

Editorial: Managing Employment Relationships in the 21st Century World of Work

The current turbulent business environment, challenging work context, complex and volatile work arrangements, seem to have deepened adversarial employment relationship in the era of globalisation. Escalating unemployment, inequality and poverty have become realities of the present day moments in many countries and between countries, as a direct consequence of rising retrenchment, rightsizing, downsizing, automation, reengineering, outsourcing, and flexibilisation of employment relationship, the corollary of which are high level of stress, anxiety disorders, disputes, organisational conflict, industrial cacophony, deviant behaviours and high rate of indiscipline in the workplace, necessitating more disciplinary measures. In spite of the above challenges, a new form of work relationship is burgeoning, as the world advanced into the 4th industrial revolution, where humans have no other alternative but to contend with highly advanced and sophisticated technological innovations such as robotics, artificial intelligence, and other revolutions that will accompany the said revolution. The harsh reality of the current trend can only be ameliorated if academics and practitioners come together to put up papers that could interrogate the current realities, pose questions, as well as proffer possible solutions. This special issue is an attempt to seek out possible ways to address the myriad challenges confronting the workplace in the 21st century.

The issue starts with the paper of Akinbobola and Nze (**Dimension of pay satisfaction as predictors of work engagement among military and civilian personnel**), which examined the predictability of dimensions of pay satisfaction on work engagement among military and civilian personnel in a Military Hospital in Nigeria by utilising a cross-sectional survey based on ex-post facto research design, to show that of the four dimensions of pay satisfaction (pay level, benefit, raise, and pay structure) only one dimension (pay structure) showed independent significant prediction of work engagement. In other words, Military personnel did not significantly manifest higher level of work engagement than their civilian counterpart. The result of their study has far reaching implication for the management of employment relations in military hospitals in Nigeria. Next to that is the paper by Madzivhandila, Babalola and Khashane (**Perceived organisational justice and climate on counterproductive work behaviour among public employees**) whose study investigated perceived organisational justice and climate on counterproductive work behaviour (CWB) among public service employees by adopting quantitative research design with a sample of three hundred and seventy-seven employees from public service organisations. Their study revealed that organisational justice and CWB were statistically significant ($F(1, 359) = 11.53, p < 0.05$). It was also revealed in their study that organisational climate and CWB were statistically significant ($F(1, 359) = 18.94, p < 0.05$). The study therefore suggested the creation of an enabling environment that will ensure that employees are well treated as such gesture will encourage employees to take calculated risks with the aim of advancing organisational welfare. Considering the influence of alcohol consumption in institutions of higher learning and indeed the workplace as a mitigating mechanism for stress, Abugu, Iheanacho and Igwe's paper (**Evaluation of students' consumption of beer in higher institution of learning in Nigeria: Propelling factors for choice**) appraised the choice of beer brand in the Nigerian higher institutions by utilising a sample of 166 undergraduate and postgraduate students at a Nigerian university. The result of the study indicated that social group and beer price are significant factor propelling students' consumption and choice of beer. Taking into perspective the importance of quality decision making within the 4thIR, Chummun and Singh (**Factors influencing the quality of decision-making using business intelligence in a metal rolling plant in KwaZulu-Natal**) investigated the factor influencing quality of decision-making using business intelligence (BI) in a metal rolling plant in KwaZulu-Natal. The study revealed that high quality information, coupled with a high-quality system and good BI service, leads to a higher quality of decision-making, and that the impact of BI on decision-making is positive. The next paper of Mbukanma, Rena and Prinsloo (**The National Strategy on Financial Literacy: A Conceptual Review of South African Perspectives**) provided a literature review on global initiatives, strategies and programmes on financial literacy as well as perspectives of financial literacy programmes in South Africa, with the main aim of ascertaining from previous literatures the factors that hinder the smooth delivery of financial literacy programmes in South Africa. The findings of their study identified the growing need for a continuous financial literacy campaign as the aging populations are confronted with intensified pressure towards standardised plan for their future financial well-being. Mbhele and Matsiliza (**Determinant of employee job satisfaction in a public organisation in the province of KwaZulu-Natal**) assessed factors determining employee job satisfaction at the South African Social Security

Agency (SASSA) in the Pietermaritzburg office of the KwaZulu-Natal Province. The study found that political and socio-economic factors have the potential to limit SASSA from offering a suitable and viable healthy working environment, and, as such, job satisfaction may become a mirage. However, the study further revealed that despite the fact that some employees were dissatisfied with their working conditions, none of them were planning to leave their jobs. These findings contribute towards understanding the dynamics around job satisfaction and human resources management in the era of globalisation. Despite the increasing adoption of outsourcing strategies by organisations, there seems to be a dearth of literature about how outsourcing in the telecommunications sector has contributed to the generation of employment in Uganda. Therefore, Nalubega, Kasumba & Uwizeyimana's paper (**Effects of Outsourcing on Employment Generation: Evidence from the Telecommunications Sector of Uganda**) attempted to fill this gap. Their study revealed that outsourcing of Human Resource Management (HRM) functions, Information Technology (IT) functions and Facility Management (FM) functions by the telecommunications companies in Uganda have significant positive relationship with employment generation in Uganda and therefore recommend that more activities and/or services should be strategically outsourced by companies in the Ugandan telecommunications sector so as to maximize flexibility, and induce innovations and creativity while creating increased employment opportunities in the country. Taking into consideration the rising trend of atypical employment relationship in the workplace since the dawn of globalisation, Marule, Schurink and Ukpere's paper (**Exploring the work-life experiences of temporary employment service employees in South Africa**) examined the working career experience of temporary employment services' (TES) employees within a globalised economic environment. Incorporating the ethical framework for human resources and industrial relations (HRIR), the study further interrogated the perceptions of serving and ex-temporary employment services (TES) employees in relation to their work and career experiences. The findings reflected some mixed reactions for work experience and career outcomes and provided some platform for gaining experience by making informed career choices on one hand and addressing the poor conditions of work on the other. Still on atypical employment relationship, Odeku and Mogale explore **the inevitability of Labour broking in South Africa and the need for Strict Regulation**. The paper contributes to the body of knowledge by proffering holistic protection for vulnerable casual workers through stringent regulation of the business. In other words, the paper strongly accentuates the need to stringently regulate labour broking, considering various unfair labour practices that labour brokers and their clients perpetrate against workers. Following this is the paper by Onodugo, Chukwu, Anyadiegwu, IIO and Anioke (**A Critical Appraisal of Employee Work Life Balance among Money Deposit Banks in Enugu State, Nigeria**), which investigated the relationship between work life and employee performance by examining the effect of work hours on employee's health, as well as assessed the relationship between work flexibility and employee turnover as well as the influence of family size on lateness to work. By utilising stratified sampling of 330 bank employees in Enugu State through a survey, the study revealed that long hours of work correlated with frequent health breakdown of employees; there was a positive relationship between flexibility of work schedule and employee turnover; and family size significantly affected employees' tendencies to come late to work. The study motivated for banks to structure work relationships in a way to enhance productivity and reduction in employees' work-life conflicts. Considering the level of stress in the current workspace, Adekanmbi and Ukpere in their paper (**The relationship between work stress and workplace deviant behaviours in the Nigerian Banking Industry**) examined the relationship between work stress and workplace deviant behaviours in the Nigerian banking industry. By adopting a quantitative research approach and survey research design, the study revealed that work stress has a statistically positive significant relationship with workplace deviant behaviours in the Nigerian banking industry. In other words, Nigerian bank employees will engage more in deviant behaviours if they encounter an increased level of work stress vice versa. The last but not the least is the paper by Khan and Pillay (**Corruption and its repercussions on employment, poverty and inequality: Rwanda and South Africa compared**), which examined the connection between state construction and contemporary statecraft-refracted through anti-corruption policy and implementation and their combined repercussions on employment, poverty and inequality. Using Rwanda and South Africa as case studies their paper demonstrated that fighting corruption cannot be disconnected from the power, political economy, the dynamics of public policy formulation, and the mechanics of policy implementation. Their paper therefore posits that there is an association between specific types of patrimonialism, economic performance and service delivery with attendant consequences for employment generation, poverty eradication and reduction of inequality in societies.

Before dropping my pen, it would be worthwhile to extend my thanks and appreciation to all the contributors to this special issue. I must say that this special issue would not have materialised with your inputs. I will also like to thank all the reviewers that assisted during the reviewing process of this special issue, notable amongst them include Prof Chux Iwu, Dr Henry Benedict, Dr Mpho Magua, Dr Ann Ogbo, Dr Jeremy Mitonga-Monga, Mr Nenesh Dhanpat, Dr Kennedy Olungo, Dr Chinwe Okoyeuzu, Dr Ebere Kalu and many others, including some of the contributors to this special issue, whose names I will not mention for confidentiality reasons. Special thanks to my student assistant, Vurshyana Naidoo for all her support and assistance during the compilation of this issue. My profound gratitude goes to Prof. Dr. Badar Alam Iqbal, Special Issues Executive Editor: Journal of Reviews on Global Economics for inviting me to serve as a Guest Editor of this special issue.

I am optimistic that the contents of this special issue will provide high level insights to academics, researchers, students and practitioners whose interest is within the domain of the research focus of this special issue. Thank you.



Prof. Wilfred Isioma Ukpere,
University of Johannesburg,
Qualification Leader: Employment Relations
Former Editor in Chief: African Journal of Business Management,
Former Chief Editor: International Journal of Management & Technology,
Former co-editor: South African Journal of Human Resources Management,
Editor Advisory Board Member (EABM): Journal of Communication (Kamla Raj),
EABM: International Journal of Social Economics (Emerald Insight),
EABM: Pakistan Economics and Social Review,
Former EABM: International Journal of Business and Finance,
Guest Editor: Journal of Reviews on Global Economics (Lifescience Global)