



ALIA 2006 Biennial Conference



Australian Library and
Information Association

Refereed Paper

Dr Reggie Raju

G.M. Sweeney Law Library, University of Kwazulu-Natal

Contact details

Postal: University of Kwazulu-Natal
Howard College Campus
King George V Avenue, Durban, 4014, South Africa

Phone: 27 (031) 260 1387/2541

Fax: 27 (031) 260 1491/2051

Email: rajur@ukzn.ac.za

Biography

Dr Reggie Raju holds a PhD in Information Studies and heads the G.M.J. Sweeney Law Library at the University of KwaZulu-Natal, South Africa. Dr Raju has worked in academic libraries for the past twenty years and has been part of the trade union movement at the University in the capacity of general secretary and president. Currently serves as advisor to trade union movement at UKZN. Dr Raju's research focus is staff training and development; unionization; development of library organizational structures to address the challenges of technology. Dr Raju is currently leading an investigation into the acquisition of statutory status for the LIS professional association. Community work includes the setup of libraries in South Africa and Malawi and currently, setting up worker college libraries linking five African countries.

To unionise or not to unionise the LIS sector? The debate now begins in South Africa

Abstract

South Africa's progressive labour dispensation promulgated by a post-apartheid government, has challenged employee representative organisations to examine their roles in a dispensation that is union friendly. The paper examines the factors that have influenced or negated unionisation of the LIS sector in the international and national (South Africa) arenas. It draws from empirical research done for a doctoral study on the feasibility of unionising library and information services (LIS) workers in the South African tertiary LIS sector. The paper reviews relevant literature and provides an overview of the growth of unionism in the LIS sector at the international level. The discussion is reduced to the South African context and the possible influence of a progressive labour dispensation on the transformation of LIS representation. Two critical issues are examined in the paper, namely, (1) the need for an organisation to address the industrial needs of LIS employees and, (2) the organisation most capable of representing the LIS sector. Finally, the author concludes that the two-stream representation, that is, the professional body addressing the professional issues and generic trade unions addressing the industrial concerns will converge into consolidated representation. This consolidated representation may present lessons for a fragmented profession at the international level as well.

Introduction

At the Annual General Meeting of the 2004 Library and Information Association of South Africa (LIASA) annual conference, a Special Libraries Interest Group tabled the motion that 'LIASA seek full statutory recognition as the sole professional body for the knowledge, records management and library and information workers in South Africa' (Library and Information Association of South Africa, 2004). The Executive Committee of LIASA called for an investigation into the acquisition of statutory status for the library and information sector (LIS). One of the options available to LIASA is registration through an existing statute, namely, the Labour Relations Act (LRA) 66 of 1995 (Raju, 2006). This statute is considered by many to be very progressive (Baskin, 1996; Baskin & Satgar, 1995; Basson et al., 1998; Grogan, 2003; Slabbert & Swanepoel, 2002).

However, the progressive labour dispensation is not being fully exploited by the South African white collar labour force including the white collar LIS workers. At present, LIS workers, in the main, belong to two separate representative organisations with each addressing different issues: the generic trade union addressing the industrial issues; and the professional association addressing the professional concerns of the LIS sector. Generic unions are:

unions that are not sector specific, that is, unions that protect or advance the interests of employees from a number of different employment sectors. A typical example of a South African generic union is the National Education, Health and Allied Workers' Union

(NEHAWU). NEHAWU services a number of different employment sectors *inter alia*, the health and the education sectors (specifically tertiary education and private schools) (Raju 2005, p.2).

This dual representation is unhealthy for an already fragmented profession. It stands to reason that the professional association should pursue consolidation through statutory representation which will open doors to tap into the progressive labour dispensation, a dispensation that openly promotes trade unionism. The issue of the fragmentation of the profession is not peculiar to South Africa, and it is an issue in most countries (Coleman 1988; Hovenden 1972).

This paper examines some of the factors that have influenced the unionisation of the LIS sector at the international and national (South Africa) levels. A significant factor influencing the growth of trade unionism, according to Bain (1970), is legislative support. (Bain's was the first empirical study on white collar unionism). It is argued by the author that while South Africa has a progressive labour dispensation, this dispensation has not significantly impacted on the LIS sector in its present state. Research conducted by Raju (2005) in the tertiary education LIS sector revealed that employees of the sector would prefer the professional association to acquire statutory status for a more holistic representation of the sector when addressing both the industrial and professional concerns of the sector. This amalgamation of representation may provide lessons for the international community, even if it is

just to address the issue of fragmentation.

Factors that have influenced unionisation of the LIS sector at the international level

There has been a definite growth in unionism in libraries since the early 1900s. A number of factors have contributed to this growth which includes, inter alia, employment concentration, economic factors and legislative changes that have impacted on industrial relations. The debate on the growth of trade unionism in the LIS sector at the international level peaked in the 1970s. Very little has been written in subsequent years. Hence the importance of the study by Raju (2005) which was prompted by union friendly legislation promulgated by the post-apartheid South African government.

Employment concentration

It has been argued that employee concentration creates barriers in communication and personal contact between management and employees (Adams, 1975; Bain, 1970; Lumley, 1973; White, 1971). Guyton (1975, p.156) pointed out that an important factor leading to the emergence of library unions is the diminished degree of contact and communication between management and employees. Unionisation is a reaction to this diminished level of interaction between management and employee which is created by the hierarchical structures of bureaucratisation (Guyton, 1975, p.156). The diminished level of interaction in a bureaucratic structure has alienated the employee from the decision-making process. The union movement, according to Ballard (1982, p.506), is spearheaded by professional

librarians primarily to have greater control over professional decision-making. He goes on to say that librarians seek the ability to force management to listen to and implement employee suggestions, hence the drive towards unionisation.

Literature on library unionisation (Ballard, 1982; Garry, 1977; Guyton, 1975; Oberg, Blackburn & Dible, 1976) draws attention to the power unions are assumed to have in forcing library management to share professional decision-making (Ballard, 1982, p.508).

Economic reasons for unionising

As much as employment concentration and enabling legislation play an important role in the growth of unionisation, one must be realistic and accept that human nature will play the most significant role. Human nature is guided, very often, by personal gain. More often than not, economic satisfaction addresses personal gain.

It is purported by Wood (1999, p.12) that the primary reason for forming a union is to increase the strength of the bargaining position of employees with employers on economic issues, including compensation and benefits, job security, and institutional fairness. Duda (1981, p.120) is more forth-right in his view and argues that 'we all want better wages and working conditions and fair treatment on the job.' The negotiation for better wages and working conditions, through collective bargaining, is a key responsibility of any union.

Legislation

Despite the limited literature on the role of legislation in influencing the growth of unionisation in libraries, Coleman (1988), Guyton (1975), and Mika (1980) write convincingly about the relationship between prevailing labour legislation and the growth of unionisation.

The pattern of unionisation in libraries is, to a large extent, determined by the relevant labour legislation. There is a '... strong relationship between labour legislation supporting public employee rights to organise and library union formation...' (Guyton, 1975, p.169). As protective legislation becomes more widespread and unionisation becomes a more accepted institution among all employees, the conditions for union formation among librarians becomes more favourable (Guyton, 1975, p.169).

Factors that have negated unionisation of the LIS sector at the international level

While there are a number of factors that have contributed to the growth of unionism, there are factors such as fragmentation of the profession, effect of unions on efficiency and, women and unionisation which have negated the growth of unionism (Beresford, 1983; Coleman 1988; Cunnison, 2002; Hovenden, 1972; Kusack, 1984; Raju, 2006; Raju, 2005; Schlachter, 1976). The author purports that one of the most significant factors negating the growth of trade unionism is fragmentation of the profession.

It is pointed out by Coleman (1988) that the LIS profession is represented by a number of different organisations portraying a fragmented profession which does not bode well, especially

when making representation on such issues as national sources for funding. The lack of cohesiveness is understandable given the fact that libraries are fragmented by the type of clientele they serve, by size, by source of financial support, and by a range of occupational groups working within the library. Each of the groups within the library, that is, professional, sub (para) professional, clerical and maintenance staff, could each conceivably form an autonomous group. This fragmentation, if allowed to continue, will severely retard the possibility of a single viable representation with a common outlook (Hovenden, 1972, p.191).

Schlachter (1976, p.467) is of the view that the greatest obstacle to the growth of unionisation has probably been librarians' attitude towards aggressive employee organisations. Over the years, many librarians believed that professionalism is inherently incompatible with unionism and that a union-like professional association is a more acceptable vehicle than the traditional labour union. The professionalism versus unionism debate dates back to the early 1970s (Coleman, 1988; Hovenden, 1972; Kusack, 1984; Schlachter 1976). However, very little has been written since the late 1980s. The work by Raju (2005) revives that debate. Unfortunately, constraints of space do not allow for discussion of the debate here.

It is suggested by Baskin (1996, p. 21) that the South African Labour Relations Act has encouraged a large number of white collar and professional workers to join trade unions. Many conservative staff associations have abandoned the

theory of incompatibility and have transformed themselves into unions. For the South African LIS sector, this is one opportunity that would assist with the consolidation of a fragmented profession. This transformation could also provide lessons for the international LIS community.

South Africa's new labour dispensation

The promulgation of the new Constitution of the Republic of South Africa after its first democratic elections, laid the foundation for a new labour dispensation. To give effect to this dispensation a number of statutes have been legislated. The core of the dispensation is set within four statutes:

- the Labour Relations Act (LRA) 66 of 1995 which revolutionised industrial relations in the country;
- the Basic Conditions of Employment Act (BCEA) 75 of 1997 which prescribes minimum conditions of employment;
- the Employment Equity Act (EEA) 55 of 1998 which aims at correcting the demographic imbalance in the workplace, removing barriers and advancing the development of employees from disadvantaged backgrounds; and
- the Skills Development Act (SDA) 97 of 1998 was promulgated for the purpose of developing the skills of the workforce.

At the centre of this quartet of statutes is the Labour Relations Act (LRA) 66 of 1995. According to Botha and Mischke (1997, p.134), the LRA represents a watershed in the often troubled history of labour law in South Africa. It is the opinion of the author that the other three

Acts serve as support structures to ensure the success of the new dispensation which is centred around the LRA. Given South Africa's track record with regard to industrial relations, there had to be statutory support mechanisms to compel employers and employees, via their unions, to improve industrial relations, hence the other three statutes. It does not serve the purpose of this paper to do an analysis of the above mentioned statutes. However, the factors identified as influencing trade unionism will be examined against the backdrop of the new dispensation to determine its impact on the LIS sector.

Impact of the South African labour dispensation on trade unionism

It is clear that the new labour dispensation is, as Baskin and Satgar (1996, p.104) claim, union friendly. The wide scope of the LRA with an emphasis on conciliation and co-determination indicates the government's intention for labour and management to maintain a close working relationship.

Employment concentration

In recent years, South Africa has seen a great deal of restructuring at places of work. The amalgamation or incorporation of districts to form larger metropolitans has had a ripple effect, impacting on libraries as well. The merging of tertiary education institutions as a direct response to government's restructuring of higher education has also affected libraries. Such restructuring of major employers of library personnel (that is, tertiary education libraries and metropolitan libraries) has impacted on employee concentration.

One of the fundamental principles guiding the LRA is co-determination, that is, employees and employers working together for the benefit of the organisation and, in the case of libraries, the library as an organisation. The workplace forum is the primary conduit for the application of the principle of co-determination. Joint decision-making and consultation can also take place outside of the workplace forum.

Workplace forums are aimed at facilitating a shift from adversarial collective bargaining on all matters to joint problem-solving and participation on certain issues. Wages and terms of employment are seen as the primary domain of collective bargaining between employers and trade unions, preferably at sectoral level. Workplace forums are intended to deal with non-wage matters, such as restructuring, the introduction of new technologies and work methods and changes in the organisation of work. An interesting departure from traditional thinking that management must manage alone is set out in section 79 of the LRA. Du Toit et al. (2000, p. 313) points out that this section seeks to enhance efficiency in the workplace by engaging or consulting staff when making decisions. This clearly indicates that the employees, through their union, have a significant role to play in the efficient management of the workplace.

The provisions in the workplace forum can only improve industrial relations in the library environment. White collar workers, especially librarians, seem loath to unionise because of the 'adversarialism' stigma that unionism brings with it. The transfer of adversarialism out of the employer-

employee relationship can only augur well for improved services due to absence of conflict between employee and employer. The profession as a whole will be the better for it.

The new labour legislation and collective bargaining as an economic factor influencing the growth of unionism

Finnemore and Van Rensburg (2000, p. 275) state that collective bargaining is a process of negotiation to reach a perceived equitable settlement on matters of mutual interest. The terms of this settlement are recorded as a collective agreement signed by all parties. The agreement is then applied uniformly across a specified group of employees. Employers, unions and their members are bound by the terms of the agreement.

Collective bargaining, in the South African industrial relations arena, is the preferred method of establishing and changing terms and conditions of employment as well as achieving resolution to disputes of interest. According to Nel (2001, p. 164) a central theme of the LRA is the promotion of collective bargaining. The structures involved in collective bargaining have been changed drastically by the LRA. Structures such as industrial councils and conciliation boards have been replaced by the Commission for Conciliation, Mediation and Arbitration (CCMA), bargaining councils, statutory councils and workplace forums.

The LRA encourages the employer and the trade unions to engage each other in the collective bargaining process. The intention is to make the collective

bargaining process voluntary. This points to a key theme in the Act which is the provision for employers and unions to structure their relationship through collective agreements according to their specific needs. In most cases the Act allows the form and content of this relationship to be arrived at voluntarily. However, there are a number of points at which the Act introduces incipient bargaining obligations. For example, on issues such as the exercise of organisational rights, the creation of workplace forums, and decisions involving a reduction of the workforce, the Act obliges employers to meet with trade unions in an attempt to reach agreement (Du Toit et al. 2000, p. 34).

It has been suggested by Kleingartner and Kennelly (1975, p.15) that wages, hours of work, and other terms and conditions of employment for librarians will increasingly be established through negotiations between the employer and a recognised union. In terms of the South African labour dispensation, the BCEA prescribes minimum conditions of employment. However, the union and the employer can engage in negotiation to expand and improve on the minimum prescribed by the BCEA. A typical extension would be the expansion of study leave benefits to enhance the provisions of the Skills Development Act. Some tertiary institution libraries grant sabbatical leave for staff to acquire relevant academic qualifications. Such negotiations could be conducted by a sectoral union that could be applicable to all staff employed within libraries.

The brief discussion above reflects a labour dispensation that is progressive and union friendly. However, the LIS

sector in South Africa cannot maximise the benefits contained in this dispensation because representation is split between generic unions and a non-statutory professional body. The author conducted a doctoral study (Raju, 2005) within the tertiary LIS sector to examine, *inter alia*, the issue of consolidated representation. Electronic questionnaires were sent to all LIS staff within the tertiary LIS sector. There were three hundred and seven responses amounting to a response rate of 20.98 percent.

Findings

The presentation of the findings and the discussion revolves around the issues of:

1. the need for an organisation to address the industrial needs of LIS employees; and
2. the organisation most capable of representing the LIS sector.

The primary question guiding the discussion of the first issue is:

- Do the employees of the sector need an organisation to address their industrial issues?

The principal question guiding the second issue is:

Which organisation is most capable of combining the industrial objectives of a trade union and the professional objectives of a professional association into the objectives of a single organisation to represent the tertiary education component of the LIS sector in South Africa?

The need for an organisation to address industrial issues of the LIS sector

Respondents of the survey were asked: *'Is it necessary to have an organisation to negotiate or address industrial issues in the LIS sector?' A large majority of the three hundred and seven respondents, two hundred and one or 65.5 percent, thought that it was necessary to have an organisation to negotiate or address industrial issues in the LIS sector. Twenty-one or 6.8 percent indicated that it is not necessary while fifty-one or 16.6 percent were not sure. Thirty-four or 11.1 percent did not respond to this item.*

When asked to elaborate on their response, it was evident that there were respondents who were aware of the statutory provisions and the role that trade unions could play in South Africa's 'new' democracy. For example, a respondent commented that the Constitution of South Africa guaranteed fair labour practices and that all sectors should take advantage of this right. Respondents also cautioned the wisdom of having one organisation addressing the industrial issues of the LIS sector as the sector is too diverse for one set of salaries/conditions of service to apply. Respondents went on to state that what may apply in one sector or in one geographical region may not apply to another. The example given was that of academic libraries and public libraries.

The respondents also expressed the view that it was imperative that the profession has a clear set of guidelines to address industrial issues which only a unified organisation could do. Such a set of guidelines would assist in

strategically tackling basic issues as staff currently feel exploited in that they do not get salaries commensurate with their academic qualifications. It was argued by respondents that the professional body would know the different functions they perform and that the professional body would be able to find appropriate correlation between qualification and the salary structure. The respondents also expressed the opinion that standardisation will curb exploitation.

There were those respondents who expressed the view that negotiations were being conducted by organisations whose representatives had no idea as to what is going on in the LIS sector. However, there was sympathy for the fact that it is not easy for the generic trade union to know exactly what happens in the library and information environment. Therefore, it becomes all that more important for a LIS organisation to negotiate on behalf of the sector. Respondents pointed out that the void in knowledge prejudices the membership to the extent that members are not even aware of their rights. It was also pointed out that there is a need for the 'right tool for the right job: [the] right negotiator for the people he/she understands and [who has] the background information of the work environment...'

However, there were respondents who indicated that generic employee unions seem to have done a good job. They argued that the unions' strength in numbers had played a significant role in addressing the industrial concerns of all workers including those who work in a library and information environment. Over and above generic unions having

the necessary strength in terms of numbers, they had experts in their field of industrial relations. It was expressed that, 'to have a library organisation to address the industrial issue could be counter productive as the library organisation and the generic union would be in conflict with each other.' However, it was acknowledged that the LIS sector is one of a few professions which does not have an organisation addressing industrial issues as is the case with doctors, nurses, teachers, and such.

Having established that there is a need for an organisation to address industrial issues of the LIS sector, the next issue that needed to be investigated is which organisation, the professional association or the generic trade union, is most capable of addressing the industrial concerns given the current two-stream approach to LIS representation.

The organisation most capable of representing the LIS sector

Despite the support for trade unions, respondents were of the opinion that the professional body was the organisation most capable of representing the industrial concerns of the LIS sector. The support was substantial as 46.6 percent of the three hundred and seven respondents supported representation by the professional body to address their industrial concerns. Nineteen point nine percent believe that the industrial concerns are best addressed by a registered trade union, albeit a generic trade union. Twenty-two point five percent were not sure as to which organisation will best address their industrial concerns. Eleven percent of the three hundred and seven

respondents did not respond to this particular item.

It was important to get the respondents to substantiate why they supported the organisation they believed would be most capable in representing the industrial interests of the LIS sector. There was a 58 percent response. In analysing the data received, the author has identified core reasons for the support of the two different representative bodies, namely, the professional association and the respective trade unions. Respondents were of the opinion that the professional body had the knowledge and experience of the LIS profession. It was this knowledge and experience, according to the respondents, that gave the professional association the edge over the trade union in addressing the industrial issues of the LIS sector.

On the other hand, one of the core reasons proposed by some respondents for the support for a trade union, was that trade unions have more experience in negotiating salary increases and conditions of service and generally have an infrastructure that will support such activities. Furthermore, trade unions are statutory bodies and command greater respect from the employers and government. A third option to the above two, was presented when respondents stated that the 'best scenario would be for the two organisations [the professional association and the trade union] to work together.'

In supporting the professional association as the organisation most capable of representing the interests of the LIS sector, respondents expressed the view that the professional

association was the only organisation that had the capacity to transform the LIS sector. An integral part of this transformation, according to a respondent, was the professional association's contribution to the development of the sector through active participation in the development of the curricula of Information Studies programs at tertiary education institutions. Respondents seem to be supportive of an organisation that will be able to contribute more than just addressing industrial concerns relating to salaries and conditions of service.

However, there was a small group of respondents who indicated that they had not been impressed with the capabilities of either of the organisations on certain issues. They argued that trade unions tended to engage in 'politics' at the expense of worker issues while the professional association is accused of having the tendency of acting professionally even in situations that require more assertiveness and aggressiveness. The professional association seems to restrict itself to playing an advisory role only.

There were respondents who were of the view that both organisations had an equal, but different role to play in the sector. It was suggested that whilst the professional body will be more interested in the 'profession', the union would be more adequate to handle the industrial or worker related problems/industrial issues.

Conclusion

There is no real impediment to a professional association and a trade

union coming together to form a single representative body to address the professional and industrial concerns of the South African LIS sector. Two-thirds of the respondents in the study were of the opinion that it is necessary to have an organisation to address the industrial concerns of the sector. Further, the majority of respondents believed that the single representative organisation should be the professional association as it has the knowledge and experience of the LIS sector. The study (Raju, 2005) asserts that a single representative organisation will provide a clear set of guidelines that will assist in strategically tackling basic issues.

The LIS profession in South Africa is fortunate to have a labour dispensation that promotes single statutory representation which should go a long way in addressing the international issue of the fragmentation of the profession. The consolidation of representation for the South African LIS sector may present lessons to the LIS sector at the international level even if it is just to address the issue of the fragmentation of the profession within individual countries. South Africa's progressive labour dispensation makes it a near obligation for representative bodies to acquire statutory status in terms of the LRA 66 of 1995. The author is convinced that acquisition of statutory status is inevitable for the South African LIS sector and the Labour Relations Act will shepherd the LIS profession towards trade unionism.

References

- Adams, R.J. (1975). *The growth of white collar unionism in Britain and Sweden: A comparative investigation*. Madison: University of Wisconsin.
- Bain, G.S. (1970). *The growth of white collar unionism*. Oxford: Oxford University Press.
- Ballard, T.H. (1982). Public library unions: The fantasy and the reality. *American Libraries*, 13(2) 506-509.
- Baskin, J. (1996). The social partnership challenge: Union trends and industrial relations developments. In J. Baskin (Ed.), *Against the current: Labour and economic policy in South Africa* (21-40). Johannesburg: Ravan Press.
- Baskin, J., & Satgar, V. (1995). South Africa's new LRA: A critical assessment and challenges for labour. *South African Labour Bulletin*, 19(5) 46-55.
- Baskin, J., & Satgar, V. (1996). Assessing the new LRA: A framework for regulated flexibility. In J. Baskin (Ed.), *Against the current: Labour and economic policy in South Africa* (101-119). Johannesburg: Ravan Press.
- Basson, A., Christianson, M., Garbers, C., Le Roux, P.A.K., Mischke, C., & Strydom, E.M.L. (1998). *Essential labour law: Volume 2: Collective labour law*. Cape Town: Labour Law Publications.
- Beresford, J. (1983). Unions and librarianship. *New Zealand Libraries*, 44(2) 31-33.
- Botha, N., & Mischke, C. (1997). Statute notes: A new labour dispensation for South Africa. *Journal of African Law*, 41(1) 134-146.
- Coleman, M. (1988). Librarians and the Labour Relations Act. *New Zealand Libraries*, 45(12) 271-272.
- Cunnison, S. (2002). Gender, class and equal opportunity policies: A grass-roots case study from the trade union movement. *Journal of Gender Studies*, 11(2) 167-181.
- Du Toit, D., Woolfrey, D., Murphy, J., Godfrey, S., Bosch, D., Christie, S., & Rossouw, J. (2000). *Labour relations law: A comprehensive guide* (3rd ed.). Durban: Butterworths.
- Duda, F. (1981). Labour relations. In S. Creth & F. Duda (Eds.), *Personnel administration in libraries* (119-188). New York: Neal-Schuman.
- Finnemore, M., & Van Rensburg, R. (2000). *Contemporary labour relations*. Durban: Butterworths.
- Garry, L.S. (1977). Canadian library associations. In L.S. Garry & C.G. Garry (Eds.), *Canadian libraries in their changing environment* (315-342). Ontario: York University, Centre for Continuing Education.
- Grogan, J. (2003). *Workplace law* (7th ed.). Cape Town: Juta.
- Guyton, T.L. (1975). *Unionization: The viewpoint of librarians*. Chicago: American Library Association.
- Hovenden, L.G. (1972). Library unionism: Seeking the reality. *Australian Library Journal*, 21(5) 185-191.

- Kleingartner, A., & Kennelly, J.R. (1975). Employee relations in libraries: The current scene. In F.A. Schlipf (Ed.), *Collective bargaining in libraries* (1-22). Urbana-Champaign: University of Illinois, Graduate School of Library Science.
- Kusack, J.M. (1984). *Unions for academic library support staff: Impact on workers and the workplace*. New York: Greenwood Press.
- Library and Information Association of South Africa. (2004). LIASA Annual General Meeting. *LIASA Seventh Annual Conference, Polokwane, 27 September – 1 October*.
- Lumley, R. (1973). *White-collar unionism in Britain: A survey of the present position*. London: Methuen.
- Mika, J.J. (1980). *Patterns of collective bargaining: An investigation into the development and consequences of faculty collective bargaining, unit certification and contract negotiation on professional librarians in academic institutions of Pennsylvania*. Michigan: University Microfilms International.
- Nel, P.S. (2001). *South African industrial relations: Theory and practice* (3rd ed.). Pretoria: Van Schaik.
- Oberg, M.A., Blackburn, M., & Dible, J. (1976). Unionization: Costs and benefits to the individual and the library. *Library Trends*, 25 (2) 435-449.
- Raju, R. (2006). Investigation into the acquisition of statutory status for the South African LIS sector. *South African Journal of Library and Information Science*, 72(2) 131-140.
- Raju, R. (2005). *Unionizing library and information staff in the tertiary sector: A feasibility study*. Unpublished doctoral dissertation, University of KwaZulu-Natal, Pietermaritzburg.
- Schlachter, G.A. (1976). Professionalism v. unionism. *Library Trends*, 25 (2) 451-473.
- Slabbert, J.A., & Swanepoel, B.J. (2002). *Introduction to employment-relations management: A global perspective* (2nd ed.). Durban: Butterworths.
- White, H.C. (1971). British white collar unions. *Monthly Labor Review*, February, 80-81.
- Wood, D.D. (1999). Librarians and unions: Defining and protecting professional values. *Education Libraries*, 23(1) 12-16.