comments from commuters, the MyCiti social media accounts announced around 07:00 that the following routes were currently operational: T03, T02, X02, D01, D02, D03, D04, 101, 102, 103, 105, 114, 107, 110, 215, 231, 232, 233, 234, 236 and 237.

Around 250 employees protested at the Cape Town Civic Centre on Tuesday after downing tools until their demands for better pay and working conditions were met. The EFF lent its support to the strike, with Cape metro secretary Banzi Dambuza saying that he wanted the workers to be heard and answered.

In an official statement on Monday, the city's transport mayoral committee member Brett Herron urged "those who have embarked on this strike to use the structures and processes in place to address any grievances or concerns they may have with their employment".

### **EFF lends support to strike by MyCiti employees**

EFF Cape metro secretary Banzi Dambuza says that he wants MyCiti workers, who downed their tools for a second day on Tuesday, to be heard and answered. About 250 MyCiti employees protested at the Cape Town Civic Centre on Tuesday.

On Monday, the strikers promised to continue with their work stoppage if their demands for better pay and working conditions were not met. Patrick Mabindisa, one of the strike leaders, has said that the strike action would be escalated if Brett Herron, City of Cape Town mayoral committee member for transport and urban development, did not engage in open talks with them.

Even though Herron declined the invitation to talk to the crowd on Monday, Mabindisa confirmed that escalating the strike action was on hold. "The workers said we must wait for now. We are still planning on meeting them [local taxi owners]. It [escalation] is in progress," he said.

"Only if we are ignored the same way as yesterday, then we are going to go to other avenues and try to seek attention," he added.

The crowd has grown in number since Monday. "The EFF came in to show support to us. We requested them to try and intervene in this matter," Mabindisa said. Dambuza went to the Cape Town Civic Centre early this morning in an effort to meet with Herron.

**'Resolute, militant and disciplined'**

Herron did not receive them, but said that he would come out to speak to the strikers at 11:00, Dambuza said.

Herron had still not addressed the strikers at 11:55.

According to Mabindisa, Herron said he would not "give us an ear, because this is an illegal strike".

In an official statement on Monday, Herron urged "those who have embarked on this strike to use the structures and processes in place to address any grievances or concerns they may have with their employment".

Despite the City's reluctance to engage with the strikers, Dambuza pushed for continued action.

"We are going to be resolute, militant and disciplined. We must make sure that we are one. We want people to be answered," he told an energised crowd.

It is unclear how long the strike will continue. According to Mabindisa, the MyCiTi strikers are willing to resume work as soon as their concerns for better working conditions for better pay are received by the City of Cape Town.

"We are willing to end it any minute after he [Herron] meets us and gives us a commitment to resolve our issues," Mabindisa said.

### **MyCiTi bus drivers promise to 'escalate' strike if grievances aren't addressed**

Striking MyCiti bus drivers have promised to extend their wildcat strike into Tuesday if their grievances are not addressed by the City of Cape Town.

About 200 MyCiTi employees in Cape Town protested in front of the Cape Town Civic Centre on Monday to demand better working conditions.

"We are here because we are subjected to unfair labour practices in this structure of the MyCiTi project," Patrick Mabindisa, a bus driver and one of the leaders of the protest, said.

"The City is not checking under what conditions we are working. The pressure is enormous," he added.

The peaceful protest was described as an "illegal or wildcat strike" by City of Cape Town mayoral committee member for transport and urban development councillor Brett Herron.

"I am concerned about the illegal strike and the impact it has on commuters who are already taking strain due to the ailing rail service," Herron said.

### **Transport MMC yet to meet with protesters**

"I urge those who have embarked on this strike to use the structures and processes in place to address any grievances or concerns they may have with their employment," he added.

According to Mabindisa, efforts to use the proper channels have been exhausted. MyCiTi drivers had a meeting with Cape Town Mayor Patricia de Lille on April 7, but nothing came of it, he said.

"We need Brett Herron to come down here and he must answer to these problems today. He must take this very seriously," Mabindisa said.

If their concerns are not addressed by the City of Cape Town, he said the workers would "have to escalate this illegal strike", and encouraged taxi industry workers to join them.

Herron, who has demanded that the MyCiTi service resumes operations "as soon as possible, and without any disruptions", has yet to meet with the disgruntled MyCiTi employees.

The peaceful protest was met with heavy police force in the early afternoon. At least 10 stun grenades were detonated just after 13:00 at the circle near Adderley Street and Hans Strijdom Avenue.

"We were just singing. We did not do anything. This is a peaceful protest and the police threw tear gas at us," said one of the protesters.

#### **Unsafe working conditions**

Protesters claimed poor working conditions were a major reason for the strike action.

"We are subjected to unsafe buses," Mabindisa said.

"We're sitting in the toilet and eating lunch. Only the Civic Centre has a restroom and all the other stations have no restrooms," he added.

Buses leaked when it rained and became uncomfortably hot on warm days.

Personnel safety was a serious issue, said Siziwe Dase. The bus driver, who has been working for MyCiTi since 2016, almost lost her right eye while on duty, she said.

"They (MyCiTi) don't care about the safety of the drivers as long as you are doing your job," Dase claimed.

It was not uncommon for customers to physically assault bus drivers and other platform personnel, Dase continued.

Even if incidents with customers were reported to upper management, there was rarely any investigation, said Thembisa Figlann, who claimed she almost got raped on duty.

The protesters said they hoped that their pleas for safer working conditions, a less stressful work environment, and better pay were heard by the authorities.

The strike is set to continue on Tuesday.

## **MyCiTi bus drivers threaten to continue strike**

Some of the bus drivers who are employed by the vehicle operating companies operating the MyCiTi bus routes embarked on an illegal strike on Monday at the Civic Centre. Photo: Armand Hough / African News Agency (ANA). Commuters will most likely have to make alternative transport arrangements on Tuesday following disruptions to the MyCiTi bus service due to a strike by drivers on Monday.

The City's mayoral committee member for transport and urban development, Brett Herron, said at midday "it is unclear for how long the illegal strike will continue, and when the MyCiTi service will be able to resume normal operations". However, striking MyCiTi bus drivers have vowed to extend their strike into Tuesday if their grievances are not addressed by the City of Cape Town, News24 reported.

"We are here because we are subjected to unfair labour practices in this structure of the MyCiTi project," said Patrick Mabindisa, a bus driver and one of the leaders of the protest.

"The City is not checking under what conditions we are working. The pressure is enormous."

Some of the bus drivers who are employed by the vehicle operating companies (VOCs) operating the MyCiTi bus routes embarked on an illegal strike. "As a result, the MyCiTi service has been severely disrupted with few routes operating during the morning peak-hour period. Neither the VOCs nor the City of Cape Town was informed of the imminent strike and the reasons for the illegal stay-away," said Herron.

Hertzog Boulevard was closed to incoming traffic on Monday morning after about 200 striking drivers gathered on the red bus lane outside the Civic Centre station, intimidating those bus drivers who were fulfilling their duties. Traffic and MyCiTi buses operating on the N2 Express routes from Mitchells Plain and Khayelitsha were diverted along other routes.

"I am concerned about the illegal strike and the impact it has on commuters who are already taking strain due to the ailing rail service.

"I was also alerted to incidents where some strikers intimidated their colleagues who are not participating in their illegal strike. This is unacceptable. I urge the VOCs and their employees to meet as soon as possible," said Herron, who has yet to meet the disenchanted MyCiTi employees. "These engagements must be facilitated through the appropriate channels so that the impasse can be resolved. We need the MyCiTi service to resume operations as soon as possible and without any disruptions."

But Mabindisa told News24 efforts to use the proper channels have been exhausted. MyCiTi drivers had a meeting with Cape Town Mayor Patricia de Lille on April 7, but nothing came of it. "We need Brett Herron to come down here and he must answer to these problems today. He must take this very seriously," Mabindisa said. If their concerns are not addressed by the City of Cape Town, he said, the workers would "have to escalate this illegal strike" and encouraged taxi industry workers to join them.

The peaceful protest was met by a strong police contingent in the early afternoon. At least 10 stun grenades were detonated just after 1pm at the circle near Adcorley Street and Hans Strijdom Avenue.

"We were just singing. We did not do anything. This is a peaceful protest and the police threw tear gas at us," said one of the protesters. Protesters claimed poor working conditions were a major reason for the strike action. "We are subjected to unsafe buses," Mabindisa said. The protesters said they hoped that their pleas for safer working conditions, a less stressful work environment and better pay were heard by the authorities.

<https://www.iol.co.za/capetimes/news/myciti-bus-drivers-threaten-to-continue-strike-17487765>

**Question 1:**

**You have been hired as a consultant to try and address the matters presented in this case study. Prepare a report that addresses the following:**

- a) As an OB consultant, provide reasons why employees strike?**
- b) Use at least three theories from the organisational behaviour literature to explain the matters at play in this case study.**
- c) Propose an organisational intervention that helps those affected by issues of strikes in the workplace while also make sure that employer needs are also met.**

**[30 Marks]**

**Question 2:**

**Propose an organisational behaviour research study based on the material covered within the case study. Your answer should present the following:**

- a) A working title.**
- b) A clear statement of the problem.**
- c) A research question.**
- d) An outline of the methodology and research design to be used.**

**[20 Marks]**

**TOTAL SECTION B = 50 MARKS**