

**CHINHOYI UNIVERSITY OF TECHNOLOGY**



**THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL  
RELATIONS IN THE PUBLIC SECTOR IN ZIMBABWE.**

**By**

**Mataba Augustine Torayi**

**C19139325E**

**Main Supervisor:** Professor F. Manuere

**Core Supervisor:** Dr.C. Gumbo

Thesis submitted to Chinhoyi University of Technology, School of Business Sciences  
and Management, Department of Entrepreneurship and business Management, in  
partial fulfillment of the requirements of the award of the Doctor of Philosophy  
in Human Resources

**CHINHOYI ZIMBABWE**

**2021**

**CHINHOYI UNIVERSITY OF TECHNOLOGY**

**DPHIL IN HUMAN RESOURCES**

**THESIS APPROVAL FORM**

**NAME OF STUDENT: MATABA AUGUSTINE TORAYI**

**C19139325E**

**Title of Thesis: THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN ZIMBABWE.**

I certify that the above-named student was under my supervision. I further certify that I have sufficiently supervised him and that he has fulfilled all the requirements that I set before him as the supervisor.

In my professional judgment, the THESIS is of sufficiently high standard to meet the standards of DPhil in Human Resources as offered at Chinhoyi University of Technology.

**I support the submission of this Thesis for marking.**

**Name of Main Supervisor: Professor Manuere.F.**

**Name of Co-Supervisor: Dr Gumbo.C**

**Signature:-----**

**----- DATE:----1/06/22-----**

---

**RELEASE FORM**

Permission is hereby granted to Chinhoyi University of Technology Library to reproduce copies of this Thesis and to lend or sell such copies for scholarly or scientific research purposes only.

The author reserves other publication rights; no part of this Thesis may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or any other information storage and retrieval system without the author's written permission.



**Student Name: Mataba Augustine Torayi**

**Registration Number: C19139325E**

Student's signature: .....  .....

**Declaration**

I, .....**Mataba Augustine... Torayi**..... do hereby declare that this thesis is the result of my own investigation and research, except to the extent indicated in the acknowledgements, references and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university

	...1/06/22.....		01/06/22
Student signature	Date	Supervisor	Date

### **Acknowledgement**

First and foremost, I acknowledge every word echoed in support and every prayer that sustained me in carrying out the study and the passion to realize the dream. This work could not have been possible without the sacrifice of many people who supported me, advised or encouraged me in carrying out the work. Special mention is reserved for my main supervisor Professor F. Manuere. And Dr. Gumbo my co-supervisor. You were great and I would like to say “Thank YOU” a million times. The warmth of your approach and the challenge you provided me in developing my thoughts and conducting the research was enriching and reassuring. May you be blessed for the sacrifice you made for me. I also acknowledge Associate Professor Dandira of Namibia University of science and Technology who was part of the supervisory team for a while.

I want to thank my family especially my wife Rumbidzai Zhakata Mataba who supported me to be of faith and believe in my abilities and persistently encouraged me to take the challenge of pursuing a PHD and earn a befitting title. A big Thank You. I am indebted to my children, the 3Ts-Tanatswa, Tapiwa and Tariro whose joy is my treasure and whose companionship is a blessing. For long periods they missed Dad while immersed in this mammoth task but that was for a good cause.

## **Abstract**

*This study examined the effectiveness of trade unions in promoting industrial relations in the public sector. The study was underpinned on the following objectives to identify the contribution made by trade unions in enhancing public sector. To examine the effect of trade unions in enhancing public sector industrial relations. To determine the perceptions of employees on the effectiveness of trade unions in enhancing public sector industrial relations .To analyze the challenges faced by trade unions in enhancing public sector industrial relations in Zimbabwe. To develop strategies to be adopted by trade unions in enhancing public sector industrial relations e. The hypotheses of the research are h1:Effective collective bargaining facilitated by trade unions positively influence better wages.h2:industrial disputes resolutions and peace positively influence trade recognition.h3;effective communication by trade unions positively influence membership commitment.h4: Good physical relations between employer and employee facilitated by trade unions positively lead to better financial stability.h5: Economic growth influenced by trade unions positively influence membership growth. The study's theoretical framework was based on four theories: The Goal system, pluralism, Unitarianism, and radical perspective and also used the conceptual framework as well as the empirical review derived from the research objectives. The study also used two types of research instruments which are structured questionnaire and interviews. A total population of 188000 was used and a sample size of 383was used derived from a sample size calculator. A total of 383questionnaires were distributed and a total of 299 returned which yielded a 77.8% response rate and a total of 34 interviews were conducted. The study adopted both descriptive and exploratory research as the main research design. It employed mixed method design where both quantitative and qualitative data was collected from the participants. Reliability and validity of the research instruments were tested using Cronbach's Alpha Coefficient and Factor Analysis The researcher used two types of sampling techniques mainly purposive (judgmental) and stratified random sampling. The data was analysed using SPSS version 23. The qualitative data was analysed using Nvivo version 12. The findings also show that apathy and animosity within the organisation decreases the performance of the union, increasing the union continued decline and ineffectiveness. The researcher recommended that Latin Maxim "Nemo iudex in sua causa rule" meaning those mandated with administrative duties must do so without ulterior motive. The Area of further study recommended is **Trade unionism as an organ for resolving organisational conflict. A case of Public sector in Zimbabwe***

***Keywords: Trade unionism, Public Sector, Effectiveness, Industrial Relations***

## LIST OF ABBREVIATIONS

<b>CBA</b>	COLLECTIVE BARGAINING AGREEMENT
<b>ZCTU</b>	ZIMBABWE CONGRESS OF TRADE UNIONS
<b>PS</b>	PUBLIC SECTOR
<b>ZIMTA</b>	ZIMBABWE TEACHERS ASSOCIATION
<b>PTUZ</b>	PROGRESSIVE TEACHERS UNION OF ZIMBABWE
<b>TU</b>	TRADE UNION
<b>ILO</b>	INTERNATIONAL LABOUR ORGANISATION
<b>IR</b>	INDUSTRIAL RELATIONS
<b>RNLB</b>	RHODESIA NATIVE LABOUR BUREAU
<b>ZINA</b>	ZIMBABWE NURSES ASSOCIATION
<b>NTA</b>	NATIONAL TEACHERS ASSOCIATION
<b>ATA</b>	AFRICAN TEACHERS ASSOCIATION
<b>ZITA</b>	ZIMBABWE TEACHERS ASSOCIATION
<b>PSA</b>	PUBLIC SERVICE <i>ASSOCIATION</i>
<b>UATSDC</b>	UNIFIED AFRICAN TEACHING SERVICE DISPLINARY COMMITTEE
<b>SRPSA</b>	SOUTHERN RHODESIAN <i>PUBLIC SERVICES ASSOCIATION</i>
<b>ESAP</b>	ECONOMIC STRUCTURAL ADJUSTMENT PROGRAMME
<b>ZANU-PF</b>	ZIMBABWE AFRICAN NATIONAL UNION – PATRIOTIC FRONT
<b>MDC</b>	MOVEMENT FOR DEMOCRATIC CHANGE
<b>OECD</b>	ORGANISATION FOR ECONOMIC CO-OPERATION DEVELOPMENT
<b>GNU</b>	GOVERNMENT OF NATIONAL UNITY



**UN**

UNITED NATIONS

**LA**

LABOUR ACT

**EFA**

EXPLORATORY FACTOR ANALYSIS

## Table of Contents

<b>THESIS APPROVAL FORM</b> .....	<b>ii</b>
<b>RELEASE FORM</b> .....	<b>iii</b>
<b>Declaration</b> .....	<b>iv</b>
<b>Acknowledgement</b> .....	<b>v</b>
<b>Abstract</b> .....	<b>vi</b>
<b>LIST OF ABBREVIATIONS</b> .....	<b>viii</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
INTRODUCTION .....	1
1.0 Introduction.....	1
1.1 Background of the study .....	1
1.2 Problem of the statement .....	7
1.3 Research Objectives.....	8
1.4 Research Questions .....	8
1.5 HYPOTHESIS OF THE STUDY .....	9
1.6 Conceptual framework.....	10
1.7 Significance of study.....	10
1.8 Overview of the method of investigation.....	11
1.9 Delimitation of study .....	12
1.10 Limitations .....	12
1.11 Definition of key terms .....	12
1.12 Structure of the thesis.....	15
1.13 Chapter Summary .....	15
<b>CHAPTER TWO</b> .....	<b>16</b>
<b>THE REVIEW OF RELATED LITERATURE</b> .....	<b>16</b>
2.1 Introduction.....	16
2.2 Essence of literature Review .....	16
2.3 Theoretical Framework.....	17
2.3.1 Goal System .....	17
2.3.2 Pluralist Perspective.....	19
Applicability to the study .....	23
2.3.3 Radical Perspective .....	24
Applicability to the study .....	25
2.3.4 Unitary Perspective.....	25

Applicability to the research .....	26
2.4 Conceptual Framework.....	27
Conceptual framework.....	27
2.5 What are trade unions?.....	<b>Error! Bookmark not defined.</b>
2.6 Parties in public sector collective bargaining .....	28
2.7 Trade Union Function .....	30
2.8 Trade union effectiveness .....	32
2.9 What is industrial relations?.....	36
2.10 Importance of industrial relations .....	38
2.11 Relationship between collective bargaining and trade unionism.....	39
2.12 Empirical Literature review .....	41
2.12.1 Public Sector Trade unionism in Finland.....	41
2.12.2 Public Service Trade unions in Australia.....	43
2.12.3 Public Sector Trade Unionism in Africa.....	45
2.13 Public Sector Trade unionism in Zimbabwe.....	45
2.14 The Contribution of trade unions .....	<b>Error! Bookmark not defined.</b>
2.15 Industrial relations and Law in Colonial Zimbabwe.....	46
2.16 Pioneering Civil Service Unionism in Zimbabwe .....	48
2.17 History of the Zimbabwe Teachers Association.....	49
2.18 History of Public Services Association (PSA).....	51
2.19 Trade unions in providing welfare measures for their members in an organization ....	54
2.20 Trade union demands for workers' participation in management. ....	55
2.21 The effect of trade unions in enhancing industrial relations.....	56
2.22 Perception of employees on effectiveness of trade unions .....	58
2.23 Challenges faced by trade unions in promoting industrial relations in public sector ..	59
2.24 Mediating factors affecting trade unions elaborated.....	63
2.24.1 Economic Factors.....	64
2.24.2 Legislative Constraints to trade unionism.....	65
2.24.3 Political Conditions effects to trade unionism .....	67
2.24.4 Globalisation /Technology.....	69
2.24.5 Human Resources .....	70
2.26 Obstacles to collective bargaining .....	78
2.26 The Research Gap .....	79

2.27	Chapter Summary .....	79
<b>CHAPTER THREE.....</b>		<b>80</b>
<b>THE RESEARCH METHODOLOGY.....</b>		<b>80</b>
3.1	Introduction.....	80
3.2	The research methodology .....	81
3.3	Research Philosophy.....	82
3.4	The research approach .....	88
3.5	Research Strategy.....	90
3.6	Research Design.....	90
3.7	Study population .....	92
3.8	Sampling .....	93
3.9	Sample Size.....	93
3.10	Sampling Technique .....	93
3.10.1	Purposive sampling .....	94
3.10.2	Stratified random sampling.....	95
3.11	Research Instrument.....	95
3.11.1	Questionnaires.....	95
3.11.2	Advantages of using questionnaire .....	96
3.12	Personal interviews .....	97
3.12.1	Reasons for using personal interviews.....	97
3.13	The Research Process .....	97
3.14	Validity .....	98
3.15	Reliability.....	99
3.16	Sensitivity .....	101
3.17	Data analysis and presentation procedure.....	102
3.17.1	Quantitative analysis.....	103
3.17.2	Qualitative analysis.....	106
3.18	Ethical considerations .....	107
<b>CHAPTER FOUR.....</b>		<b>121</b>
<b>RESULTS PRESENTATION AND DISCUSSION.....</b>		<b>121</b>
4.1	Introduction.....	121
4.4	Reliability Analysis.....	124
4.1	Frequents Scale Reliability Statistics.....	125

4.5	Descriptive statistics on the study constructs.....	127
4.6	Descriptive statistics and interpretations .....	128
4.7	The contributions made by trade unions .....	133
4.7	The Contribution made by trade unions.....	135
4.8	The perception of the employees on the effectiveness of trade union .....	137
4.9	Perceptions of employees on effectiveness of trade unions.....	138
4.10	What are the challenges faced by trade unions in enhancing?.....	139
4.11	To what extent do strategies by trade unions enhance public sector? .....	142
4.12	HYPOTHESIS TESTING .....	143
4.12	Anova Permutation .....	144
	ANOVA <sup>a</sup> .....	144
4.20	Anova Permutations 4.....	154
4.20	Coefficient Summations 4.....	155
4.21	Hypothesis testing .....	157
4.21.1	Hypothesis Results and permutations .....	157
4.22	Description of the analysis procedures applied in the study.....	158
4.23	Thematic Analysis .....	160
4.23.1	Thematic frequency tables in line with the research questions.....	160
4.24	Do trade unions contribute in promoting public sector .....	165
4.25	What is the effect of trade unions in enhancing public sector industrial relations? ...	166
4.26	How do you determine the perception of employees?.....	169
4.27	What are the challenges faced by trade unions in enhancing public sector? .....	172
4.28	To what extent do strategies by trade unions enhance public sector? .....	176
4.29	Word frequency analysis.....	178
4.30	Do trade unions contribute in promoting public sector ?.....	182
4.31	What is the effect of trade unions in enhancing public sector industrial relations? ...	183
4.32	How do you determine the perception of employees?.....	184
4.33	What are the challenges faced by trade unions? .....	185
4.34	To what extent do strategies by trade unions enhance public sector .....	186
4.35	Chapter Summary .....	189
	<b>CHAPTER FIVE .....</b>	<b>190</b>
	<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>190</b>
5.1	Introduction.....	190

5.2	Summary of Major findings of the study .....	190
5.2.1	Summary of major findings on Objective 1:.....	191
5.2.2	Summary of major findings on Objective 2:.....	192
5.2.3	Summary of findings on Objective 3: .....	192
5.2.4	Summary of findings on objective 4:.....	192
5.2.5	Summary of findings on objective 5:.....	193
5.3	Summary on major findings on literature review .....	194
5.4	Summary of major findings based on Hypotheses .....	195
5.5	Conclusion .....	196
5.6	Recommendations.....	197
5.6.1	Collective bargaining and Collective agreements.....	198
5.6.2	Better working conditions and mutual trust.....	198
5.6.3	Training and development .....	199
5.6.4	Negotiate in Good Faith.....	200
5.6.5	Management of the economy.....	200
5.6.6	Orientation Programmes .....	200
5.6.7	Other recommendations .....	201
5.6.8	Commitment and promotion .....	202
5.7	Recommended Area of Further study .....	203
	<b>References.....</b>	<b>204</b>
	<b>Appendix A: Ethical Letters from University .....</b>	<b>227</b>
	<b>Appendix B : Approval letters From Companies .....</b>	<b>230</b>
	<b>Appendix C: Interview Guide.....</b>	<b>232</b>
	<b>Appendix D: Questionnaire .....</b>	<b>238</b>
	<b>Appendix E .....</b>	<b>244</b>

## **List of tables**

Table 3.1 Comparison of four research philosophies in management research .....	86
Table 3.2: Due Diligence of the study .....	114
Table 4.2: Response rate.....	121
Table 4.3: demographic data.....	123
Table 4.4 The Alpha Cronbach's Value (Konting, et al 2009).....	124
Table 4.4 Effectiveness of trade unions in promoting industrial relations .....	144
Table 4.12 Model summary 1 .....	146
Table 4.12 Anova summary 1 .....	146
Table 4.14 Coefficient of variables.....	147
Table 4.16: Model Summary 2 .....	147
Table 4.16: Anova summation 2.....	148
Table 4.18 Coefficient Permutations .....	150
Table 4.18 Model Summary 3 .....	153
Table 4.20 Anova permutations 3.....	153
Table 4.21 Coefficient Summation 3.....	154
Table 4.23 Profile of respondents .....	158
Table 4.24 Word frequency analysis. ....	178

## List of figures

Figure 2.1: Conceptual framework .....	85
Figure 2.2 Human resources Activities.....	.73
Figure 3.1: The research conception.....	96
Fig 3.2 Research Onion.....	96
Figure 3.2: Five critical elements of the research process .....	103



## CHAPTER ONE

### INTRODUCTION

*The greatest enemy of knowledge is not ignorance; it is the illusion  
Of knowledge (Hawking, 2011)*

#### **1.0 Introduction**

Chapter one is the forerunner of the entire study. It begins by looking at the background of the study, Statement of the problem, research objectives, research questions, hypothesis of the study, conceptual framework, Significance of the study, delimitation, Limitations of the study, assumptions of the study, and definition of key terms. Finally, a brief summary encapsulating the contents of the chapter is given

#### **1.1 Background of the study**

A trade union is an organization of workers that have banded together to achieve common goals in key areas, such as working conditions. According to Web, (2003), a trade union is a continuous association of workers to maintain and improve the conditions of employment, leadership bargains with the employer on behalf of its members on terms and conditions of employment. This may include negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the entire membership and the employer and, in some cases, on other non-member workers (Thomas and Daryl, 2012). According to Poole, M. (2021) in industrial world workers are becoming more insecure due to the decline of trade unionism as the primary institution upon which the employees are relied for protective regulation at their workplace. The aspect of collective bargaining haven fallen in Britain, Australia, New Zealand, The United States Of America ,Germany and other countries and this has led to workers vulnerability to offensive actions by employers and to hostile market forces has increased. This also contribute greatly to the ineffectiveness of trade unions. In Britain the available evidence indicates that episode of employer derecognition of trade unions has been followed by decline in relative wages, great use of contingent contract and imposition of managerial characterized by tighter discipline, work intensification and close scrutiny of individual employee performance. Security in various manifestations it seems to

decrease when protective shield of trade unions is removed. While decline may hasten the birth of unsecure workforce, the reverse may be true and the shift towards insecure employment the other hand poses a series of threat to unions because workers are difficult to organise as well as prevent. Josen(2012) contends that trade unions in developing countries have not achieved a secured income from the majority for the workers. Thus, there is need for them to develop a wide support base which addresses the need of many constituencies, including sentences which involve job creation and active involvement in human resources development. According to Kaufman (2021) Britain's trade unions possess longest history as workers organisations than anywhere in the world. In 1990 they faced deep seated problems yet they were more popular than any other time .Despite reverses around half of the workforces are still covered by the collective bargaining thus trade unions are inseparable from the society in which they are created and recreated(Cheng,2013). Collective organization of workers by hand and brain they come into being as a response to capitalism which created antagonism over the terms and conditions of employment (Manzoor,2012). Conflict is structured by the interest of employers of maximizing profit which competes with the employee's interest in maximizing wages and balancing power between individual workers and employers. Trade union mobilizes power to redress the bargaining imbalance between employer and employees by articulating conflict between capital and labor and render more equality, (Chand, 2014)

Discussion of the origins and early development of trade unions has been dominated by the work of the Webbs (1891), in their first edition, the History of the Trade Unions; they outlined the major stages in the development of trade union in UK. According to them trade union is a continuous association of wage earners for the purpose of maintaining and improving the conditions of their workers (Bradley, 2012). The Webbs failed to find any evidence in their research of the existence of such an organization prior to later part of 17<sup>th</sup> century. Traces of sporadic combinations and associations and isolated complaints about the activities of combinations of skilled workers were noticed in the beginning of 18<sup>th</sup> century. As the century progressed the complaints increased (Uys and Holtzhausen,2016). The journal of House of Commons was met with petitions and counter petitions revealing the increased existence of associations and combinations. Comprehensive statutes of 1799 forbid all combinations of whatever sort through a combination Act. The combination's Act was repealed in 1824 to allow the existence of the combinations.

Trade unionism is a global phenomenon that is practiced all over the world, including Zimbabwe(Gwisai,2015). The government serves as a regulator as well as an employer. As such employees in the public sector need trade unions to counterbalance the power of their employer from abuse. It is widely assumed that an employee spends the majority of his or her waking hours at work, out of the 24 hours in a day, attending to one or more tasks. He/she spends about eight hours of total time at work, making money for himself and contributing to his employer's profit maximization (Mpofu,2017). He/she spends a few active hours at home, doing personal errands. The contention here is who satisfies the employee, the employer or the employee himself. It is undeniable fact that the interest of employee and that of the employer differ in so many ways. Whilst the employee is after money and happiness for himself and his family, the employer is looking at making profit for the risk taken. From the researcher's perspective, the conflict is endemic between the employer and employee which remains a serious issue which remain unresolved over the years. This is evident by the introduction of International Labour Organisation to regulate the relationship between employees and employers in pursuit of their interests (ILO,2015).

Trade Unionism has long existed since the industrial revolution. The adoption of the International Labour Organization (ILO)) constitution in 1919 indicates that people begin to believe that economic growth can be achieved without subjecting the working class to inhumane conditions, but by actively promoting respect for working people (Mwamadzingo, et al.,2015).In fact the formation and participation in trade union is a basic human right which is recognized under subheading four of the Article 23 of the universal Declaration of human Rights (United Nations,1948).

Most studies on the impact of trade unions on employee job performance compare performance (say productivity) among otherwise similar firms or workplaces that differ according to the influence of trade union activity to management. An ingenious alternative approach compares productivity according to the governance of the firm (Hsu, M. K 2003).For trade unions in the public sector to prosper there must be good relationship between the employees and management in the constituency in which they exist. The Unions appreciates the fact that the employer is like 'a goose that lays golden eggs and, therefore, needs to be treated well for more egg yields. The Trade Unions organizes the election and promotion of interests of their members in particular and workers in general. Unions have played a prominent role in the enactment of a broad range of labour laws and regulations covering areas as diverse

as overtime pay, minimum wage, the treatment of workers and unfair dismissal. The Labour Relations Act 28; 01 was amended in 2015 to read Labour Act 28;01 due to the pivotal role of trade unions. In the absence of security, workers will fear that they may innovate themselves out of a job (ILO, 2004). Conversely, the more a trade union addresses job security issues, the more trust is built up between management and employees, and the more likely employees are willing to adopt new ways of working (Ashton and Sung, 2002).

Trade unions can enhance employees' terms and conditions of service through monitoring and collective voice, factors that raise employee welfare. Collective voice is in most cases demonstrated through collective bargaining agreements (CBAs) between the employer and the employee (represented by the trade union). "The trade union may be interpreted as the employees' auditor of management, checking that the employer is fulfilling his part of the labour contract". Or when the union is given a role of overseeing terms and conditions of service and in disseminating wage payments to workers, its officials become the monitors of the employees. The collective voice provided by a union may improve efficiency within an organization. First, a collective voice is an information source on preferences of workers that should result in an effective mix of wages and personnel policies.

Unions are organisations that represent people at work. Their purpose is to protect and improve people's pay and conditions of employment. They also campaign for laws and policies which will benefit working people. Unions exist because an individual worker has very little power to influence decisions that are made about his or her job. By joining together with other workers, there is more chance of having a voice and influence.

Soon after independence in 1980, the call for introduction of trade unions got the upper hand. The Government made a decision that "As a member of the International Labour Organisation, Zimbabwe is guided in its Labour and employment policies by the constitution and conventions of this body. Trade unions are important to create and strengthen collective bargaining between the employees and employers. Zimbabwe as a country is a signatory of the United Nations as such it ratified the International Labour Organization Conventions number 44(Tripartite Consultations, 1976). The Constitution of Zimbabwe allows freedom of association to all, provided that no person may compel any other person to join an association or to attend a meeting or gathering as proffered on section 65 of Constitution of Zimbabwe (No 20) of 2013.

Except for those in security services are not permitted to join, all other public sector workers are allowed to form unions and to participate in the lawful activities of those unions and organisations.

Soon after independence the government in compliance to international conventions and recommendations promulgated the Labour Relations Act of 1985, this act was enacted and considered a major hallmark in the development of industrial relations in Zimbabwe. The main players were the employment boards up until the Labour Relations Act Amendment of 1986 which fused in the employment councils hence encapsulate the participation of trade unions. Currently, trade unions' ability to protect and safeguard as well as promote members' interests has dwindled to a greater effect. Trade unions encountered different challenges emanating from declining membership and power. Trade unions in the public sector of Zimbabwe have to deal with the question of how their effectiveness can be achieved and enriched. Thus, the subject of union effectiveness has become more tenacious and prominent in the workplace. The effects of the declining union density and power have affected the employees' living standards. Employees' living standards have fallen and the cost-of-living adjustment is stagnant

Any group of employees may create or join a trade union or employer's association under the Labour Act 28:01. A federation can also be formed by any group of trade unions or employers' associations. Any association or organization created to represent or advance the interests of any employees or class of employees in relation to their employment is referred to as a trade union. The union must adopt a written constitution and submit two copies to the Minister within six months of its creation. Within a month, any more constitutional amendments can be presented. Union members apply for registration by submitting an application (prescribed form) for registration to the registrar along with a copy of constitution or operational rules. The registrar publishes a notice in the Gazette and within thirty(30) days of publication, the union gets registered. The check off scheme which empowers employer can deduct union dues from the worker's wages and transfer it to the trade union.

The labour movement in Zimbabwe was weak and split at the time of independence. The labour movement had been systematically subordinated to the nationalist agenda in the penultimate stages of the liberation war, a position confirmed by its conspicuous absence in the transition talks to majority rule at the Lancaster House Conference in 1979. The labour movement's

fragmentation in both thought and action was expressed through "wild cat" strikes between 1980 and 1982. The government took a proactive role in the founding of the Zimbabwe Congress of Trade union (ZCTU) in order to develop a solid regulatory framework for labor relations. This solidarity resulted in a number of interventions, which included legislation, providing for minimum wages, restraining dismissals and retrenchments in the private sector. While these measures cushioned workers, the paternalistic attitude of the state had a disempowering effect on trade unions.

As a result, the ZCTU was effectively an extension of the ruling party. The union was viewed as the ruling party's "labour wing," similar to the "youth wing" or "women's league" (Sachikonye, 1996). The ZCTU's nascent leadership was pro-Zimbabwe African National Union-Patriotic Front (ZANU-PF). Its Secretary-General, Albert Mugabe, was a cousin of Zimbabwe's then-Prime Minister, Robert Mugabe. Surprisingly, the state formed a bond with workers that both protected and suffocated them. As a result of this unity, a variety of measures were made, including laws that established minimum standards. The unspoken partnership or "unholy alliance" between the state, labour, and capital weakened workers' workplace fights. The labour movement's main concern became suppressing and discouraging shop floor action. The labour movement's marriage with capital, poor administration, corruption, and other anomalies, according to Saunders, (2001), harmed its functions and credibility. The story of an ineffective union, honeymooning with capital, hobbled by development rhetoric and a political position that condemned strikes and worker action as counter-revolutionary and is told in the immediate post-independence period. To the detriment of workers, labour militancy was interpreted as a danger to nationalism and the accomplishments of the nationalist struggle. The government wanted trade unions to work within the constraints of its socialist goals. The Zimbabwe Congress of Trade Unions (ZCTU) president complained how the government had usurped the union's function as a mediator for workers at the 1985 Congress. The election of new leadership in the labour center in 1985 represented a watershed moment in the ZCTU's history. The labour movement became more radical, criticizing the one-party regime and forging connections with various civic and student organizations.

By 1990, the labour movement had evolved from a "pliant wing of the ruling party" to a "more autonomous critical force," with concerns ranging from economics to governance. The labour movement asked that the industrial relations system be liberalized, especially in terms of free collective bargaining and the freedom to strike. As the euphoria of freedom faded, the country

began to face economic issues, which culminated in the implementation of the Economic Structural Adjustment Programme (ESAP) in the early 1990s, thanks to pressure from a new global neoliberal hegemony following the collapse of Soviet socialism. ESAP was a labour-hating organization. It had several consequences, including inflation, deindustrialization, company closures and a substantive decline in real wages and overall standards of living. The labor union didn't have a choice except to become confrontational. The militancy peaked in 1997, which was considered "the land mark year" for Zimbabwean industrial action. This was largely due to Mugabe's purchase of war veterans' loyalty at the price of the entire country. As a result, 1998 was marked by widespread strike action and heightened articulation of the link between workers' grievances and governance difficulties. The National Working Peoples Convention was held in February as a result of this critical stance, culminating in the foundation of the MDC in 1999. The MDC's founding ushered in a new era in labor relations, with the government charging the ZCTU of taking a dual stance and pursuing a political agenda.

## **1.2 Problem of the statement**

Zimbabwe's trade unions were on the defensive, owing to a drop in membership, public recognition, and ineffectiveness in resolving public-sector relations. The public sector reorganization, the growing tendency of outsourcing, and the infringement of public sector unions' organizational rights all contributed to the ineffectiveness and dramatic drop non-union membership (Bishop & Chan, 2019). Market-driven change, which forced institutional mergers, privatization, and commercialization policies, could explain the decline in trade union membership. The political dynamics of the time period under research had a detrimental impact on the strength and influence of the period under research. Another issue is the MDC party's formation, which has strained relations between the ZCTU and the government. This fostered mistrust and suspicion between the two players, resulting in a loss of tripartism and, as a result, a negative impact on public sector labor relations. Furthermore, Zimbabwe's public sector trade unions are facing significant hurdles in terms of membership growth, representation, asset acquisition, and institutional stability. This has greatly affected employees in the public sector. Lack of representation in their grievances at the end resulted. This is obvious evidence of its decreasing effectiveness. Furthermore, the negative political, legal, and economic contexts, according to Ndlovu (2019), endanger the viability and very existence of these unions. The study, therefore, intends to examine the effectiveness of trade unionism in promoting industrial relations in the public sector.

### **1.3 Research Objectives**

According to Saunders, et al (2009:610), research objectives are clearly stated statements that reflect what the researcher hopes to accomplish through the investigation. A research objective, according to Aaker, Kumar, and Day, (2004:51), is a "description in as clear wording as possible, of what information is needed." This means that a well-defined set of research objectives will make it possible to collect data that meets the research's goals. **The Primary objective of this thesis is hinged on studying the effectiveness of trade unionism in promoting industrial relations from the theoretical lacuna of Zimbabwe and is based on the following secondary objectives:**

- 1.3.1 To identify the contribution made by trade unions in enhancing public sector industrial relations in Zimbabwe.
- 1.3.2 To examine the effect of trade unions in enhancing public sector industrial relations in Zimbabwe.
- 1.3.3 To determine the perceptions of employees on the effectiveness of trade unions in enhancing public sector industrial relations.
- 1.3.4 To analyze the challenges faced by trade unions in enhancing public sector industrial relations in Zimbabwe.
- 1.3.5 To develop strategies to be adopted by trade unions in enhancing public sector industrial relations using a case of Zimbabwe.

### **1.4 Research Questions**

- 1.4.1 Do trade unions contribute in promoting public sector industrial relations in Zimbabwe?
- 1.4.2 What the effect of trade unions in enhancing public sector industrial relations in Zimbabwe?
- 1.4.3 How do you determine the perceptions of the public sector on the effectiveness of trade unions in enhancing public sector industrial relations?
- 1.4.4 What are the challenges faced by trade unions in enhancing public sector industrial relations in Zimbabwe?



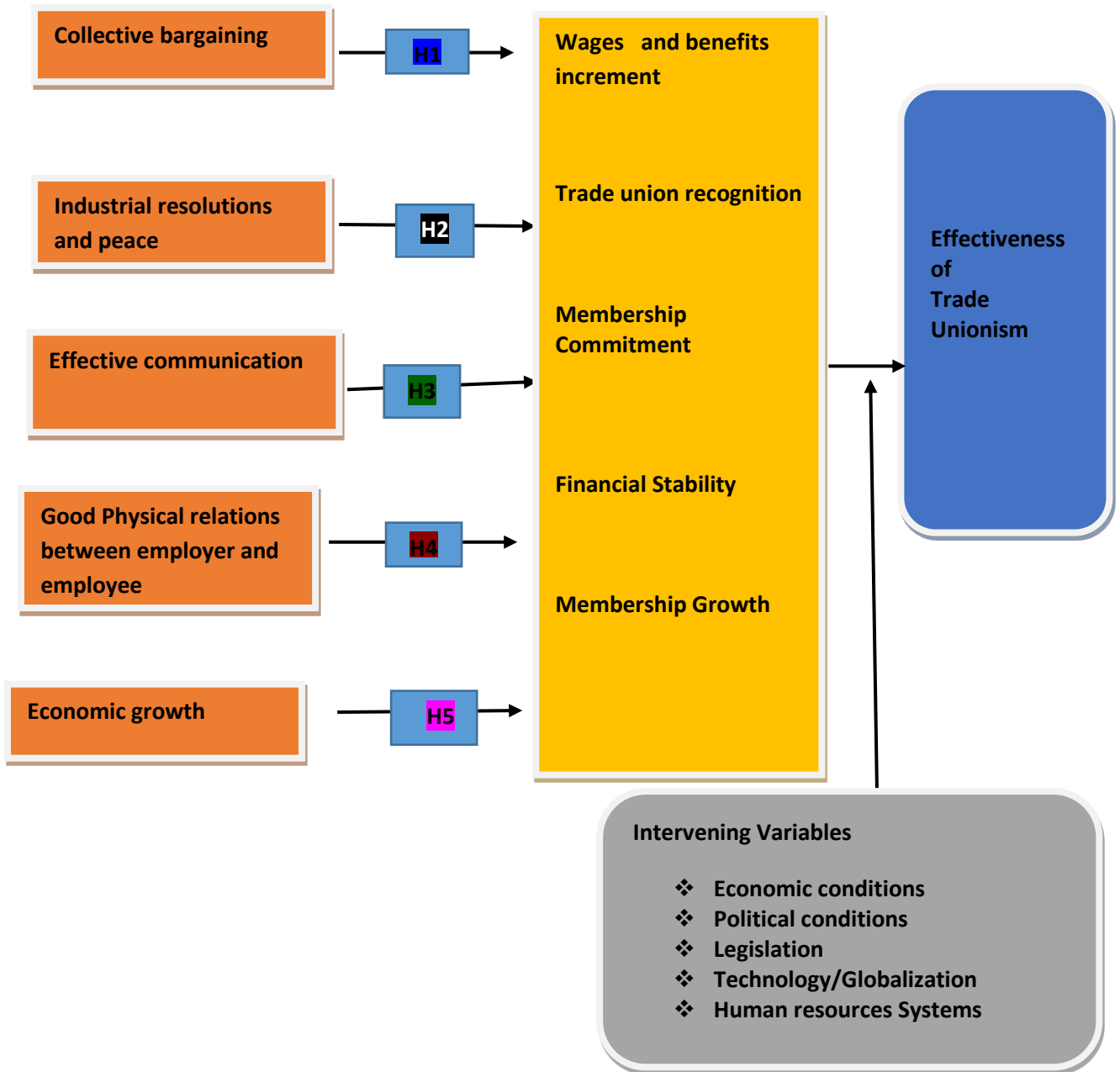
**1.4.5** To what extent do strategies adopted by trade unions enhance public sector industrial relations using a case of Zimbabwe?

## **1.5 HYPOTHESIS OF THE STUDY**

A research hypothesis is defined by Saunders, et al (2009:599) as "a testable assertion concerning the relationship between two or more occurrences." The researcher makes an unsubstantiated statement to try to explain the relationship between constructs (Malhotra & Peterson, 2007:51). A research hypothesis, according to Aaker et al (2005:52), presents a possible response to the research question. As a result, a research hypothesis is critical since it directs the researcher in providing a high level of specificity to the study problem. A conceptual framework, according to Hair Jr, Wolfinbarger, Ortinau, and Bush (2008:50), is a diagram that depicts variables and hypotheses or hypothesized relationships between variables. It acts as a guide to the study (Baxter and Jack, 2008:588), i.e., the framework acts as a mind map that gives direction and basis of the formulation of hypothesis to the research questions. The research hypotheses and their relationship with research questions and the conceptual framework of the research are presented as follows:

- H1:** Effective collective bargaining facilitated by trade unions positively influences better wages and benefits.
- H2:** Industrial disputes resolutions and peace positively influence trade union recognition
- H3:** Effective communication by trade unions positively influence membership commitment
- H4:** Good physical relations between employer and employee facilitated by trade unions positively lead to better financial stability.
- H5:** Economic growth influences by trade unions positively influence membership growth.

### 1.6 Conceptual framework



Source: Survey 2020

### 1.7 Significance of study

It was envisaged that the results from the research would contribute to the body of knowledge in industrial relations; human resource management; organization behavioural sciences and other related disciplines. Firstly, the study will provide guidelines to trade unions leaders in the

public sector which will make them realise their weak points in dealing with employees' affairs then make necessary improvements. Secondly, the study will help decision makers such as government to review the existing policy for efficient performance of trade unions. Thirdly, the study will provide secondary data for anyone who will be interested to carry research in the topic related to trade unionism. And, lastly this study will add more knowledge to the existing literature on trade unions as well as equipping researcher with needed research skills.

### **1.8 Overview of the method of investigation**

The method of investigation in this study is divided into two main sections, namely primary research and secondary research. Secondary research involved the review of literature related to the study. A review of literature is presented in Chapter Two. The literature review enabled the researcher to identify the knowledge gap that the study sought to address. Similarly, the review of literature facilitated in the delimitation of the research problem. It also provided a framework for relating the present research findings to those of the previous studies. The literature review was also guided by the conceptual framework which was derived from research objectives and hypothesis of study.

Empirical findings of this study were based on primary research. The research adopted a pragmatic philosophy as this permitted the researcher to employ both quantitative and qualitative data collection methods. Both quantitative and qualitative data were collected using an interviewer and administered questionnaires. Quantitative data were collected using close-ended questions while qualitative data were collected using open-ended questions. The development of the research instrument was done after a wide consultation with literature. This was done in order to improve its reliability and validity. The instrument was pretested so as to improve its applicability. The instrument was divided into two major sections, namely quantitative and qualitative. However, the quantitative section formed the greater part of the instrument. To ensure that the research was ethical, informed consent was sought from the respondents. In addition to that, an ethical clearance was sought from Chinhoyi University of Science and Technology to ensure that the research was not going to compromise moral expectations. A due diligence process was also followed to ensure due care in the conduct of the research. This was done in order to avoid the researcher's bias in the research process. Both quantitative and qualitative analyses were employed in the present study

### **1.9 Delimitation of study**

The study's boundaries are referred to as delimitations. The majority of trade unions have their headquarters in Harare, this study focuses on their effectiveness in strengthening industrial relations in the public sector. The research will focus on ZCTU, ZIMTA, and PTUZ. The research will last from 2019 until 2022. The study was based on the theoretical lacuna of trade unions in the Zimbabwean sphere. The study was premised on four theories mainly the Goal system, pluralism, Unitarianism, and radical perspective.

### **1.10 Limitations**

The study was affected due to little access of the organization's information caused by fear of breaching the Oath of Secrecy (Duty of confidentiality). Therefore, some of the vital information required by the researcher in the study was deemed confidential by the organisation and hence a crucial reason not to disclose it to the researcher. To deal with the limitation, the researcher resorted to secondary data and also assured the respondents that their information was solely for academic intent and their identities would not be revealed. Another limitation was low response when returning questionnaires and some were not returned at all to the researcher. However, this was solved by sending reminders because of lack of physical contact because of covid-19 pandemic.

### **1.11 Definition of key terms**

**Trade Union**-According to Labour Act 28:01 section 2 "A trade union means any association or organisation formed to represent or advance the interests of any employees or class thereof in respect of their employment". Any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and workmen, or between employers and employers, or for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions.

**Industrial relations**- Industrial relation is the composite result of the attitudes and approaches of employers and employees towards each other with regard to planning, supervision, direction and coordination of the activities of an organisation with a minimum of human efforts and

frictions with an animating spirit of cooperation and with proper regard for the genuine well-being of all members of that organisation (Hyman,2019)

**Collective Bargaining**-is a method of determining terms of employment and regulating the employment relationship which utilizes the process of negotiations between representatives of management and employees results in an agreement which may be applied uniformly across a group of employees. These are those set up by agreements between managements, employers' associations, or joint employer negotiating bodies and trade unions to determine specified terms and conditions of employment for groups of employees. Collective bargaining processes are usually governed by procedural agreements and result in substantive agreements and agreed employee relations procedures.

**Bargaining**-In general parlance this is haggling.

**Collective bargaining agreement** means an agreement negotiated in accordance with this Act which regulates the terms and conditions of employment of employees (Labour Act 28:01)

**Collective job action** means an industrial action calculated to persuade or cause a party to an employment relationship to accede to a demand related to employment, and includes a strike, boycott, lock-out, sit-in or sit-out, or other such concerted action (Labour Act 28:01)

**Check Off Scheme**-This is another type of security that unions attempt to achieve. Under this type, a provision exists that the company agrees to withhold union dues from union member pay cheques and forward them directly to the union. (Labour Act 28:01 Section 2)

**Organizational Effectiveness**-Organizational effectiveness is the concept of how effective an institution is in achieving the outcomes it seeks to achieve (Muhammad, Naseer and Sheraz, 2012:9). It is the total fulfillment of all parts in the quest of collecting and converting inputs into outputs in a more effective manner. Organizational effectiveness is simply the attainment of some specific objectives of the organization. It is facilitated by the full commitment of employees and all other stakeholders of an organization (Onukwu, 2020).

**Ratification**- Ratification is a principal's approval of an act of its agent that lacked the authority to bind the principal legally. Ratification defines the international act in which a state indicates

its consent to be bound to a treaty if the parties intended to show their consent by such an act (International Labour Organisation, 2010).

**Convention-** An international convention or treaty is an agreement between different countries that is legally binding to the contracting States. ... A convention becomes legally binding to a particular State when that State ratifies it (International Labour Organisation, 2020)

**Recommendation-** Recommendations are non-binding and set out guidelines orienting national policies and actions (International Labour Organisation, 2019)

**International Labour Organization-** Is a United Nations agency whose mandate is to advance social and economic justice through setting international labour standards. The Organ was founded in October 1919 under the League of Nations (Michener, et al 2014).

**Union Commitment-**Trade unions are there to enhance the economic well-being of workers in an organisation. One method of measuring union commitment remains the willingness by members to display effort on behalf of the union (Angrave, Charlwood, & Greenwood, 2017).

**Union Effectiveness-**Is members' perception of a union's performance in bargaining for extrinsic benefit (economic), Intrinsic benefits (non-economic) and being responsive to its members (Dlamini, 2018).

**Union Instrumentality-**is defined as the perceived impact of the union on traditional (e.g., wages, benefits) and non-traditional work conditions (e.g., job satisfaction) that define the employment relations. (Newman, et al., 2019)

## **1.12 Structure of the thesis**

### **Chapter One: Introduction**

The chapter exposes the problem, sets out the aim of the study, and provides a background of the study, research questions and objectives and the importance of the study, delimitations, limitations, definition of key term and lastly chapter summary

### **Chapter Two: Literature Review**

This chapter provides a description of the different studies that have been carried out regarding the trade unions in promoting industrial relations in the public sector and the theoretical background of the study. Constraints faced by trade unions because of the harsh economic environment. The chapter will also provide information on public sector unionization.

### **Chapter Three: Research Methodology**

This chapter describes the research methodology and procedure employed in this study. It will provide the source of information and instruments used to collect data. Lastly, it outlines the statistical techniques used for interpreting the collected data of the study.

### **Chapter Four: Presentation of Results**

This chapter will provide data in form of graphs. Tables and pie charts where necessary on presentation, analysis and discussion of the results of the research.

### **Chapter Five: Summary, Conclusion, and Recommendations**

The chapter will summarize the findings of the study; the chapter concludes the study with suggestions for future research and recommendations for public sector unions.

## **1.13 Chapter Summary**

Chapter one introduced the nature of the problem studied in this research with regards to the background to the study, objectives of the study, research questions and delimitation of the study, and significance of the study, among other components. It also pointed out the study's limitations. In that regard, this chapter provided the basis for the other four chapters for this study. The next chapter of the study dwells on the review of the related literature.

## CHAPTER TWO

### THE REVIEW OF RELATED LITERATURE

*“To repeat what others have said, require education, to challenge it, require brains”*

*‘Mary Pettibone Poole’*

#### 2.1 Introduction

Chapter two of the research focuses much on providing insight of prior literature that has averred on effectiveness of trade unions in the public sector in general. It is in the same chapter where a theoretical framework has been highlighted to indicate the theories on which the study was based. In addition, a conceptual framework which has guided or provided scope to the research with presentation of the sub-variables for the main variables is also illustrated in this chapter. Analysis of literature and a chapter summary are all averred on at the end of the chapter. Therefore, this chapter reflects on a multiple of authors who highlighted on the research subject which forms supporting literature upon the research. Various authors have presented different dimensions on the subject issue but however the researcher has converged a diverse of perceptions to match and get along the demands of the research.

#### 2.2 Essence of literature Review

No organization can afford to remain the same in today's environment of constant change. To stay relevant and effective, organizations must constantly refresh and reinvent themselves. This is also true for trade unions, which have experienced numerous obstacles in recent years; including globalization, global economic crises, and a changing labor market. Some attentive watchers of the trade union movement have also recognized this fact. For example, Tattersall, (2010, p. 2) states that “unions must reinvent themselves if they are to survive this power crisis.” Human capital is an institution's most valuable asset. Its level of success is determined by a number of factors. The degree of success it enjoys is contingent upon creating a work environment that acknowledges that every person has a different reason for working and their motivation to be the best stems from being valued for a job well done by those they hold in high esteem. The goal of a literature review, according to Saunders and Lewis (2011), is to learn what other scholars have said about the topics of interest within the defined field of research. The purpose of a critical literature review is to provide an outline of what is already known about the thesis issue. A good literature review is the cornerstone of a good study;



therefore, if the literature review is defective, it is unlikely to produce a successful study (Boote & Beile, 2005:3). It also allows the researcher to uncover knowledge gaps in previous studies. Randolph, (2009:2) agrees, claiming that a literature evaluation aids in the delimitation of the research problem. This leads to the concept of generativity, which states that any research must be informed and evolved by preceding research, i.e., it must be founded on existing related literature. A good literature review also serves as the foundation for the research's hypothesis and methods. This improves the quality and utility of future research (Boote & Beile, 2005:3-4). A literature review, according to Randolph, (2009:2), provides a framework for comparing the current research findings to those of prior studies. This increases the quality of the current thesis's discussion part.

### **2.3 Theoretical Framework**

This refers to some of the ideas and contributions offered by other scholars that will serve as a basis for one's research. This can take the form of real hypotheses or other contributions that can add to the depth of your research. If done correctly, the theoretical framework can also justify why you need to do research (Saruchera and Tukuta, 2015). The aspect of theoretical framework is based on the term theory which generally mean a statement based on knowledge that exists at a particular time of the topic and that provides the best explanation available. The study's theoretical framework is based on four theories: The Goal system, pluralism, Unitarianism, and radical perspective.

#### **2.3.1 Goal System**

The 'Goal-System' framework of trade union effectiveness guides the study on trade union effectiveness. "This framework is based on the idea that an organization is led by a logical group of decision-makers who define objectives and devise plans to attain them" (Gall and Fiorito, 2016:196). As a result, union effectiveness is measured by "achievement of goals in respect to aspects of the employment contract" (Pyman, Holland, Teicher, and Cooper, 2010:466). This theory is important because it lays out a complete framework for measuring union effectiveness using penultimate aim criteria. "The theory makes use of the coalition notion to try to figure out how trade unions win and so define the goals" (Gall and Fiorito, 2016:198). It also recognizes the connections between the processes of achieving the defined goals, focusing on definable metrics and targets. The idea is judged ideal for the organizing

process since “non-members' desire for membership, as well as members' satisfaction with union representation, are stronger where the trade union is viewed as a successful organization capable of delivering.” There are two sorts of union effectiveness, according to Bryson (2003): union organizational effectiveness and union negotiating or delivery effectiveness. Union organizational effectiveness is defined as “those factors that give a union the capacity to represent its members by virtue of its ‘healthy’ state as an organization, whereas union delivery effectiveness is defined as the union's ability to ‘deliver’ for employees in terms of terms and conditions of employment” (Bryson, 2003:5). According to Bryson (2003:5) “the combination of these types indicates a union that is effective in representing its members”. According to Bryson (2003) and Mohammed (2010) identify seven dimensions of union organisational effectiveness. These include: “unions’ ability to communicate and share information, usefulness of unions as a source of information and advice, unions’ openness and accountability to members, union responsiveness to members’ problems and complaints, how seriously management have to take the union, union understanding of the employer’s business and the power of the union” (Bryson, 2003:6). Bryson’s theory of union effectiveness further “assess unions’ ability to ‘deliver’ improvements in work and the working environment in seven domains namely: obtaining wage increment, offering protection against ill-treatment, promotion of equality, making work interesting and enjoyable, working with management for improved performance, increasing managerial responsiveness to employees and making the workplace a more conducive place to work” (Bryson, 2003:6).

Colquitt, Greenberg and Scott, (2005), In their endeavour to explore trade union effectiveness contributed to this framework by identifying the industrial relations (IR) climate as the moderator of the relationship between union organisational capacity, union bargaining capacity and union effectiveness. “Effectiveness perceptions are not formed in a vacuum but within a specific organisational environment, it is expected that industrial climate will act as a moderator, affecting the relationship between organisational capacity, bargaining capacity and union effectiveness (Kougiannou, et al., 2015:465)”. According to Pyman, et al., (2010) argue that “the type of industrial relations climate (cooperative or adversarial) unions face in the workplace affect union members’ perceptions”. The industrial relation climate is a crucial factor which influences employees’ perceptions about the effectiveness of trade unions (Pyman, et al., 2010). In considering the industrial relations climate, the researcher discusses the contextual factors and the perceived state of employee management relationships in the workplace. The industrial relations climate portrays the behaviour of employees within an

organisation and also describes the relationships amongst workers, management and trade unions. Muhammad, Shen, Xiao, (2018:117) suggest that “in a hostile climate, the different goals of union and management place incompatible behavioural demands on employees”. As a result, workers are coerced to choose between the goals of the two parties (Muhammad, et al., 2018).

### **2.3.2 Pluralist Perspective**

The workplace is viewed as a microcosm of society replete with heterogeneity in social groups, social interest, values and beliefs that generate conflict. As a result, conflict is inevitable because the participants have opposing interests and goals. Fox's 'frames of reference,' as cited in Kaufman, et al (2021) is one of the hypotheses that are still reverberating today. This is one of the theories still resonating today, the proponent of the theory is Fox's 'frames of reference' According to the theory this is one of the approaches upon which industrial relations can be undertaken. The pluralist theory's understanding is that employment organizations are a coalition of individuals and groups with diverse objectives, values and interests. The underlying assumption with this perspective is that individuals in an organization combine into a variety of distinct sectional groups, each with its own interest, objectives and leadership. In pluralism, the organization is perceived as being made up of powerful and divergent subgroups each with its own legitimate interests and loyalties and with their own set of objectives and leaders. Two predominant subgroups in the pluralist perspective are the management and trade unions.

In the Zimbabwean perspective the public sector the management is the government with divergent views with trade unions. This reinforces the idea that conflict is unavoidable when dealing with labor relations because different subgroups have differing perspectives on how things should be done on a day-to-day basis. Employees' legitimate representatives are considered trade unions. Conflict is resolved through collective bargaining and is viewed not necessarily as a bad thing and if managed, could in fact, be channeled towards evolution and positive change. The perspective also acknowledges the fact that there is “widespread distribution of authority and power within society, a separation of ownership from management, a separation of political and industrial conflict” (Van Gramberg, 2010:209). This perspective therefore promotes industrial relations at the work place as it enables participation of workers' committees and their trade unions. The organization is a coalition of individuals with different interests, objectives and leadership styles. Because the organization is multi-

structured and competitive, there is bound to be tensions and competing claims that have to be managed properly for the benefit of the organization. Conflict is perceived as both rational and inevitable because of the nature of the organization, which had people with different aspirations, values, and norms. The legitimacy of workers forming trade unions to represent their interests is accepted. Trade unions are accepted as legitimate representatives of employees and have a positive role to play in terms of influencing management decisions, as well as protecting the interests of workers at an organization. The different groups in an organization are competitive in terms of leadership, authority and loyalty. In this regard conflict put the organization in a permanent state of dynamic tension (Swanepoel, et al., 2005:404). This is where mainly the trade unions fits-in and it is through pluralist perspective that unions have a platform to exercise their rights unlike when an institution or an employer applies or exercises the unitary perspective.

The pluralist approach recognizes the reciprocal dependency of the two groups, according to Nel and Holtzhausen, (2008:7). The premise is that the disagreement between management and labor is not fundamental and unbridgeable, implying that the two sides will not cooperate. They claim that the regulation of the job relationship is crucial in this regard. In this regard, they argue that key lies in the regulation of the employment relationship. Hence this is how to institutionalise conflict in order to contain and control its impact on the parties and their relationships. Pluralist perspective is perceived to be made up of strong, dynamic and various sub-groups. Each sub-group has its own objectives and leadership with rightful loyalties to represent their group. Usually, the leadership of each sub-group represents their members on the basis of mandate determined by its members or primarily comprised of the set objectives (ILO-A, 2011:1-6). It is further stated that the two predominant sub-groups in the pluralistic perspective is the management and workers' union. The various roles of managerial staff members of an organisation and employee groups are the primary source of some form of competitive behavior or even conflict between management and labour. Management is responsible for the efficiency, productivity and profitability of the institution. The concerns of the individual employee are wider regarding job security and meaningful work.

The competitive rivalry between management and labor is considered as rational and anticipated in the workplace. Individual personal issues, such as a personality conflict between a supervisor and a subordinate, are less likely to cause it than industrial and organizational variables (Nel & Holtzhausen, 2008:7). Based on pluralism, the function of management or employer, on the one hand, is primarily focused on influencing and bringing about unity within

the organization, and is seen as less mandatory and dominant. Unions, on the other hand, are considered as the workers' legitimate representatives. Both management and the union negotiate through collective bargaining, which involves resolving differences that lead to conflict in a group setting. Conflict in this area is not regarded as a tragic occurrence. However, it is only considered as a step forward toward a constructive solution to disputes if it is done properly (ILO-A, 2011:1-6). According to Schramm-Nielson, (2012) argues that the decision of an individual to join a union lies at the heart of trade unionism. Considering the origins of labor unions, it appears that employees join and support unions because they are dissatisfied with their employment condition and social standing. Issues of security are also at play, among other things (Trade Union Readcast, 2009:1). According to Maslow's (1968) hierarchy of needs, a wide range of unmet needs of employees, such as basic economic and security requirements, as well as social and self-fulfillment needs, may inspire or influence the decision to join or support a trade union. A trade union's main goal is to protect workers. The basic objective of a trade union is to protect and promote the interest of the working class in general. For this reason, workers' reaction to the trade union membership will be related to their belief that membership will decrease their frustration and anxiety, improve their opportunities and lead to the achievement of better standard of living (Nel & Holtzhausen; 2008:49). According to Van Gramberg, (2010:209) they posit that the holders of pluralism view as those who reject the unitary belief that, employees have the same interests as management. The Pluralists believe many parties within an organisation will have different goals to that of the organisation. A pluralist view sees conflict as inherent and purely being an inevitable course of action within the organisation. Thus, conflict can be resolved through compromise to the benefit of all. Unions have a legitimate role in the workplace. According to Williams and Adam-Smith, (2005) through pluralism, a belief is that conflict is supposed to occur in an organisation between employers and workers as the result of different intentions and interests from both parties. Interests of each party are negotiated collectively and accepted, leading towards decisions being made commonly between the competing parties. Differing views are considered to be rational and lead towards success of the relationship between employers and unions. Therefore, effective communication processes which allow workers to have their views and concerns voiced to the management should be made possible by the employer. This practice avoids and prevents damaging the organisational performance between the two parties. The pluralist frame of reference is a perspective which recognises the existence of a basic animosity in the employment relationship, and hence the inevitable potential for conflict. The concept of pluralism is derived from political theory, where it is used to capture the way in

which states and governments have to mediate between highly diverse ranges of competing interest groups when formulating their policies (Mzangwa, 2012). Having to accommodate the views of a diversity or plurality of interest, it means that political power is not exercised in a straight forward top down manner. The political power is more diffuse, linked to the respective influence of different interest groups over policy outcomes (Williams & Adam-Smith, 2005). Pluralism recognises the potential for conflict, but tends to focus on how it can be contained by the development of procedures, collective bargaining arrangements in particular. Pluralist perspective allows workers to exercise their power based on decisions which affect them in the workplace. This is what makes employment relations valuable and constitutes towards collective bargaining being viewed as most effective process to control work relations. According to Dorey, P. (2019) the Donovan Commission stated the following: “Where it was properly undertaken, the collective bargaining is the most effective means of giving workers the right to representation in decisions affecting their working lives, a right which is or should be the prerogative of every worker in a democratic society” (Dorey, P.2019).

According to Uzhenyu, D. (2018) based on the practice of pluralist perspective which enables existence of collective bargaining; workers are able to voice out any work-related matters affecting them in the workplace. In this case, managers of an organisation (employer) are able to control conflict which then allows them to keep conflict at limit and extend their control. With regard to employment relations, pluralism recognises that employers and employees may have different interests, which need to be reconciled if the organisation is to function effectively. The principal concern of pluralists is ensuring that any conflict that arises from these differences of interest is managed appropriately, and contained in a way that prevents it from causing too much disruption. Thus, there is an emphasis on developing procedures that are designed to resolve conflict, in particular the establishment of bargaining relationships with trade unions, given the array, or plurality, of interests that potentially exist within the organisation. The pluralist frame of reference was enormously influential in the development of employment relations as an academic field of study (Ackers & Wilkinson, 2003). The emphasis on employment relations as the “study of the institutions of job regulation”. As stipulated above, was informed by a belief in the legitimacy of trade unions, and accorded a special role to collective bargaining as the means by which they secured their goals, something that became the ‘dominant paradigm’ (Ackers & Wilkinson, 2003:7). From a pluralist perspective, the solution was not, as the holders of unitary views would argue, to resist the

encroachment of the unions as a means of reasserting managerial authority. Rather, stronger bargaining relationships between employers and unions should be encouraged, given the advantages of developing robust and effective procedures for containing, or institutionalizing, conflict through the joint regulation of the workplace. According to one leading pluralist, the paradox, which management has found difficult to accept is, they can only regain control by sharing it (Uzhenyu, D. 2018). According to Ackers, et al, (2003) argues that until the 1970s, the pluralist perspective exercised an important influence over both public policy and management attitudes towards employment relations, though not at the expense of the employers' fundamentally unitary beliefs. According to Flanders, (1970) cited in Uzhenyu, D. (2018) contributed towards establishing a distinction between unitary and pluralist "frames of reference" in employment relations. These frames of reference are perspectives that can be applied to employment relations (Blyton & Turnbull, 2004). The scholars articulated that as "ideologies of management", beliefs held by managers that influence their approach to employment relations. They can be likened to lenses used to "perceive and define" the nature of the employment relationship, thus influencing and shaping actions (Adam-Smith, 2005). Evidence that the unitary perspective influences developments in contemporary employment relations is observed in a study of hotels conducted by Head and Lucas (2004) cited in Williams and Adam-Smith (2005) which found that employers (management) expressed hostility towards trade unions. When asked about their opinions on the nature of the work relationship, most senior managers expressed a united front, emphasizing the importance of shared interests (Williams & Adam-Smith, 2005:13). Instead of emphasizing the extent to which their organization was a "happy team," employers dismissed the notion that there was antagonism in the workplace. According to Williams and Adam-Smith (2005) cite study at a food company that aimed to secure the loyalty and cooperation of its employees by delivering reasonably decent perks, hence eliminating the need for trade unions.

### **Applicability to the study**

In Zimbabwe Conflict in the public sector is endemic. Due to the presence of two opposing groups in the sector, this pluralist approach is tied to the Zimbabwean situation. The number of trade unions in the public sector also serves as a barometer of the government's tolerance for opposing viewpoints. According to Daas and Osen (2013), Conflict is inevitable in workplace relations and establishing institutions and practices that are able to manage workplace conflict effectively is therefore an integral dimension of any workplace relations system. With the

pluralists, the purpose of industrial relations is best achieved by promoting collective regulation of the employment relationship within a framework of rules facilitated and guaranteed by the state (Edmond and Kennedy, 2013). As a result, the theory accepts a labor-capital balancing paradigm. The theory's primary element is the balance of employers' and employees' clashing interests. The theory of social justice assumes that there is a conflict of interest in the work relationship, and that this conflict is natural, necessitating legislative intervention. This is supported by the promulgation of the Labour Act 28:01 which provides that the purpose of the Act is to advance social justice and democracy at the workplace.

### **2.3.3 Radical Perspective**

The radical perspective is referred to as the Marxist approach. This notion rejects the pluralist frame of reference. According to Van Gramberg, (2010:209) states that the Marxist view is to achieve annihilation of the suppressive social order and unions are seen as vehicles of this social revolution. Based on radical perspective, a belief is that almost certainty remains that conflict will constantly take place between employer and the workers due to occurrence of basic disparities. In this perspective, employers and workers are opposed to cooperate and a hostility principle prevails. Workers distinguish themselves as “us employees against those employers”, which shows that resistance of working together (Williams & Adam-Smith, 2005). The observation of a radical perspective in industrial relations is considered as rooted with the character of capitalist society, according to the International Labour Organisation (2011). Workplace relationships are observed in the context of conditions that exist within the capital-employee interest boundary. Disparities in power and economic abundance are viewed as the inherent basis of capitalism from this perspective. As a result, it is only natural for unions to react on behalf of workers who are exploited by capitalists, and confrontation is expected in this regard. There would be times of mutual understanding at institutions when collaborative regulation is used. Management’s position is not limited but enhanced as they presume continuation of capitalism than opposing it.

According to Williams and Adam-Smith, (2005:14), a number of sociological studies on workplace employment relations were greatly affected by the radical perspective during the late 1960s and 1970s. The radical viewpoint, which sprang from a critique of pluralism, may exaggerate the degree of conflict and chaos in workplace relationships. Collective bargaining



is seen as increasing worker militancy within the bounds of what employers are willing to tolerate. Conflict is seen as legitimate in the workplace, which is counter to the interests of the workers. Collective bargaining is assessed as promoting workers' militancy within the confines presumed to be tolerable to the employers. Conflict is deemed to be legitimized in the organisation, which is contrary to the workers' interests. Based on radical perspective, unions implement their basic conservative practice of negotiation as they become entangled with management. They are anxious with the bureaucracy of management and in this regard they are viewed as not advancing issues of interest of their members. In the bargaining process, leadership of the union would prefer to pay more attention on establishing and improving a balanced relationship with employers. By so doing, the union is able to sustain the confidence and protection within the institution, rather than challenging it. The common interest of the workers is primarily to improve working conditions and to influence decisions in the workplace (Schramm-Nielson,2012).

### **Applicability to the study**

Since the radical approach allows a system that enables the political system to allow employees freedom of association. This in essence allows trade unions to influence government to promulgate laws that spearhead industrial relations. The Labour Act 28:01 section 27 stipulates the right to form trade unions or employers' organizations. The Labour Act 28:01 Section 101 also gives room for industrial actions since it is truth universally acknowledged that conflict is inevitable hence one way or the other it is likely to happen or take Centre stage. The supreme law of the land which is the constitution of Zimbabwe No20 of 2013 section 65 which stipulates about labour rights. The ratification of international conventions is also evident of the role of government in spearheading the influence of trade union

### **2.3.4 Unitary Perspective**

The unitary perspective in employment relations assumes that employers and workers operate in teamwork for attainment of common objective within an organization. This perspective to a larger extent view trade union with disdain. They believe that they are essential for harmonious management of industrial conflict (Van Nierkerk, et al 2012) this perspective views an organisation as a combined unit whereby employers and workers have equal understanding. Thus, all parties form one team with similar intention. In this regard, there is no need for 'third party' or union interventions. Unions are perceived as unnecessary and divide employee loyalty

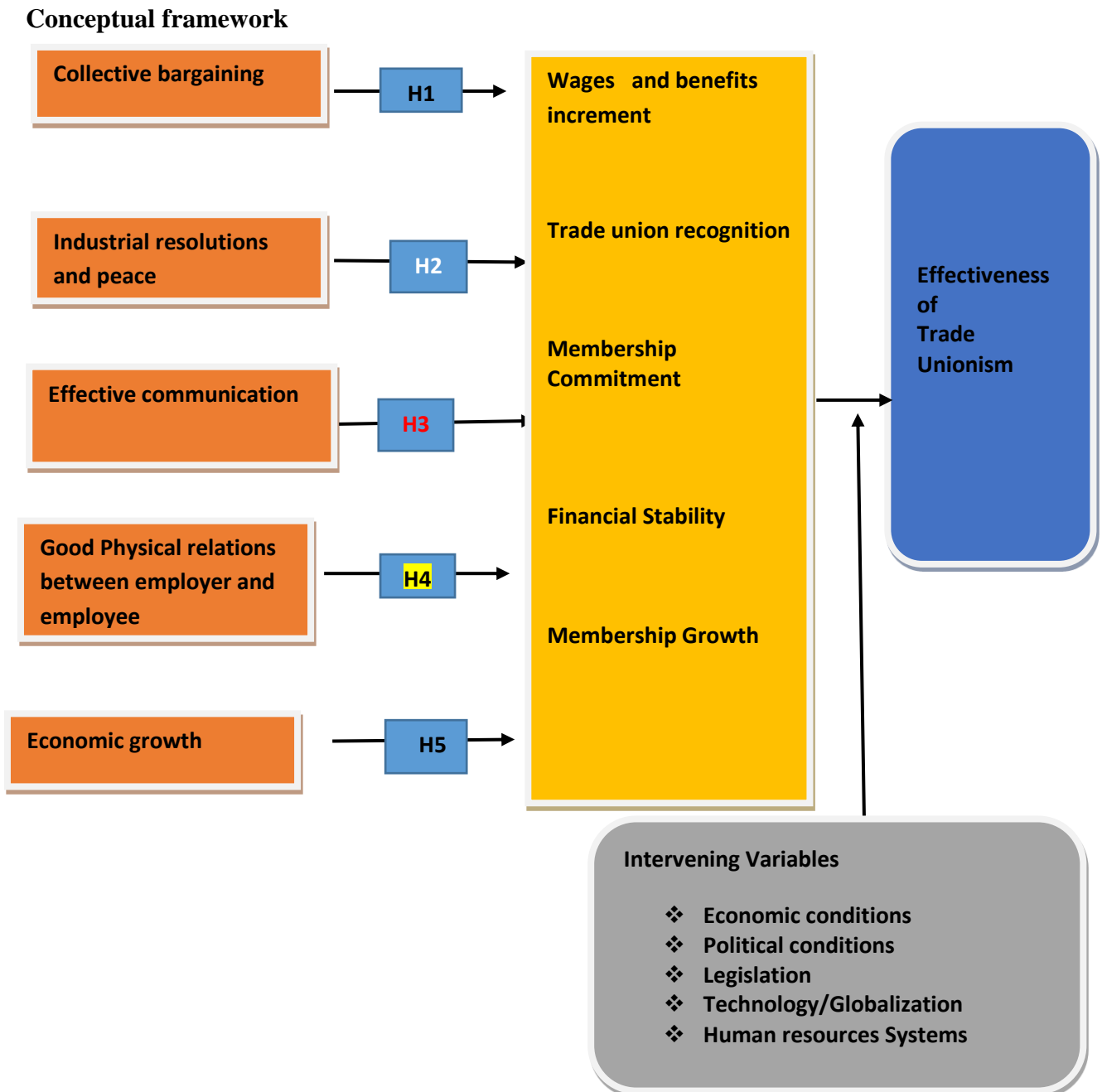
(Chisnall, 2006). This perspective disputes that there is a meaningful role for conflict in the workplace. Unitarians believe that the employer should set the rules and that employees should work together to follow them. When conflict arises, it is perceived as disruptive and blamed on bad personnel management or communication issues. (Van Gramberg, 2002:208; International Labour Organization, 2011:6). Unitarists emphasized team-work when conceptualising the nature of the employment relationship (Schramm-Nielson,2012). Since this perspective expects a harmonious workplace, comprising of committed and loyal employees, conflict is considered a threat and must be eliminated (Van Gramberg, 2002:208). The fundamental elements of the theory context include a commonality of interests between owners and workers, acceptance of the political, social and economic culture and focus more on resolving conflicts than the actual cause of the conflict. This perspective is criticised for being viewed in denial of the existing basic antagonism in the employment relationship, though its tenets influence the attitudes and behaviour of employers towards employees (Huczynski and Buchanan, 2001:772)

### **Applicability to the research**

Since the Unitary perspective is hinged on the International Labour Organization aspects. We can safely conclude that the influence of trade unions in promoting industrial relations in the public sector is heavily premised on the tripartite negotiating forum (Mapolisa, 2015). The Zimbabwe government promulgated the Tripartite negotiating forum Act No4 of 2019 in order to spearhead the notion of industrial relations. This is in compliance with the dictates of International Labour Organization (2019). Issues to do with Labour and employment are discussed at the International Labour Conference in June of every year in Geneva, Switzerland. Each member state of the ILO sends a tripartite delegation to the conference in accordance with the organizations' constitution. Zimbabwe is no exception.

## 2.4 Conceptual Framework

A conceptual framework was proposed for the study. Figure 2.1 shows the variables in the study and how they interact. The framework presents the variables categorized into three parts: the independent, dependent and mediating variables.



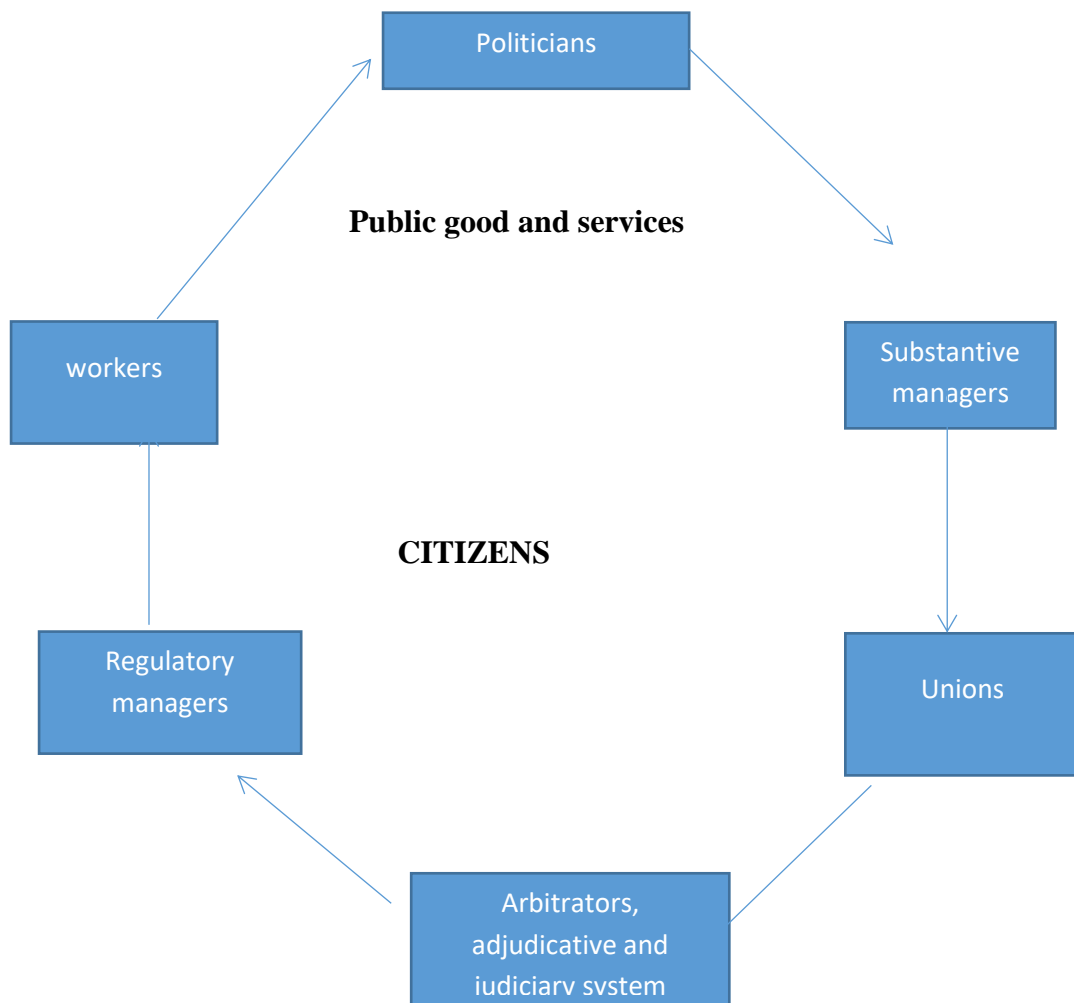
Source: Survey 2020

### **Figure 2.1: Conceptual framework**

From the researcher's perspective, trade unionism and variables such as collective bargaining, dispute resolution, and effective communication, excellent physical relations between employer and employee, and finally, employee economic growth are all independent. While wage and benefit increases are contingent on membership commitment, financial stability, and membership growth, recognition, membership commitment, financial stability, and membership growth are not. The mediating variables are those that may dissuade the effectiveness of a trade union such as economic, political, legislative conditions and technological/globalization.

### **2.5 Parties in public sector collective bargaining**

The concept of trade unionism in the public sector cannot be fully expounded without articulating the parties in collective bargaining in the public sector. The effectiveness of trade unions is determined by each party on the negotiation table. Each party at the negotiating table determines the efficacy of trade unions. According to the tripartite Negotiating Forum Act number 3 of 2019, collective bargaining is a tripartite process including the government, business organizations, and labor organizations, which include trade unions. A diagrammatic presentation is the finest way to show the relationship between the parties.



**Source: International Labour Organization: (2010)**

The diagram shows the separation between political and administrative arenas. The political arena determines the rules and priorities, quality standards and resource distribution, while the administrative arena is responsible for implementing policy objectives. Politicians represent the authority of the State, and managers are the conduits through which this authority is exercised. The latter are divided into substantive managers, who implement public policy, and regulatory managers, who administer industrial relations. Political, legal or economic forces, as well as interventions by management, auditors and inspectors, and the regulation of professional practices also influence labour relations in the public service (Mamokhere, 2020). The citizens are central to this process: many public sector unions have sought the public's support in their dealings with managers and in some cases, end-users have displaced managers as ultimate decision-makers, at times in support of workers' organizations and at times seeking to reduce their bargaining power. Unions play an interface role between the substantive managers and the legal representatives of legislative framework in any country and Zimbabwe public sector is no exception.

According to International Labour Organisation, (2010) the workers' representative are those mandated with spearheading the cordial relationship that must exist between the parties including at some extent the government manouvres

## **2.6 Trade Union Function**

Trade unions are an important element in an organization's operational efficiency. The following are the key tasks of trade unions, according to the International Labour Organisation (2013) and Ghosh, et al. (2009, p. 39): Political function, involving the use of collective power to sway decisions on behalf of members and society as a whole; Market role, involving wage negotiations and so having an impact on the economy; By establishing standards for jobs and terms and conditions, it can play a regulatory function. Democratizing role in the establishment of industrial democracy at work; Service function in fostering member interventions; Enhancement role in assisting members in developing their human potential; Considering the role of welfare in giving; and the role of welfare in providing support to specific groups. Improving working and living circumstances, as well as representing employees' interests in a variety of forums (Freeman and Medoff, 1984, cited in Ghosh, et al., 2009). To provide responsive cooperation in enhancing production and productivity, as well as discipline and high-quality standards. To enhance the identification of workers' interests through their education. By extending workers' understanding, they may participate in and facilitate technological growth. If the trade union does not fill these roles, it is unsuccessful, and employees will have a poor view of the organization. According to the findings of Hammer and Avgar, (2005), Employee job satisfaction is likely to rise when the quality of work improves, and as a result, so will the quality of management-employee relations, according to studies. According to studies, these circumstances can be achieved by implementing a partnership approach between management and labor relations, which allows employees to engage in job-related decision-making.

Aside from the aforementioned core functions that trade unions play in the workplace, there are other auxiliary responsibilities that trade unions play, such as communication, welfare, education, and research (Monappa, 2000, cited in Ghosh, et al., 2009). Unions can disseminate and clarify information about their activities and policies through communication. Labor unions can assist their members in things such as housing, for example, through welfare

operations in an effort to improve the members' quality of life. In an industrial and/or organizational vacuum, labor unions do not exist. Workers in those organizations are drawn to join them wherever they exist. Workers in those organizations or businesses are drawn to them wherever they exist. As a result, one way to better understand union members' sentiments toward their representative union is to look at why they choose to join one (Smith, P., 2019). Workers join unions because they are dissatisfied with their working conditions, and they see it as a method to unite their collective voice against management and eliminate elements that worsen job unhappiness (Smith, P., 2019). “An employee's initial interest in unionization is based on a number of factors. As stipulated by Walsworth, et al, (2021) notes that workers join unions due to discontent regarding working conditions and hence perceive joining unions as a way to unify their voice collectively in order to counter management and exterminate factors which exacerbate job dissatisfaction (Walsworth et al, 2021). “An employee’s initial interest in unionization is based on dissatisfaction with working conditions and a perceived lack of influence to change those conditions” (Fudge, J. and Tucker, E., 2020.). Further, Fudge, et al (2020) observes that dissatisfied employees’ probability of joining a union for example, is based upon their perception that collective action will yield better than bad results compared to individual action. For Perlman (Fudge, J. and Tucker, E., 2020.), “workers join unions in order to obtain job security and better employment conditions”. Another important dimension to factors, which motivate workers to join unions, Fudge et al (2020) observes, is union provision of fringe benefits like medical aid, credit union facilities, and representation during grievance proceedings among other benefits.

Mullins, (2015) claims that happy cows produce more milk than unhappy cows. This simply means that while job satisfaction is a cure for organizational performance, organizations such as trade unions play a critical role in raising employee morale. The Zimbabwean government has ratified the following conventions and recommendations in accordance with the International Labour Organization's conventions and recommendations. Conventional wisdom Zimbabwe ratified the International Labour Organization's (ILO) Convention 98 on the Right to Organize and Collective Bargaining (1949) as well as its suggestion 91 on collective bargaining. When a member state ratifies, they take on legal responsibilities. When a member state ratifies a Convention, it agrees to follow its provisions. As a result, Zimbabwe promulgated the Labor Act 28:01, which outlines the functions of trade unions in Section 27 as follows: -To be assisted by a labour relations officer or designated agent of the appropriate employment council in its dealings with employers; and to the right of access to employees

conferred by subsection (2) of section seven through its duly authorized representatives. To be provided by employers with the names and other relevant particulars, including particulars as to wages of all employees who are employed in the industry or undertaking for which the trade union or federation is registered and who are members of the trade union or federation concerned; and To be given the names and other relevant information, including wages, of all employees who are employed in the industry or undertaking for which the trade union or federation is registered and who are members of the trade union or federation concerned, by employers; and to make representations to a determining authority or the Labour Court; and to be represented on any committee or board of the trade union or federation concerned.

## **2.7 Trade union effectiveness**

According to Gall and Fiorito, (2016) and Balaneasa and Maneloscu, (2009), favourable industrial relations atmosphere, statutory recognition, goals and procedures for achieving these goals, internal union democracy, and internal functional efficiency are all required for trade unions to be effective. According to Australian studies, improved working conditions, union density, union leadership style, union voice, and industrial democracy all contribute to union effectiveness (Pyman et al., 2010). It is difficult to define union efficacy as a concept, according to Clark (2009:5–8), referenced in Gall and Fiorito (2016:194). He did, however, try to explain it in terms of “ability to organize fresh concepts. Trade union effectiveness cannot only be defined in terms of workplace related issues. Trade unions are also regarded as political and socio-economic representatives (Gall and Fiorito, 2016:192). Henceforth, Kgaphola, (2017:28) defines union effectiveness as “members’ perceptions of a union’s performance in bargaining for extrinsic benefits (economic), intrinsic benefit (non-economic), and being responsive to its members”.

According to Tarumaraja, et al., (2015) most previous studies measured union effectiveness in terms of functions performed by the trade union. The effectiveness of trade unions cannot be measured just in terms of workplace difficulties. Trade unions are viewed as political and socioeconomic advocates as well (Gall and Fiorito, 2016:192). Kgaphola (2017:28) defines union effectiveness as “members' impressions of a union's performance in bargaining for extrinsic (economic) and intrinsic (non-economic) advantages, as well as being responsive to its members.” Earlier research, according to Tarumaraja, et al. (2015), examined union



effectiveness in terms of functions performed by the trade union. “Better pay, proper workplace facilities, and other direct services given by trade unions are examples of direct services given by trade unions. The effectiveness of trade unions cannot be measured just in terms of workplace difficulties. According to Tarumaraja, et al., (2015) posits that “union effectiveness is significantly affected by union organisation”. The concept was also stipulated by Pyman, et al., (2010) that union organisations comprised of two elements: environmental and organisational influences. Environmental influences included the degree of latent demand for union services, the degree of employer opposition to unions and employment growth. Organizational influences included resources, bureaucracy, democratic structures, innovation and representational specialization (Pyman, et al., 2010:468). Both kinds of union effectiveness indicate a trade union which is successful and efficient in the representation of employees during grievance and disciplinary hearings (Mzangwa, 2012).

However, according to Bryson, (2003:7) postulates that “organisational effectiveness can negatively or positively affect the service delivered by a trade union”. Therefore, trade unions need to improve their efficiency in all aspects to be functional and efficient. To accurately measure the effectiveness of trade unions regarding grievance management, the study used components from both kinds of effectiveness. Although the one kind of effectiveness, clearly understood by union members, is the union’s ability to deliver satisfactory results. It is therefore essential that trade unions equip themselves with appropriate mechanisms for them to be able to deliver to their members, whilst maintaining a healthy status.

The degree to which relations between management and employees are marked by mutual trust, respect, and cooperation is referred to as the industrial relations climate (Pyman, et al., 2010). According to Kougiannou, et al., (2015), "effectiveness impressions are established in a specific environment, not in a vacuum." They claim that the current state of labour relations will have an impact on the relationship between union organizational capacity, bargaining capability, and effectiveness. According to Addison and Teixeira, (2009), who claim that "there is a tremendous amount of research on the effect of the labour relations climate on the effectiveness of trade unionism, there is a tremendous amount of research on the effect of the labor relations climate on the effectiveness of trade unionism.” The idea that the state of labour relations has an impact on union commitment. The working environment's industrial relations climate can be cooperative or adversarial, which can affect trade union operations (Snape and Redman, 2012:13). It's possible that a cooperative industrial environment is linked to union

members feeling at ease as union members and appreciating the crucial role of trade unions in the workplace.

A cooperative industrial environment may possibly be linked to union members feeling comfortable to be a union member and appreciating the fundamental role of trade unions within the workplace. In contrast, an adversarial industrial climate may be associated with union members believing that trade unions are ineffective, so they choose to withdraw their membership or do not consider joining trade unions (Kougiannou, et al., 2015). As highlighted by Burchielli, (2004), union effectiveness is based on three dimensions of measurement: the union's administrative effectiveness, the union's bargaining power. The topic of union efficacy was well spelled out during the 8th Ordinary Conference of the Zimbabwe Congress of Trade Unions, held at the Pandhari Hotel in Harare from September 29 to October 1, 2016, when it was agreed that the Zimbabwe Congress of Trade Unions needed to develop leadership capacity for effective unionism.

However, according to Gall and Fiorito, (2016) avows that “The components are not different as they should be and lacked proper internal specification for they pertained primarily to themes rather than criteria or goals”. Employees' associations in Africa have taken on the role of a socioeconomic change agent, defending and advancing the interests of its members through collective bargaining (Uys and Holtzhausen, 2016). The unions' role in executing active labour market policies and channeling benefits, such as skill upgrading, employment services, unemployment insurance, and an effective grievance system, has typically increased workers' perceptions of union effectiveness (Moeti-Lysson and Ongori, 2011:59). Evidence from the literature review suggests that union effectiveness can be measured using different types of constructs. Carillon and Sutton (1982) cited in Tarumaraja et al., (2015) proposed five measurements of union effectiveness namely; economic consultancy, working environment, protection of members, members' participation and communication. However, according to Fiorito, et al., (2016) established six measurements for trade union effectiveness namely; organisation, services to members, consultancy for members, political and legal, as well as the advancement of the interest of all employees. Similarly, Pyman and Hanley, (2002:5) states that “union effectiveness manifest in six dimensions; improved terms and conditions of employment, membership growth, internal democracy, organisational stability; activism and social movement”. However according to Gall and Fiorito, (2016), Pyman and Hanley, (2002)

had not put forward a contextual framework for measuring and evaluating union effectiveness. Gall and Fiorito, (2016) contend that the dimensions are large and ill-defined components.

According to Kougiannou, et al., (2015) trade unions' effectiveness may be viewed from different levels regarding the involvement in the decision-making process, internal union democracy and representativeness. According to Bryson, (2003:5) who posits that "employees are instrumentalists in their decision to join trade unions". The desire of joining a trade union and members' satisfaction with representation by their union, are higher where the union is perceived as an effective organisation capable of delivering better terms and conditions for employees (Bryson and Freeman, 2013:5). If the trade union is perceived to be efficient, workers may perhaps believe that union membership is beneficial and rewarding. Organizational effectiveness is the concept of how effective an institution is in achieving the outcomes it seeks to achieve (Muhammad, Naseer and Sheraz, 2012:9). It is the total fulfillment of all parts in the quest of collecting and converting inputs into outputs in a more effective manner (Mathew, Grawhich & Barber, 2009). This could be indicated by salary increments, improved work conditions, protection against ill-treatment and representation in grievance and disciplinary proceedings (Bryson and Freeman, 2013:6). Therefore, perceived high trade union effectiveness will influence individuals to join a union.

Evidence from the literature review suggests that union effectiveness can be measured using different types of constructs. Carillon and Sutton, (1982) cited in Tarumaraja, et al., (2015) proposed five measurements of union effectiveness namely; economic consultancy, working environment, protection of members, member's participation and communication. Fiorito, et al., (2016) avows that there are six measurements for trade union effectiveness namely; organisation, services to members, consultancy for members, political and legal, as well as the advancement of the interest of all employees. Similarly, Pyman and Hanley, (2002:5) state "that union effectiveness manifest in six dimensions; improved terms and conditions of employment, membership growth, internal democracy, organisational stability; activism and social movement". However, according to Gall and Fiorito (2016), Pyman and Hanley, (2002) had not put forward a contextual framework for measuring and evaluating union effectiveness.

According to Gall and Fiorito, (2016) contend that the dimensions are large and ill-defined components. As stipulated by Kougiannou, et al., (2015) trade unions' effectiveness may be

viewed from different levels regarding the involvement in the decision-making process, internal union democracy and representativeness. According to Bryson, (2003:5) “employees are instrumentalists in their decision to join trade unions”. The desire of joining a trade union and members’ satisfaction with representation by their union, are higher where the union is perceived as an effective organisation capable of delivering better terms and conditions for employees (Bryson and Freeman, 2013:5). If the trade union is perceived to be efficient, workers may perhaps believe that union membership is beneficial and rewarding. This could be indicated by salary increments, improved work conditions, protection against ill-treatment and representation in grievance and disciplinary proceedings (Bryson and Freeman, 2013:6). Therefore, perceived high trade union effectiveness will influence individuals to join a union

## **2.8 What is industrial relations?**

Industrial relations are described as the connection between management and employees, and how they interact and regulate conflict in the workplace. According to Mindset Learn, (2013) The word industrial relations refer to a set of phenomena that operate both within and outside the workplace and are concerned with determining and regulating the employment relationship (Uzhenyu, 2015). Industrial relations encompass a wide range of issues, from individual to collective relationships, as well as relationships among the social partners in industrial relations (state, capital, and labor), as well as a variety of other organizational behavior aspects such as attitudes, pragmatism, and so on. Industrial relations encompass a wide range of issues, from individual to collective relationships, as well as relationships among the industrial relations' social partners (state, capital, and labor), as well as a variety of other organizational behavior aspects such as attitudes, perceptions, and personalities, as well as psychology and sociology. According to Trebilcock, (2015), industrial relations, often known as labour relations, refers to the system in which employers, workers, and their representatives, as well as the government, interact to define the ground rules for the regulation of work interactions, either directly or indirectly. It also refers to a field of study devoted to investigating such relationships. The field sprang from the excesses of the industrial revolution, which resulted in the formation of trade unions to represent workers and the development of collective bargaining agreements (Uzhenyu, 2019). The interaction between the main actors in a labour or industrial relations system is reflected in the interaction between the state, the employer or employers (or an employers' association), trade unions and employees who may or may not be members of unions, and other bodies that provide workers with representation(Mzangwa,2012).

The terms "labour relations" and "industrial relations" are frequently used to refer to various forms of worker engagement; they can also refer to specific employment ties between an employer and a worker under a writ of attachment (Mamokhere, 2020). The phrases are used in a variety of ways, which reflects the changing nature of the field throughout time and space. Collective bargaining, various types of worker engagement such as works councils and joint health and safety committees, and techniques for resolving collective and individual conflicts are all included in the topic (Kasvosve, 2018). There is considerable variation in the use of the terms, partly reflecting the evolving nature of the field over time and place. There is general agreement, however, that the field embraces collective bargaining, various forms of workers' participation such as works councils and joint health and safety committees and mechanisms for resolving collective and individual disputes (Bryson and Forth, 2017). The wide variety of labour relations systems throughout the world has meant refers to the system in which employers, workers and their representatives and, directly or indirectly, the government interacts to set the ground rules for the governance of work relationships. It also describes a field of study dedicated to examining such relationships (Chand, 2014). The field is an outgrowth of the industrial revolution, whose excesses led to the emergence of trade unions to represent workers and to the development of collective labour relations. A labour or industrial relations system reflects the interaction between the main actors in it: the state, the employer or employers or an employers' association, trade unions and employees who may participate or not in unions and other bodies affording workers' representation.(Milner,2017) The phrases "labour relations" and "industrial relations" are also used in connection with various forms of workers' participation; they can also encompass individual employment relationships between an employer and a worker under a written or implied contract of employment, although these are usually referred to as "employment relations"(Bradley,2012). There is considerable variation in the use of the terms, partly reflecting the evolving nature of the field over time and place. There is general agreement, however, that the field embraces collective bargaining, various forms of workers' participation such as works councils and trade unions mechanisms for resolving collective and individual disputes (Linde, 2015). The wide variety of labour relations systems throughout the world has meant. In general parlance, Industrial relations studies the relationship between employer and employee in paid employment: the ways in which employees are rewarded, motivated, trained and disciplined, together with the influence on these processes of the major institutions involved, namely, managements, trade unions and the state (Schramm-Nielson, 2012).

## **2.9 Importance of industrial relations**

Good industrial relations are essential for every organization or business. When employees and managers have a positive relationship, a variety of things increase immediately, including staff productivity, motivation, engagement, and morale, to name a few. Employees who love and look forward to go to work every morning have a positive relationship with their managers. This is further supported by section (4) of the Labour Act 28:01, which states unequivocally that "no employer shall ban or prevent any employee from joining a trade union of his or her choosing." This was also supported by Kougiannou, et al., (2015: 464) "the Industrial Relation climate in a workplace may be more or less cooperative or adversarial, and this is likely to have implications on the operation of trade unions A Cooperative Industrial Relations climate, according to the author, is one in which employees are contented to be union members and respect the functions provided by a trade union within their organization. In contrast, an adversarial Industrial Relation climate is associated with workers perceiving that trade unions are ineffective; therefore, they would decide to withdraw their membership or prefer not to join trade unions (Kougiannou, et al., 2015:464). Other elements that influence the Industrial Relations climate, according to Hyman, (2019), are union instrumentality and external job opportunities, as well as personal qualities such as age, tenure, education, and gender. In Zimbabwe, the environment of industrial relations is critical in shaping the quality of work life and union commitment. Government policies and regulations have an impact on the Industrial Relations climate. According to Snape and Redman, (2012:11), stipulates that "Industrial Relations climate is a result of organizational context and structure, human resource policy, and the broader industrial relations context, with climate mediating the relationship between these and industrial relations (IR) outcomes.". According to Hyman, (2019), state that "trade unions and management are craftsmen of the employment relationship and the tone of contract negotiations". Hence, an effective grievance resolution depends on the parties' commitment to adopt a joint problem-solving approach.

In Zimbabwe, the public sector is covered by the same provisions as the rest of the country's workforce. The Constitution of Zimbabwe, Number 20 of (2013), protects trade unions by enshrining employees' rights to form and join unions, as well as allowing unions to collectively bargain and strike. The employer-employee relationship, like that of all other workers, is governed by the Labour Act 28:01. In addition, the government's general commands and the

public service act chapter 16; 04 control the working conditions of public servants. However, the existing governance system, in combination with globalisation pressures, infringes on the organizational rights. However, the existing governance system, in combination with globalization pressures, infringes on trade unions' organizational rights. The right of trade unions to freely organize within the workplace is somewhat restricted. As a result, trade unions are unable to fulfill their various tasks in the public sector. Government measures have typically discouraged trade unionization in the public sector in several cases. The ability of government employees to bargain collectively with their employer is partially guaranteed by the Constitution.

The administration has established and updated the legislative framework in the field of labor relations, such as the Labour Relations Act 28:01, which has been renamed Labour Act 28:01, and the newly enacted Tripartite Negotiating Forum Act No 4 of 2019. The question remains, however, as to whether the country's legal system sufficiently addresses the significant labor relations abnormalities that come with tyranny and authoritarian control. In the country, the government and trade unions remain, as at the time of writing, in hostile relationship regarding the cost-of-living adjustment, the need to reform the Public Service Act 16:04 in a way which makes public policy more protective of workers' rights to assemble, form independent organisations and free of hindrances in the exercising of their rights as employees.

## **2.10 Relationship between collective bargaining and trade unionism**

A trade union, according to Ile, (2010), is an organization of workers formed to improve the status, salary, and working circumstances of its members. It is evident from this description that trade unions and collective bargaining are inextricably linked. Collective bargaining history is essentially a history of unionism. The two are inextricably linked. In a historical account, one can emphasize either unionism as a whole or its most important aspects, such as collective bargaining. Yusuf, (2010) identified collective bargaining as one of the roles of trade unions by asserting that “the unions provide collective identity to workers in order to improve the bargaining strength of the workers’ vis a vis the employer” in his paper titled “Trade unionism and the Nigerian works in the context of contrasting Environment.” This is accomplished by holding regular meetings with the employer and management to discuss topics such as employment terms and general working conditions. Identifying the core aspects of collective bargaining as lawful in essence connotes collective bargaining as a process of

striking an agreement. The provisions of an economic contract define the terms and conditions of employment. The agreement is political because it is the result of a negotiation between labor and management. Moral involves a system of shared responsibility and decision making. This can be easily deduced that collective bargaining is one of the tools/methods used by trade unions and management in order to reach mutual consensus on related to employment conditions

The researcher also looked at two main grounds for collective bargaining in the public sector, namely, commonality and conflict. "Collective bargaining would not take place if the employer and employee did not share common interests and had to work together in order to generate goods and services," (Gwisai,2015). Both parties to a labor partnership have the well-being and profitability of the organization at heart, and in order for this to happen, the parties must resolve their disputes. According to Bennett, (2012: 1) mentioned in an essay about disgruntled employees that trust is a critical component of creating a creative and empathetic workplace. Bennett (ibid) goes on to say that if someone is in a brainstorming session and doesn't trust his coworkers, he is less likely to stand up and share a creative idea, and if he is also afraid of failure and rejection, he is much less likely to share his ideas. In certain circumstances commonality of interest may, for both parties, override conflict. This could occur when the general economy of a country or the future of the enterprise is threatened, where employees share in the decision-making process or where moral principles dictate the relationship (Bendix, 2012:234). If this occurs, the employer-employee relationship becomes more cooperative because both parties are aiming at the common good of the company rather than settling their opposing interests. It can then be said that the bargaining relationship aims to establish trust and good relations between management and employees and to keep peace between their common interests.

Conflict usually arises because each party to the labour relationship wants to pursue their own goals according to their own interests, needs and values. If collective bargaining did not exist and conflict continued in the labour relationship, it would have destructive effects and would negatively affect both parties. On the idea that there is inherent conflict in the relationship between management and labor, this conflict can be managed by fostering trade unionism on the one hand and proposing collective bargaining as the right method of resolving conflict of interest on the other. The notion that organized labour has bargaining power that is more or less comparable to that of the employer is central to this strategy. The essence of this bargaining power is in the ability to withhold labour, and for this reason it is accepted that employees



should, like their employers, as a last resort, be able to draw on their economic muscle should negotiation prove fruitless. At the outset it should be noted that the relationship between the law and collective bargaining is not constant. It has been said that "students of labour law come to recognize at first hand that law is but a tool of policy and that the legal regulation of collective bargaining is shaped and directed by the wider considerations of socio - economic policy" (Ewing, et al,2017).

An agreement to bargain is not usually the result of conflict, and it is not intended to fully remove disagreement. It is a well-known truth that conflict exists in all organizations and that if it is appropriately managed, it will not escalate. As a result, if conflict is acknowledged and the parties agree to negotiate, the organization will grow and adapt. Because conflict is unavoidable, trade unions are necessary to protect employees' interests.

## **2.11 Empirical Literature review**

### **2.11.1 Public Sector Trade unionism in Finland**

The Finish labour institutions are guaranteed by two pieces of legislation i.e. the Collective Agreement Act 436/46 (1946) and the Mediation in Labour Dispute Act of 1962. The Finish Collective agreement act provides for binding agreement that is binding not only to the employers and employees but also such Associations that are party to the agreement. Most civil servants and other state employees are represented by the Public Sector Branch of the Finish Confederation of Salaried Employees and the Joint Organisation of State (Cascade & Tenkorang, 2008). Empowering these trade union organisations is the 1993 main agreement which provides for a free environment to negotiate and peacefully conclude collective agreement. Something uncommon in the Finish system of labour relations is individual bargaining, which allows an individual to bargain and negotiate for better conditions of service. A system that is critical in some quotas for undermining the principles of collective bargaining and industrial relations. The protagonists for individual bargaining argue that this is in response to global labour trends that also consider the varied individual competencies and contributions. This represents the highest level of decentralization by the Finish system (Fossum, 2015). In general, the history of Finish trade unions is traced to a two-day constitution meeting on 15 to 17 April 1907, where the Finish Federation of trade unions was born. This

Federation was to operate, up to 1930 before authorities banned it and this was followed by the banishment of 1200 worker organisation by the country's high court in 1933. The Finish Trade Unions were organised into four confederations, The Federation of Clerical Employees and Civil Servants Organisation, The Finish Confederation of Technical Salaried Employees,

The Confederation of Unions for Academic Professionals and the Confederation of Finish Trade Unions. These unions were founded between 1922 and 1950. Present day organisation of these union now has three main confederations, The Confederation of Unions for Academic Professionals, The Finish Confederation of Professionals and The Central Organisation of Finish Trade Unions (Bergholm, 2012). The re-configuration of the unions was as a result of splits emanating from internal fights which were triggered by the unions' concentration to fight political and powered struggles inside trade union movements (Bradley, 2011). Even as the unions fought, they quickly picked growth that was stimulated by economic crisis. During periods of crisis the unions attracted more members as they successfully defended workers' rights. In 2012 the Central Organisation of Finish Trade Unions had twenty (20) unions affiliated to it with a combined membership of four hundred and fifty-five thousand (455 000) in the field of construction, private services sector and in the public sector (Bergholm, 2012). The Finish Confederation of Technical Salaried Employees had eighteen (18) trade unions affiliated with a membership of six hundred thousand (600 000) and the last, the confederation of Unions for Academic Professionals had five hundred and sixty-six thousand (566 000) members drawn from thirty-five (35) member unions. According to Ahtiainen, (2011) the organisation rate of the average 71% in 1989 and 2001 while the rate declined to 69% in 2004 and 2009. The major role of the Finish trade unions is to make universally binding collective agreements, negotiate, and arbitrate in times of conflict. The unions are enjoined to enforce industrial peace. Trade unions in Finland are politically autonomous, which means that their structural organization is not based on party affiliation or ideological connection. Even those unions that had close ties to political parties have seen their ties deteriorate over time (Bergholm, 2012). The labor market in Finland is aging, putting union hopes in jeopardy. The viability of Finnish politics and economics is jeopardized by the aging workforce. These demographics also have an impact on unions, as the rate of organization is higher among the elderly and retirees, but low among the young. Despite these issues, the Finnish trade unions are nevertheless strong on an organizational, political, and social level.

### **2.11.2 Public Service Trade unions in Australia**

Trade unionism in Australia may be traced back to the rise of a working class that was oppressed at the time and primarily comprised of black people, the Aborigines. The white man developed an economic system that gave rise to the working class by exploiting both land and labor. Following that, the rising working class formed a union movement with members drawn from the mining and pastoral industries (Bradley, 2011). The following are some of the reasons why the working class created trade unions, according to Spence W.G., a pioneer trade union activist quoted in Bradley, (2011, p89): Inequitable economic ties at the production level and in society as a whole, and a desire to defend, entrench privileges attained in the labour market. Using the critical mass of trade union movements as a springboard for social transformation. The first workers' demands were documented in Sydney in 1855, when Australian trade unionism was first introduced in the 1850s. The demand from Sydney stonemasons was for reduced working hours (Bradley, 2012). The beginnings of trade unionism in Australia's public sector may be dated back to 1914. It merged and changed into a community and public sector union throughout time. The Public Sector in Australia was first characterized as a "middle class" union, based on assumptions of public servants' social status, labor conservatism, and lack of political affiliation. At that time the civil servants enjoyed better positions as workers and earned working class pay rates. One other reason why Public Sector in Australia kept away forty-seven (47) from labour movement links was that it was formed outside the Australian arbitration system and times. The Australian industrial relations have been shaped by principles of international law. However, the system suffers when it comes to good faith bargaining, that concerns the disclosure of relevant information as it is seen not to be working effectively (ACTU inquiry into work place relations framework). Non-disclosure of material interest that can affect or have a bearing on the decision to be made cannot be classified as good faith bargaining. Protected industrial action faces stiff prescriptions and regulations to the extent that it may be seen as restrictions. The right to strike is one of the essential weapons that workers use. The discretion of that right is a direct contradiction of the purpose of industrial relations. But since 1996, the right to strike has increasingly become a distant reality. Having ratified up to 58 International Labour Organisation Conventions, Australian legislation seems well informed by international law but this has changed, since 1996 following amendments to the Industrial relations reform act. One example that makes the right to strike action a remote practice is derived from High Court observations. In its judgement the High Court made the

following observations that were grounded on the International Covenant on Economic, Social and Cultural rights.

The right to strike is subject to the possibility of common law remedies, might be reasonably seen as no right at all, so might the existence of the right to be doubted where its exercise might lead to the loss of employment or punitive action by the employer against the employee” (Bradley, 2012). While International Labour Organisation standards are a good tool to uplift the minimum workers’ standards of employment, Australia still must ratify some fundamental International Labour Organisation Conventions, Collective Bargaining Convention 154 (1981) or the Collective bargaining recommendation 1981. Australia still has to ratify conventions that seek to promote public sector workers, particularly The Labour Relations (Public Service) Convention 1971. This convention acknowledges the differing difficulties experienced by public sector workers in collective bargaining. Thus, in the Australian experience there seems to be restrictions on content of collective bargaining agreements. The restrictions on content give state some control and impose a limitation or ideological judgement on the merits of matters that workers seek to pursue, advance and protect. The enlightened view is that such limitations should be limited to laws prohibiting discriminatory practices and providing for income tax. On this front Australia falls short in meeting article 4 of the Right to organise and Collective Bargaining Convention. These observations led to the International Labour Organisation Committee on Freedom of Association on observing: Where intervention by the public authorities is essentially for the purposes of ensuring that the negotiating parties subordinate their interests to the national economic policy pursued by the government, irrespective of whether they agree with the policy or not, this is incompatible with generally accepted principles workers and employers’ organisations should enjoy (Chenga, 2013:90). The International Labour Organisation observations on this issue discourage government interferences or impediment of lawful practice, and the law of the land should not impair enjoyment of that right.

### **2.11.3 Public Sector Trade Unionism in Africa**

Trade unions in the public sector can be traced back to the founding of public service institutions by colonial regimes in several African countries (Amoussou, 2012). In many African countries, the public sector employs the majority of the workers (Chand, 2014). Despite the fact that in many African countries, the public sector was the forerunner of labor relations, much of the existing literature on the subject focuses on the private sector. In some African countries, labor relations in the public sector are highly politicized, with senior government figures frequently involved (Chenga, 2013). African countries, like other colonial countries, absorbed labor relations theories from their colonizers. Despite the fact that these countries' workers' organizations are officially autonomous trade unions, they have substantial political ties to the governments or ruling parties. This is due to the role of workers' organizations in overthrowing colonial governments. To this day, most African countries' trade union participation practices are still influenced by this link (Amoussou, 2012). Despite the proximity of unions to governments, trends in public sector collective bargaining have remained steady.

### **2.12 Public Sector Trade unionism in Zimbabwe**

The trade unions in the public sector are purveyors of their member's welfare. In many ways, Zimbabwe's trade union movement has yet to be properly recognized as a unique chapter in the country's history (Kasvosve, 2018). The vast majority of Zimbabweans, including substantial segments of the workforce, are unaware of trade unions' contribution to the country's economic, social, and political progress (Kasvosve, 2018). A historical approach is more sensible for one to understand the potency and level of success of trade unionism in Zimbabwe. The three organizations under review provide clear-cut case studies as they all operated both in the post-colonial and pre-independence periods. The issues of labour have been under scrutiny since the 16th century and it has always been the responsibility of unions to stand to their mandate and fight for workers' rights. However, it remains questionable and debatable on how much unions are prepared and dedicated to worker representation and participation. Recently the government promulgated the Tripartite Negotiation Forum Act No4 of 2019, which is believed to spearhead the public sector negotiations where trade unions are expected to play a pivotal role and remain relevant.

## **2.13 Industrial relations and Law in Colonial Zimbabwe**

Historically, governments have always found ‘lawful’ ways to regulate the power of trade unions. The institutionalization of the Industrial Conciliation Act propagated in 1934 and successively amended in 1960, and labour legislations that were enacted at independence in 1980 and 1981, and later on amalgamated into the comprehensive Labour Relations Act of 1985, all serve as clear demonstration of such measures. The earliest steps to establish and regulate a labour market were the founding of Provincial Labour Bureaux in 1895 and the Rhodesia Native Labour Bureau (RNLB) of 1903 (Clarke, 1975 in Webster, 2007). These institutions were labour procurement agencies whose roles were supported by legislations. The Pass Law (1902) controlled the flow of unskilled labour and penalized desertions. The Masters and Servants Act of 1901 pinned workers to a particular owner or employer and guarded against desertions. The Private Locations Ordinance Act of 1910 created autonomy territories for white capitalists and formulated a huge gap between the ‘Master’ and ‘Servant’. Supplementary labour legislations which the state formulated and administered in the name of capital accumulation were the Compulsory Native Labour Act of 1943 and the Industrial 53 Conciliation Act of 1934. Sachikonye (1985) says that the objective of these pieces of legislation were to control the flow of labour, impede unionization, and political activity amongst labour population. The ideology was that state laws and the related institutions must be understood as responsive measures to the essentials of capital accumulation to broaden its productive capacity and scope to moderate itself.

According to Muzondidya, (2009) the adverse effects of vagrant laws and legislation by saying that the colonial government was determined to see the success of their political economy through the ruthless use of cheap labour accumulated through brutal laws and legislations. Therefore, it is apparent that during the first fifty (50) years of colonial capitalism in Zimbabwe there was an intense pre-occupation with legislation relating to labour. This stemmed from the scarcity of such labour due to the harsh working and living conditions, and abysmal wages. Hence, coercive measures were put into action in order to hustle Africans into wage labour. As highlighted by Clarke, (2010) who posits that the hardest and most oppressive legislation to be enacted was the Industrial Conciliation Act of 1934. The concise substances of the Act were to make provision for the prevention and settlement of disputes between employers and workers

by conciliation as well as for the registration and regulation of trade unions and employers' organisation and incidental purposes. The innate racial connotations of the Act made it exclude the bulk of the working-class including workers in agriculture and domestic service because they were natives. However, the Act represented some improvements for the white workers and unions who 54 were covered by the legislation (Clarke, 2010). Nonetheless, it remains questionable if the Act advanced the interests of any other class except that of the capitalists. The inception of the legislation and its segregatory agenda subscribes to Karl Marx's theory of class struggle and exposed the evils of capitalism in relation to the attractive socialist ideology. Looked at differently, the Industrial Conciliation Act demonstrated the extensive powers of the state in industrial relations to maintain stability and control. The regulation of trade union formation, registration and activities was easily one of the most detailed sections in the Act. It was, for instance, clearly stated that the constitution of every trade union should, among other things, fix the qualifications of membership; the election of representatives on any industrial council or conciliation board; and a periodic audit of the accounts and circulation of members or branches of a certified statement of income and expenditure. The Secretary of the union was mandated to submit: within two months after receipt by him of a written demand by the Registrar, a statement showing the number of such members' subscriptions in arrears for a period of over three months (ICA, 1934). Failure to comply or co-operate invited hefty fine or jail sentence. More unambiguously exploitive clauses outlawed the use of funds and facilities by trade unions for political purposes of any nature. Trade unions were restrained from aligning themselves to any forms of politics. It is important to note that this clause was inserted in the Act in 1950, and this was done to counter the nationalist project which was beginning to mount in the second half of the 20th century. Regardless of the efforts made by the colonial government to dissociate nationalism and unionism, it was however, quite not possible to separate economic struggles from political ones under colonial rule. Sachikonye (1985) argues that the colonial government was fully determined to legislate for suppressive laws to divorce trade unionism and nationalism. Thus, as per legislation mandate, unions or their office bearers were barred from accepting assistance from any political organisation (African Management Forum, 1990). The Registrar's Office had a 'handful' power to monitor the day-to-day running of trade unions. The power of the Registrar was excessive and draconian in nature and was consistent with dictatorial aspects of the legislation (Schramm-Nielson, 2012).

The regulations pertaining to strikes and lock-outs were similarly instructive with regard to the components and ideological pre-occupations of the state. No workers or trade union could

participate in a strike if the workers concerned were those precluded by law. In addition, no workers or trade union could go on strike unless “all the relevant provisions of the constitution had been complied with. In reality stricter controls militated against any organised action. Precisely trade unions were denied rights to: Affiliate with any political party or political organisation, use of any of its monies or funds for furthering the interests of any political party or political organisation, By any provision in its constitution require or permit any member thereof to subscribe to the funds of any political party or organisation, use or permit the use of any of its services, equipment or facilities for the purpose of furthering the interests of any political party or political organisation; and accept any monies or services from any organisation which is permitted by its constitution or otherwise use its monies or funds for furthering the interests of any political party or political organisation (ICA, 1934 cited in Caleb, 2014).

#### **2.14 Pioneering Civil Service Unionism in Zimbabwe**

The forerunners in the public sector trade unions were Public Services Association (PSA), Zimbabwe Nurses Association (ZINA) then called Rhodesia Nurses Association (RNA) and African Teachers Association (ATA) majorly for Africans now ZIMTA and National Teachers’ Association (NTA) majorly for white people excluding Asians and Coloureds (Clarke, 1975 cited in Caleb, 2014). Nonetheless, in respect of ZIMTA, ZINA and PSA there are lot of successes associated with their histories, though they can’t be sung without discord. However, it must be highlighted that these organisations suffered setbacks at formation. On the other hand, of late in the post-independence period, the trade union movement has been rendered weak and ineffective.

The reasons as to why and how unions have been rendered ineffective find genesis in the pre-independence era, role of the government, the trade unions themselves and the environment (political, economic and social) under which they operated in (Sachikonye, 1985). In this section of the study, one seeks to develop factual evidence that demonstrates the role played by ZIMTA, ZINA and PSA in terms of worker representation and participation. In Zimbabwe, civil servants are not covered by protections granted in the Labour Act. Their activities are governed by the Public Service Act, which according to Makoni, (2013) does not recognise the collective bargaining rights of public employees. Private sector employees, by contrast, benefit from national Employment’ Councils and sector specific tripartite negotiating committees that



set down wages and benefits through a discussion amongst labour, business and government representatives. This situation grossly undermines the influence and strength of public service unions; workers view them as toothless dogs that are there to milk their funds in the form of subscriptions (Chikoka, 2008). Membership to trade unions is voluntary and most workers know that they will benefit from results of negotiations irrespective of whether they are unionised or not. As a result, there are very few civil servants who are unionised in Zimbabwe (Chifamba, 2014). In the following paragraphs an attempt to give a contextual and historical development of public sector trade unions is made. It was under these restrictive conditions that organisations such as ZIMTA, ZINA and PSA were formed and survived under. Regardless of the little space afforded to them by the colonial government, the above-mentioned associations thrived to represent their members. It is important to note that since ZINA and PSA were founded as white oriented organisations, hence they were better placed in terms of law application compared to ZIMTA

### **2.15 History of the Zimbabwe Teachers Association**

With reference to ZIMTA, its inception, the association met stiff challenges in becoming a registered organisation. The ultra-purpose of the Industrial Conciliation Act was to regulate and frustrate unionism, thus it became very difficult to meet the demands of the Registrar's Office, forcing the association to operate as an unregistered institution from 1940 up to 1942 when it was finally recognised as a legal teachers' association (Clarke, 1975 cited in Caleb, 2014). Having become a legal entity, registered as African Teachers' Association (ATA) now (ZIMTA) in 1948 intervened in the Dadaya Mission strike which convinced the colonial government to carry out an inquiry into African Education in 1951. Upon ATA recommendations in the Kerr Commission, the Native Education Department considered improving African education and teachers' condition of service (Clarke, 1975). African Teachers' Association and government relationship was strengthened by ATA's contribution in the 1953 Education law in which the association convinced the government to move with pace in constructing more schools for African children. The piece of legislation also regularized and standardized teachers' salaries until the late 1950s. The period between 1954 and 1958 saw African Education fast developing, as well as reasonable improvements in teachers' conditions of service. This was due to the cordial relationship between the Todd government and ATA. However, ATA relationship with the government was not always harmonious or affectionate. In the year 1960, the colonial government modified the Industrial Conciliation Act and

tightened the grip on trade union movement. The environment was so tense and political in nature, at the same point the nationalist movement project was blown and fully in motion. This gave the colonial government reason to act in a manner that sought to divorce unionism from nationalism. The Smith regime was brutal and racist in nature; relatedly the government put a halt, among other things to African education grants. As a result, the relationship between ATA and government was strained. Responding to those developments, RATA under the stewardship of Cephas Msipa, became militant in its approach to the government, when advancing issues that pertained to teachers' salaries (Shava, 1985). Since engaging in strike action was restricted by the government, ATA 'threatened' strikes and job actions as a revolutionary way to win success on its part. Nonetheless, even under such difficult circumstances, in 1962 ATA successfully bargained for a Unified African Teaching Service (UATS) and a uniform disciplinary board which became to be known as Unified African Teaching Service Disciplinary Committee (UATSDC). On a more positive note, ATA was allocated a seat in the Disciplinary Board and this enhanced the organisation's chances of monitoring disciplinary procedures on African teachers (Grouch, 1982). It is important to note that during the pre-independence period RATA made lot of successes in relation to its mandate to represent African teachers. However, in as much as RATA made lot of successes, a comprehensive assessment of the trade union movement provides a contrasting verdict. Trade unionism in the colonial era failed to unite and confront the government with one voice. It was divided along ranks of profession and autonomy, race and colour. Efforts to amalgamate unions in colonial Zimbabwe were explored in 1953 and they failed to produce desired results. The agenda was mainly affected by political differences and beliefs. More precisely from the late 1950s onwards the trade union movement became closely aligned to the nationalist movement, with 60 ZAPU and ZANU being the two most dominant parties in African teacher trade unionism (Shava, 1985). According to Tarugarira, (2011) there was hardly any distinction between a trade union and political movement, as the workers threw weight behind nationalist politicians. It is also important to note that the politicisation of trade unions further divided the labour movement on regional and tribal lines, and this tainted trade union ideology. Thus, the trade union movement entered the independence period divided, disgruntled and trapped in the bi-polarized political setup.

## **2.16 History of Public Services Association (PSA)**

The colonial methodology in Zimbabwe was characterized by the desire to develop the country for the benefit of the minority whites at the expense of the majority blacks. The system was deeply rooted in colonial capitalism and it was institutionalized for separate dual development between blacks and whites (Tarugarira, 2011). In every sphere of colonial administration racial discrimination was the order of the day and the Public Service was no exception to that. In colonial Zimbabwe the civil servant was a civil servant in the truest sense of the word, he/she abided by government policies and decisions. Since the colonisers were solely into a systematic way of capital accumulation, the black man found no place in such a system. However, the system of capital accumulation involved extensive use of 'state machinery'; as such the colonial government had insufficient labour protection mechanisms. Blacks drafted into the Public Service to ensure proper functioning of the state, but they only occupied junior posts since top positions were reserved for the whites (Shava, 1985). The move was deliberately and strategically designed to employ blacks as providers of manual labour only. Agere (1990) has it that in 1931 this system was institutionalized through the enactment of the Public Service Act which legalized the exclusion of Africans and people of mixed race from accessing established posts in the Civil Service. It is in line with this understanding that the Southern Rhodesia Public Services Association (SRPSA) was found in June 1919. Just like SRNA, SRPSA was founded as a white oriented organisation.

The formation of PSA was a by-product of a meeting of public servants held at Civil Court in Bulawayo on the 12th March 1919. The meeting that led to the formation of PSA was motivated by the uncertainty and possibility of a change of government that was anticipated could come by 1923. The prospect of a new government brought lot of uncertainty within the Public Service workers, resultantly a resolution was passed at the meeting that public servants of Rhodesia should form themselves an association to be called Public Services Association, to guard their interests in the event of a new government and in the long-run. While Public Service Association was born in 1919, it is important to note that white teachers and telecoms workers had their associations in the form of Rhodesia Teachers' Association (RTA) and Posts and Telegraphs Association (PTA) respectively. From thereon, RTA and PTA affiliated to Public Service Association in order to form a unified workforce association to engage the government on behalf of the servants. The Southern Rhodesia Public Services Association's first sub-committee was set-up in 1919 and was chaired by R. H. Myburgh, the Civil Commissioner of

Bulawayo (Shava, 1985). The issues that PSA sought to address were salary anomalies, public servants on active service, cost of living allowances, marriage allowances, rents and housing, travelling and transport allowances, and pension funds (PSA minutes 12 March 1919). The Public Service Association attained government recognition in 1920 and its headquarters were moved from Bulawayo to Salisbury (Harare) with Colonel J. B. Brady as the new chairman of the executive committee. Government recognition did not; however, mean that Public Service Association had full powers in negotiations, the government only saw Public Service Association as a link to easily connect with the civil servants (Crouch, 1982). It was only after the formation of the Southern Rhodesia Civil Service Council in 1920 that any meaningful dialogue commenced between the Government as an employer and the civil servants as employees. The coming in of the Responsible Government in 1923 ushered in a new set of problems for both Public Service Association and the Civil Service Council. Many matters affecting the internal economy of public services were decided by the government without the consent of PSA and the Council; recommendations were often ignored by the government (Walters, 2010). Consequently, the Civil Service Council shut down in 1925 leaving PSA alone without any coordinating medium and there lived a danger of political patronage. The situation prevailed for three years and in 1928 the government agreed to set-up a Public Services Board in March of the same year. On the same platform, PSA received another boost as the Professional and Technical Association was formed in 1927 and affiliated to it. Therefore, PSA was growing both in numbers and voice, which was more critical to their quest. By 1942 teachers, postal officials, professional and technical officers had their own organizations for consideration of their domestic problems; however, they were not affiliated to PSA. Clerical and Administrative Officials had no separate organizations and matters peculiar to them were handled and dealt with by the Executive of the Southern Rhodesia Public Services Association or branch committees (Muzondiya & Nyakwima, 2005). The Public Service Association amended its constitution in 1942, an action which paved way for the Clerical and Administrative Association to be an affiliate of the later. This association was later sub-divided to accommodate the formation of the Civil Service Employees' Association (CSEA) in 1972, which was mainly made up of junior members in the clerical division. At the turn of the 1970s Rhodesia saw the increase of African workers in some of established posts in the public service (International Labour Organisation, 2010).

The majority of African Public Servants remained in the lower grades as messengers, school caretakers, hospital orderlies and cleaners. The plight of the black working-class was

compounded by the fact that Public Service Association embraced segregator and racial laws which were tantamount to accepting the dictates of government position and its policies. As such, Public Service Association remained an elitist institution with an elitist agenda, consequently, junior employees of the government lacked any formal representation and participation. However, meaningful transformation of Public Service Association both in membership and leadership began to be observed from 1975 onwards. With the inevitability of political change and words of reconciliation, Public Service Association began to accommodate many blacks both in its leadership structures and membership (Shava, 1985). In an interview done to C. Kasvosve in Harare on 9 November 2015 he indicated that, at the turn of independence, Public Service Association had become a racially harmonized institution where blacks were slowly becoming the majority, as well as the leading race (Sachikonye, 1985). By 1980 Public Service Association had Government Workers' Association (GWA), Professional and Technical Officers Association (PROTEC), Administrative Executive Officers Association (ADEX), Civil Services Employees Association (CSEA) and Government Officers Association (GOA) as its affiliates. In 1980, PSA became frustrated by the new 64 government's reluctance to transform labour laws and to revise civil servants' conditions of service. As a result, Public Service Association instigated and took part in the 1981-82 labour unrest in Zimbabwe. The Public Service Association was skeptical and opposed to the imposition of the Labour Relations Bill of 1985, citing reasons that it gave dictatorial powers to the Minister and imprisoned unions to government dictates (Muzondiya & Nyakwima, 2005). Although the Labour Relations Bill gave unions some form of liberty but in most cases it limited critical rights to autonomy of unions in carrying out their mandates. The Public Service Association's discontent and complaints were not of much effect as the Bill was constituted into law in 1986. PSA worked hand in hand with the teachers and nurses in collective bargaining matters as exemplified by its membership to the APEX Council, National Negotiating Council (NJNC), and its steadfast support to sister organisations. It is of great significance to point out PSA's involvement in the 1996-1998 labour unrest as a changing fold in the civil servants' quest for the betterment of salaries and conditions of service. However, beyond 1998, PSA just like any other union in Zimbabwe slowly became passive in its functioning and the reasons for such disposition are partly the reason for this research and will be elaborated later in this work (Sachikonye, 1985).

## **2.17 Trade unions in providing welfare measures for their members in an organization**

According to Jones (2015) Trade unions have traditionally performed three principal roles in their relations with individual employers, business associations, the State, and the public at large. The economic role of facilitating production and ensuring an equitable distribution of the value-added. This has been achieved mainly through collective bargaining and negotiations at enterprise level, industry/sector level or national level. The democratic and representative role of providing voice and identity to labour at the workplace, and in society at large. This includes representing workers in individual grievance procedures; giving voice to labour view on economic and social policies at all levels including enterprises; and promoting cooperation between capital and labour with a view to securing employment, improved working conditions and living standards consistent with sustainable growth. The social role of minimizing the risk of exclusion in an industrial society by promoting solidarity among workers in different sectors and occupational groups providing special services to members of unions; and serving as an anchor for broad-based social movements sharing similar values and goals

According to the Cooney & Stuart,( 2012)trade union representatives and officials have exposed new and underestimated hazards and diseases, and have often been years ahead of medical thought. It was unions and health and safety campaigners, not experts or the Health and Safety Executive (HSE) that correctly predicted the deadly epidemic of asbestos-related diseases now affecting construction and maintenance workers and the public. The trade union plays many roles in promoting the welfare of its members. For instance, trade unions play the role of bargaining power, minimize discrimination of any kind, sense of participation of the members, platform of self-expression, betterment of employee relations (Employee and employee relationship, employee management, management and trade unions and trade union and other stakeholders of the organization) and sense of job security of its members. However, they are reasons why union presence may have lower labour productivity, these are unions maybe associated with restrictive work practices, Industrial action may have an adverse impact, and finally trade union firms may invest less as compared to non-union firms. Similarly, reasons why union presence may raise labour productivity are organization's responses to union relative wage effects may result in higher labour productivity, unions may play a monitoring role on behalf of the employer and unions can stop exploitation of labour resulting in improved productivity. Restrictive work practices lower, labour productivity for instance in

cases whereby there would be certain policies for overtime so that the effort is restricted during normal working hours in order to boost total pay through overtime. Industrial action may lower output or performance where it occurs, but the output might be made good by overtime. In Zimbabwe the effort exerted by public sector trade unions to uphold the welfare of members has been hampered by corrupt official. This scenario has currently been further worsened by the on-going global economic meltdown driven by what Prof. Yash Tandon, (2012:12) ably described as kleptocratic capitalism” (an economic system that places fictitious wealth production above real wealth production aided by a political governance system controlled by looters and daytime robbers.

## **2.18 Trade union demands for workers’ participation in management.**

Trade unions have had a long-standing concern with skill development for their members and the workplace mechanisms to ensure that. A recent example of a mechanism, other than collective bargaining, is the United Kingdom union learning representative scheme advocating for and facilitating access to learning in the workplace (Cooney & Stuart, 2012; Lee & Cassell, 2005; Rainbird, 2012). However, the use of trade union and collective voice mechanisms to enhance employee access to training is out of vogue or overlooked in countries like New Zealand. This is not surprising given the low levels of unionization in these economies as a result of decades of labor market de-regulation and business communities’ hostility to collectivization of workers. However, the need for collective representation of worker interests has never been more salient, given that future work scenarios increasingly emphasize the changing content of jobs and hence the need for serious investment in the creation of mechanisms for lifelong learning. This need is exemplified in the recent launch of a human-centered agenda in the International Labour Organization ‘Work for a brighter future’ research (ILO, 2019). Similarly, the OECD (2019a) ‘getting skills right: Future-ready adult learning systems’ advocates for better skilling and re-skilling opportunities. Specifically, they recommend that countries improve training coverage and inclusiveness for a range of groups, and that governments ensure that employers are incentivized to contribute. The availability of training opportunities and empowering worker agency in accessing those opportunities is, arguably, the acute central issue. Managers are the dinosaurs of our modern organizational ecology. The Age of Management is finally coming to close. Autocracy, hierarchy, bureaucracy and management are gradually being replaced by democracy, hierarchy, collaboration and self-managing teams. According to Cloke and Goldsmith, (2012) this

statement is clear testimony that trade unions are now encouraging worker participation in management.

## **2.19 The effect of trade unions in enhancing industrial relations**

The role played by trade unions in handling employee grievances is complex. According to Uys and Holtzhausen, (2016:1138) “the role of trade unions has changed significantly over the past 30 years and this may be associated with globalization”. Adverse economic challenges emanating from the recent economic reforms, privatisation and down-sizing of public sector organizations and the anti-union strategies used by the employer have caused a drastic decline within trade union density and the scope of collective bargaining has significantly changed the role of trade unions (Uys and Holtzhausen, 2016:1139). According to Cooke and Saini, (2015:620) “the role of union representatives in grievance handling was often studied implicitly as part of standard structural procedures”. Previous studies on grievance management paid much attention on unionised organizations’ (Cooke and Saini, 2015:620). Past studies pointed to the importance of the trade unions’ presence when dealing with employee grievances. According to Saundry, *et al*, (2011) state that the availability of a strong unions and its ability to constrain managerial prerogatives is vital for an organization. The presence of a trade union safeguards fairness and organizational justice.

A grievance manifests in a relationship between two key actors (employee and employer). Therefore, fairness has to be observed within formal and informal grievance procedures. The role played by trade unions encompasses this aspect (Saundry, *et al*, 2011). According to Saundry and Antcliff (2006) cited in Mzangwa (2012:47) states that “the introduction of legally handling of grievance procedures in the workplace strengthens and secures regulatory practice within the organisation”. Trade union officials are given the statutory right to assist their members within many organisations and this code is deemed fit for managing grievances within the organisation. As highlighted in the Labour act 28:01 and also buttressed in section 65 of the Zimbabwe Constitution (No 20) 2013. According to Saundry, *et al*, (2011:197) found that “dismissal rates were higher in organisations in which unions were not recognised”, while Knight and Latrielle (2000) discovered that “union density moderated the grievance and disciplinary outcomes”. This illustrates the significant role performed by trade unions in maintaining peace within the workplace. According to Saundry, *et al*, (2011:197) “the explanation to this is that unions are able to restrain managerial prerogatives and punitive



modes of dealing with individual and collective grievances.” Trade union representatives safeguard workers against unfairness and ensure proper implementation of rules and procedures thus decreasing the employer’s use of sanctions (Saundry, et al., 2011).

According to Nurse and Devonish (2006) cited in Mzangwa (2012:47) state that “a grievance procedure, in the absence of a union representative, may reveal some weaknesses, allowing management to be both a judge and plaintiff”. Mzangwa (2012) argues that in the absence of union representatives, employees with grievances are likely to assume an adversarial position. Thus, an effective organisation should embrace the existence of a union and its representatives within the workplace (Mzangwa, 2012). Furthermore, Saundry, et al., (2008:101) states that “trade unions do not only accept the need for a grievance procedure but they also play a role in promoting self-discipline by warning members about the consequences of future conduct and they can be reluctant to represent members guilty of serious misconduct.” The effect and quality of trade union representation is largely dependent upon the characteristics of the employer-employee relationship (Saundry, et al., 2011). Several studies attest to the progressive role played by trade unions regarding grievance management. Saundry, et al., (2011:197) discovered that “autonomy from management and greater dispute resolution skills and expertise allowed union representatives to play a more constructive role than non-union representatives in disciplinary proceedings”. In the workplace where trade unions were granted full recognition, managers embraced the role of trade unions within the grievance and disciplinary hearings. They proclaimed that union representatives ensured that grievance and disciplinary hearings were conducted in a procedurally fair and efficient manner (Saundry et al., 2011).

In the Zimbabwean context, the Industrial Relations climate plays a vital role in determining the quality of work life and union commitment. The Industrial Relations climate is influenced by government legislation and regulations. According to Snape and Redman (2012:11) view the “Industrial Relations climate as an outcome of the organizational context and structure, human resource policies, and wider industrial relations context, with climate mediating the relationship between these and IR outcomes”. Gordon and Ladd (1990:61) cited in Deery, *et al.*, (1999) state that trade unions and management are craftsmen of the employment relationship and the tone of contract negotiations. Hence, an effective grievance resolution depends on the parties’ commitment to adopt a joint problem-solving approach. In the Zimbabwe context the trade union is a legal body that seeks reference from Labour Act 28:01

section 29 Sub section a-j which posits that there are certain rights conferred to trade unions upon registration among them “to be assisted by a labour officer or designated agent of the appropriate employment council in the dealings with employer and through its duly authorized representatives, to the right of access to employees and to make representations to a determining authority or the Labour Court(Gwisai,2015).

## **2.20 Perception of employees on effectiveness of trade unions in enhancing industrial relation**

According to Shrestha (2012) trade union carries out various researches for new campaigns and policies especially for government policy and for members. This on essence help trade union membership safeguards its member’s job security, as union is there to campaign on behalf of its members. Trade union ensures that health and safety regulation exist in an organization. All workers in a working place should have access to a safe working environment. The motive behind being effective this is to attract and retain more union members. Union members measure union effectiveness by the services they receive from their unions. It is worth noting that union members may be satisfied with the delivery outcomes, but they may not be content with the internal operations of the union, thus trade unions need to strike a balance between these two aspects. There was a universal declaration by Bryson and Forth (2017:8) that there is an important correlation “between unions’ organisational effectiveness and employee perceptions of whether they are effective in achieving fair pay, promoting equal opportunities, protecting workers, making work interesting and enjoyable, and working with management to increase quality and productivity”. According to Pyman et al., (2010) and Bryson and Forth (2017) suggest that “organisational effectiveness influences the delivery of outcomes and successes which may in turn affect non-members’ decisions to join a trade union, thus improving union effectiveness in the workplace”. However, according to Colquitt, et al., (2005) contextual variables such as the industrial relations climate and union power, can moderate the perceptions of trade unions’ effectiveness.

From the Zimbabwean perceptive members believe that as union density increases that is trade union’s ability to persuade more employees to join also increase and the management’s ability to resist decrease (Gwisai, 2015). But however, unions may also suffer from saturation as when they become to large they also become unable to effectively represent the needs of individual employees. The labour Act 28:01 section 29 which stipulates the entitlements of trade unions

has led to many employees having greater perception towards trade union membership among them, recommendation of collective job action by trade unions although there are formalities to be adhered to employees just perceive that trade unions should call for job action. Also, to make representations to a determining authority or labour court.

Like most concept in within the social science disciplines, perception is defined as act of being aware of one's environment through physical sensation, which denotes an individual's ability to understand. According to Michener et al (2014) avows that "perception is the way by which form impressions of other people's traits and personalities". The extent to which positive attitudes converts into actual union membership appears to be critically dependent on a union friendly Institutional structure (Thomas and Daryl, 2012). The perception of public sector employees plays a pivotal role in trade unions effectiveness. It is from this study that the researcher viewed that "The extent to which the trade union is perceived as a burden or asset depends significantly on management response". This contention was also supported by Martinez, Stuart, Tomlinson and Perret, (2010) claims that a full merger between management and employee interests must be enforced to reach job satisfaction.

## **2.21 Challenges faced by trade unions in promoting industrial relations in public sector**

According to the International Labour Organization (2013), a trade union is defined as an organization comprising of workers as members from different trades, occupations and professions with the major mandate of representing the members in matters pertaining to their welfare at the place of work or wider society. "It particularly seeks to advance its interest through the process of rulemaking and collective bargaining" (ILO, 2013). Further in amplification according to the University College Union [UCU] (2013), representation in this regard might mean someone from the union meeting the company or organization's management on behalf of the members, or the union taking up a problem with the employer for the member. As matter of fact, trade unions are organizations formed by workers with a common goal of protecting their common interests; hence the formation of trade unions is founded and revolves around that common goal of fostering collective workers' interests (Sinha, et al. 2013). Some new unions, it is argued give a voice to workers in a specific sector or region where established unions have little presence. Others seem to have sprung up in the cracks caused by the fragmentation of the industrial structure at an organisation. Some would postulate it is caused by greedy trade union leaders who want to remain in leadership and with

an intention to appropriate union resources to themselves. The failure of many unions to respond to changes in employment patterns has further diminished their power. Few unions manage to appeal to younger workers and/ or contract or part-time employees. Faced with declining membership figures, some unions have attempted to join forces with others who are ordinarily their competition in an attempt to be more effective. Others yet have tried to modernize (Aswathappa, 2010). In Britain, for example, UNISON, the second-largest union, now allows people to join online and has created an app which is popular with younger people. It has also changed the way it markets itself to potential members: highlighting services such as free legal advice rather than just its ability to strike. Instead of relying on “stewards” to recruit new members, it advertises in newspapers and on the television. (The Economist, September 29, 2015). But the pace of change in trade unions has often been slow. Several high-profile unions are still run by leaders who prefer staging industrial action as a means of recruiting new members. In the UK unions also face the challenge of recruiting younger workers: two out of five union members are aged over fifty (50) as articulated (O’Grady, 2017).

The creation of completely new unions - not the results of mergers and breakaways - has been a feature of trade union developments in recent years. Data recently obtained from unions and confirmed by the Salary Services Bureau shows that since the turn of the 21st century i.e., year 2000, the number of trade unions has increased mostly in the education sector but trade union membership density has been gradually declining. Many smaller unions have come up. While the number of trade unions has increased, cumulative membership density has declined (McGreal, 2008). Membership Recruitment and Structures Some observers have suggested that the phenomenon of increased union numbers is an answer to the call by workers who felt otherwise under-represented, and to get recognition have put forward alternative agendas to the larger unions (ZCTU, 2016).

Trade unionism in the public sector faces a plethora of challenges some of the challenges dates back to the period of Government of national unity(GNU).As postulated by Bhebhe and Mahapa (2014) “After the formation of the Government of National Unity in Zimbabwe in 2009 recruitment in the public sector was halted under the guise that the government needed to carry out an audit in the civil service to stem out so called ghost workers and those who had been employed without proper qualifications”. The government also halted recruitments as it was argued that there was no money for salaries. According Ebbinghaus (2006) was of the view that “union density is considerably higher in the public service than in the private service,

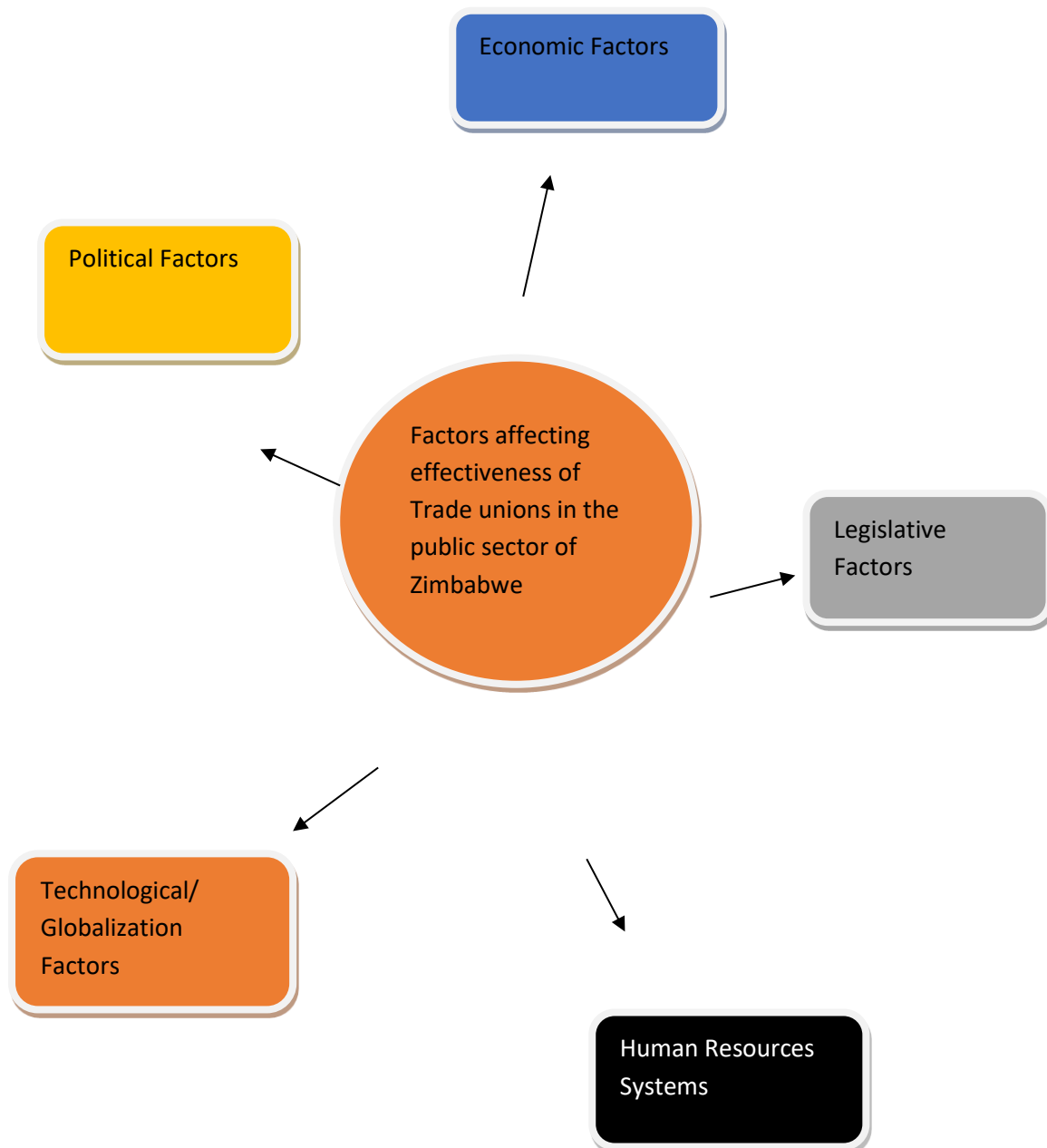
a fact that is undeniable when one looks at the membership in ZCTU as government is the biggest employer in Zimbabwe”. In the Education sector were both Zimbabwe Teachers Association (ZIMTA) and the Progressive Teachers Union of Zimbabwe (PTUZ) all affiliate members of ZCTU have witnessed their membership decline as a result of the economic collapse in 2008 and the employment freeze. The Education sector during the Government of National Unity (GNU) era was filled with temporary teachers who are not unionized due to their conditions of employment thus ZCTU has lost membership through government recruitment policy. The Civil Service recruitment freeze by government has contributed to the decline in trade union density in ZCTU. “Cuts to the public-sector workforce have meant the loss of many good quality jobs, and recent growth in private sector employment has been characterized by a large proportion of insecure jobs,” (O’Grady, 2017). This observation could be true to Zimbabwe’s civil service that has failed to employ new workers since 2014 and those in employ had no salary. Zimbabwe Congress of Trade Union’s 8th Ordinary Conference held at Pandhari Hotel in Harare from 29 September 2016 – 1 October 2016; the congress resolved to intensify membership recruitment, retention and renewal to bring back workers and unions who have fallen out of the ZCTU. In an endeavor to ameliorate the missing link between trade unions and employees in the public sector. From the sentiments echoed at the meeting it can be viewed as union density is also an impediment to the influence of trade unions in the public sector to achieve their effectiveness

From the time of ESAP, government relations with mainstream trade union bodies soured continually. The contemporary industrial relations situation in Zimbabwe is easily distinguishable from that of the 1980s, and reveals the extent of erosion of the relationship between government and the trade unions. While the government proactively intervened in the labour market in the 1980s to outlaw wanton termination of employment contracts, the same government was rather indifferent when on 17 July 2015 the Supreme Court, in the case *Don Nyamande and Kingstone Donga v. Zuva Petroleum (Private) Limited*, SC 43/151, ruled that employers could exercise the right to terminate employment on notice in terms of common law, without giving reasons or a package. As the then High Court Judge Bhunu commented, the Supreme Court ruling did not serve justice as it “triggered mass dismissals within a very short space of time resulting in untold social upheavals, chaos, fear and despondency among all employees throughout the country” (Bhunu, 2015). According to Matsikidze (2017) also argues that the Supreme Court erred in failing to uphold Section 65(1) of Constitutional Amendment Act no. 20 of 2013 which provides that “every person has the right to fair and safe

labour practices and standards and to be paid a fair and reasonable wage”. According to Matsikidze (2017) points out that the termination of a contract of employment on notice without compensation cannot amount to a fair labour practice or standard as advanced by the constitution. In a statement on 7 April 2017, Chief Justice Luke Malaba characterized the aftermath of the Zuva judgement as “genocide of jobs” and a demonstration of the inequality of parties in the employment relationship as “employees invariably always suffered the adverse economic effects upon termination”. Despite the massive job losses, the government was lethargic and only reacted as late as 26 August 2015 through the promulgation of Labour Amendment Act no. 5 of 2015, with a unilateral and half-hearted amelioration of the workers’ plight. The Amendment Act fell short of the required legal standard to outlaw termination on notice without a valid reason, which is the international standard set in the ILO’s Termination of Employment Convention, 1982 (No. 158). As noted by Judge Bhunu, the new amendment actually preserved the employer’s right to terminate employment on notice on condition that compensation of one month per two years of service is paid, particularly in the case of retrenchment. The new law did not provide for the need for a valid reason for the termination of employment on notice.

The Public Service Commission employees and their employer (PSC) have for past ten the years or so endured perpetual conflict over salaries and conditions of service. The conflict has resulted in collective job actions which have in turn compromised the quality of service rendered to clients. Collective bargaining has failed to minimize conflicts and address antagonistic attitudes and acrimony inherently associated with the better industrial relations. Bargaining in bad faith has caused industrial disharmony and diminutive economic growth. Despite the fact that the Labour Act 28:01, section 75(1) compels employers and workers’ representatives to bargain in good faith parties to collective bargaining have failed to honour that as the collective bargaining process is characterized by unethical bargaining principles such intimidation, walk out and failure to disclose all information relevant to smoothen negotiation process.

## 2.22 Mediating factors affecting trade unions elaborated



Source: Author's Construct 2020

### **2.22.1 Economic Factors**

The decline of trade unions in Zimbabwe has left workers exposed to exploitation and abuse by employers (Bhebhe & Mahapa 2014). The public sector trade unions in Zimbabwe are experiencing profound challenges in terms of membership growth, membership representation, and asset acquisition as well as structural stability. The negative economic environments threaten the viability and the very existence of these unions. Government often times is at liberty to make some decisions affecting civil servants without consulting unions. With hyperinflation laws governing sound security were made redundant to a point that workers lost benefits from the National Social Security Authority and pension in the Public Sector. Most public service workers who retired between 2007 and 2008 did not get part of their lump sum. This has to a greater extent left trade unions as toothless bulldogs (Chenga, 2013). The global pandemic the Covid 19 has led to trade unions in the Public Sector powerless; this in essence has made a decline to a certain extent of trade union membership. The government went to the extent of arbitrary offering paltry salary increase without consulting with trade unions such as ZCTU, ZIMTA and PTUZ. This practice is causing frustrations resulting in brain drain and perceived ineffectiveness of unions as well as poor service delivery. Despite increased membership management schemes, by civil service unions, the situation continues to worsen and no effort has been made to find out why this sad trend is deepening. (Bvirindi, 2014). This, therefore, invites for a paradigm shift in terms of how unions conduct their business if they are to continue operating viable. The government has gone to the extent labeling the ZCTU as an extension of the opposition MDC because the pioneer leaders of ZCTU such as the late Morgan Tsvangirai dissected into politics. The economic environment is not conducive for RTGS salary pegged yet the government continuously reject the request by trade unions to peg salaries in United States Dollar (US\$) for the cost of living to be in tandem with prevailing pricing regime. The ineffectiveness of the trade unionism in the public sector is associated with these economic factors. The ZIMTA and PTUZ representing teachers in their capacity have effortlessly failed to convince government with their plies and leading to their members deserting them and failing to pay the check off scheme and leading to them failing to meet their obligations. According to Labour Act 28: 01 Section 7(2) posits that “Every employer shall permit a labour officer or a representative of the appropriate trade union, if any, to have reasonable access to his employees at their place of working hours for the purpose of (a) advising the employees on the law relating to their employment; and (b) advising and assisting the employees in regard to the formation or conducting of workers’ committees and trade unions.



The other economic with a detrimental effect on public sector trade unions is the high level of unemployment. The Zimbabwean government due to its compliance to International Monetary Fund of requesting for funds they had to rationalize employment in the public sector.

### **2.22.2 Legislative Constraints to trade unionism**

Legislation is defined as set of rules, regulations and obligations that regulate the way in which citizens, companies and nations live or control operations (Madhuku, 2015). Zimbabwe is a member of United Nations as such becomes an automatic member of International Labour Organization. In the same vein there are conventions and recommendations that are passed by International Labour Organisation which member states ratify. A convention becomes law when ratified. According to Zimbabwe Constitution (No20) 2013 section 327 stipulates that “A convention or treaty does not bind Zimbabwe until it has been approved by Parliament and does not form part of the law of Zimbabwe unless it has been incorporated into the law through an Act of Parliament. Amongst the conventions that regulate the activities of trade unions that Zimbabwe ratified are convention No 87 of 1948 Right to Organise and convention No 98 of 1949 right to organize and collective bargaining which the country ratified on 9 April 2003 and 27 August 1998 respectively. Before independence the trade unions in the public sector was controlled by Industrial Conciliation Act (1959) which clogged black trade unions from registering. Soon after independence the black government promulgated laws that allowed black trade unions to play a pivotal role in the day to day running of the public sector. In May 1980, a National Minimum Wage Bill with new minimum wage levels was announced to take effect as from July 1980. this was a strong signal for the start of annual wage-setting by the state which was to continue for almost the rest of the decade and beyond. In 1981 the government promulgated the minimum wage act. This led to celebrations of workers’ day which was coordinated by government and ZCTU. In the same vein there was one labour relations Act in 1985 which did not include the role of trade unions but employment boards. The first labour relations act of 1985 was amended in 1992 to infuse the aspect trade unions. The Labour Relations Act (1985) spelt out various restrictive measures whose aim was to control collective action by workers. The workers were divided into private and public sectors each governed by their own laws and industrial relations procedures. The public service workers were governed by the Constitution and later the Public Service Act (1995). The aspect of right to strike and

collective bargaining were not accorded to the public service. The labour Relations Act (1985) empowered the Minister of Labour in relation to dismissal of employees and collective bargaining issues. According to Gwisai (2016) the Minister also had powers to control union finances, union election, union property, and links with other labour movements abroad and even to overrule collective bargaining agreements.

According to Sachikonye cited by Sibanda, (2011) trade unions were weak and could not prevent wantonly worker dismissals. The state intervened with employment security legislation. In 1980 the state promulgated Employment Act which restrained summary dismissals. Other legal instruments were the Employment (Conditions of Service) Regulations of 1981, also known as Statutory Instrument (SI) 894 which forbid retrenchment of a worker from employment without prior written approval of the Minister of Labour. This statutory instrument prohibited employers from retrenching, laying off, suspending, dismissal from employment or penalizing an employee either on grounds of membership of a workers' committee or trade union or for being pregnant. The power of capital to willy-nilly hire and fire were curbed as these became vested in the state. The state appeared to be socially responsible in conditions where workers' union were weak, capital stronger though with no skill in modern industrial relations management, and injustice overwhelming against labour.

Most governments allow their employees to form unions/associations yet they prohibit them from engaging in collective bargaining over one or more benefits such as pay, personnel rights, health insurance, or pension contributions, as well as preventing them from going on strike against the government (Edwards 2003, Freeland 1999 & Goldman, 2002). Public sector unions are usually prohibited from collective bargaining with respect to pay or their membership benefits and or rights on the grounds that their employer, the general public, is not represented in such collective bargaining agreements but rather by administrative officials who cannot fully represent nor bind the voter or tax payer to rules or procedures that may conflict with existing or subsequently executed laws and regulations (Nyanga & Chifamba, 2012). This implies that the legislation might be in place but it may not be implemented. For example, the Public Service Act Chapter 16:04 in Zimbabwe does not give public sector employees outright power to bargain (Mawerera & Lee, 2000). The Zimbabwe Public Service Act does not recognize the right to engage in collective bargaining in the civil service; neither does it recognize the right to strike. This is a major concern in the public sector union membership as PSA is not accorded full rights as workers' organization (ZCTU, 2012). The public service legislation only

recognizes consultations and the employer has the final say in decision making. Collective bargaining without the recognition of full right to strike is useless as these tilts the balance of power in favour of the employer. It also violates the International Labour Organization (ILO) Convention of Freedom of Association, which embodies the right to strike and is inseparable from the convention on collective bargaining. The major setbacks experienced by trade unions in the public sector are grave violations of freedom of association persist and have even increased. In the last few months, trade union leaders and members have been systematically arrested, detained, harassed and intimidated for the exercise of legitimate trade union activity. Teachers have been targeted, physically assaulted and threatened. The Public Order and Security Act (POSA) and the Criminal Law (Codification and Reform) Act of 2006 have been systematically used to repress basic civil liberties and trade union rights.

The Zimbabwe Independent of 2 August 2019 also highlighted the legal constraints being faced by public sector unions in fulfillment of their mandates. The Zimbabwe Congress of Trade Unions President Peter Mutasa (2020) outlined that “when the Zimbabwe Congress of trade union gave the government a five-day ultimatum to respond on the issue of United States Dollar Salary based then the government promulgated the statutory instrument 142 of 2019 which banned the use of US dollar as transactional currency. This was promulgated without consulting the labour and business. Leading labour law scholar Kahn-Freund makes the following observation of the government’s role in regulating labour law, ‘the main object of labour law is to be a countervailing force to counteract the inequality of bargaining power which is inherent and must be inherent in the employment relationship’. Thus, the primary objective of the government legislating labour laws is to address the imbalance of power within the employment relationship by providing parties a platform of equal footing. The aspect of labour laws enforced by the Government must uphold good collective bargaining not to punish labour organisations.

### **2.22.3 Political Conditions effects to trade unionism**

The notion that politic is ubiquitous is well supported in all spheres of life. Trade unions are no exception they are inseparable from politics since time memorial. Before Independence trade unions were inclined to the colonial masters. After independence the ZCTU was in harmony with the ruling party up until 1990 when the honeymoon was over. According to

Gwisai (2015) the Zimbabwe Congress of Trade Unions (ZCTU) became more assertive having weaned itself from state patronage in the 1980s. This had as much to do with structural changes in the economy and society as with the new brand of independent labour movement leadership. With the inception Economic Structural Adjustment there was a major shift in economic social policy. This in fact ruptured an unwritten social contract between the state and organized labour and business and abetted the enrichment of a few elites and the stagnation and worsening of conditions of majority of the working and middle class (Madhuku, 2010). For the remainder of the 1990s the labour movement under the auspices of Zimbabwe Congress of Trade Union made a relentless critique of Economic Structural Adjustment Programme (ESAP).

The fraternal union between the ZANU (PF) government and the workers did not last long. A combination of two factors largely accounts for the divorce. In 1988 a new executive took the reins at the ZCTU, with Mr. Morgan Tsvangirai as the new secretary general and by 1990 the government had discarded its pro-socialist thrust in favour of a market-led Economic Structural Adjustment Programme (ESAP). As shown between 1984 and 1988 the Zimbabwe Congress of Trade Unions (ZCTU) undertook reforms to purge corruption from within its ranks and to elect a leadership that was independent from government (Moyo and Yeros, 2005, p. 180). From 1988 the new Tsvangirai-led executive vigorously sought to improve the organization's governance, mobilisation capacity and autonomy from the government. Increasingly, the ZCTU developed alliances with different civic groups and advanced critical views to ZANU (PF) positions most notably regarding the latter's "attempt to impose a one-party state in 1990" (Raftopoulos, 2001, p. 7). The new look also ZCTU criticized government's economic policy thrust and enjoined itself in the historic 1989 student protests against the government (Mpfu, 2016, p. 100; ILO, 2009, p. 36). In the face of mounting economic pressures, government found itself cornered and capitulating to the prescriptions of the Bretton Woods institutions to undertake massive deregulation of the economy, including the labour market. The government proceeded on this path without social dialogue or consultation with the workers' organizations. In this context, the ZCTU strengthened its critical posture against the government and advanced the position that the country's economic problems were linked to governance challenges.

#### **2.22.4 Globalisation /Technology**

According to International Labour Organization (2005) globalization is often seen as trade unionism great challenge. The International Labour Organization (2019) outlined that “trade union is operating under a totally different set of circumstances”. Globalization has no doubt encouraged employers and some governments to adopt a more hostile reaction to the claims unions make on behalf of their members and even actively to oppose the functions of trade unionism (Stiglitz, 2004). Globalization has been defined as the gradual integration of economies and societies driven by new technologies, new economic relationships and the national and international policies of a wide range of actors, including governments, international organizations, business, labour and civil societies while the social dimension of globalization relates to the impact of globalization on the life and work of people, their families, and their societies(Uzhenyu,2017).The technological revolution has contributed to higher unemployment rate as the number of employees per office is reduced per office due to the advent of computers, online communication. Most employees in the public sector have shifted work from this sector to the services sector in developed countries. The introduction of technology has also brought about new industries which require highly trained employees. The public sector has now become the training ground for other sectors.

The globalization theory states that the impact of globalization on unionization is limited even though impacts of globalization which include national openness to trade, foreign direct investment inflows can lower union density the theory posits that unions can benefit from globalization for instance by serving as vehicles of insurance against a volatile market (Goel, et al. 2014). Contrary to this hypothesis globalization has been one of the factors that led to the decline of union density in Zimbabwe as firms due to policy of ESAP which was force-feed to the Zimbabwean government were open to competition from goods and services from outside the country's borders which were cheaper thus local goods and services could not compete leading to closures, unemployment and a subsequent decline in trade union density (Bhebhe & Mahapa, 2014).

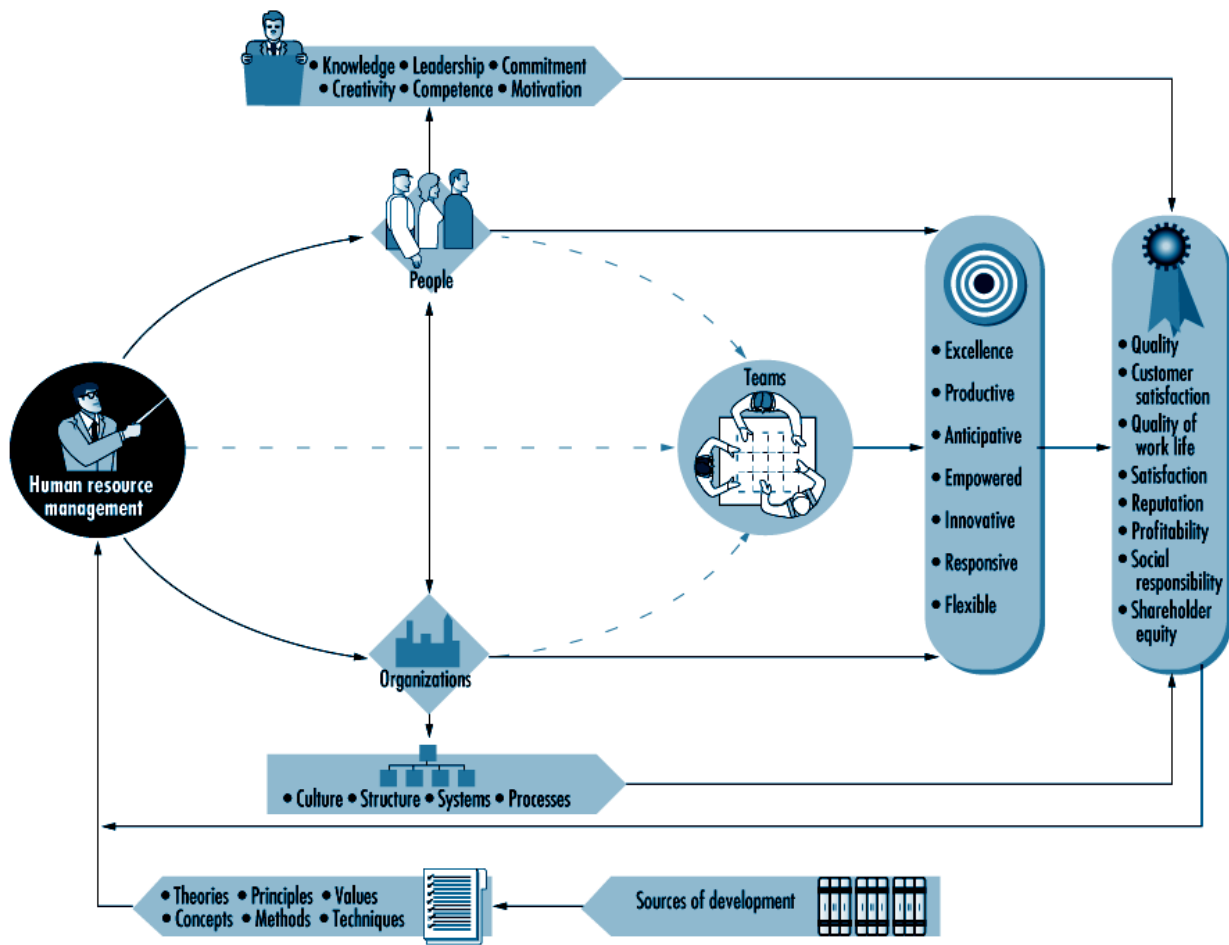
### **2.22.5 Human Resources**

There are numerous factors that are involved in shaping industrial relations, human resources are one of the most important factors in shaping industrial relations. It is a valuable asset of a company as the commitment of employees can be an important instrument for improving the performance of organizations (Nijhof, et al 2011). The commitment of employees would maximize the productivity and output of a company. According to Nijhof, et al, (2011) stated that “the most crucial relations are a well communication”. Hence companies have the responsibility to maintain a good relationship with its employees by obtaining their feedback and suggestions. A harmonious relation would also motivate the employees to work harder and it is a prior factor that uplifts a company’s performance.

There are various human resources concepts that organizations including the public sector have put in place that reduces or ameliorate the effectiveness of trade unions. One of the concepts is performance management this is the means by which managers ensure that employees’ activities and outputs are in line with the business goals (Webster, E., & Morris, C. 2015). A working definition advanced by SIDA funded workshop in January 1998 for the Public Service Commission in Harare, Zimbabwe defined Performance management as “a means of getting better results from the organisation, terms and individuals by understanding and managing performance within an agreed framework of planned goals, objectives and standards”. The concepts involve clarifying responsibilities, defining and agreeing on targets and standards of performance, improving motivation by increasing understanding of goals, the means of attaining those goals and rewards associated with their achievement (Gwisai,2015). In short Performance management is the vehicle upon which an organisation can realize organisational planned goals, objectives and standards, this is when performance of teams and individuals is being managed within an agreed and planned framework. The system when properly implemented brings in transparency, objectivity and fairness in measurement and rewarding of labour value. According to Singh and Mahanty (2001) trade unions are the old age institutions for protection and promoting the interest of workers. The new world order according to them has forced the economies to attain the international levels of cost and quality competitiveness. In this era of unprecedented, uncertainty and non-contributability has become a sin.

Human resources management has been defined as “the science and the practice that deals with the nature of the employment relationship and all of the decisions, actions and issues that relate

to that relationship (Mullin, 2014) The implications of human resources management for industrial relations practices remain a source of some controversy. Human resources' goal to solicit employee commitment to the job, the organisation and its strategic objectives is another point of potential incompatibility with trade unionism (Caliskan, 2010). Human resources can affect the activities of trade unions in that human resources emphasizes employer's solution to labour problems and trade unions emphasizes workers' and community's solutions. Human resources largely take an internal perspective on employment problems and on the other end industrial relations largely take an external perspective(Grogan, 2014:314). Human resource's primary goal is organizational effectiveness/efficiency; Industrial relations' goal is a combination of organizational effectiveness/efficiency and employee well-being ( Mzangwa 2012: 4). Human relations take a "instrumental" approach to promoting employee interests while industrial relations treat employee interests as a largely important independent end goal. Human resources focus on creating a unity of interest between employer and employees while industrial relations focus on mediating conflict of interest (Mullin, 2010). On the other end human resources views management power as necessary for organizational effectiveness/efficiency and industrial relations assumes management power needs checks and balances. Human resources assume conflict not inevitable and can be minimized by management and industrial relations see conflict as inevitable and requiring third-party intervention. (Grogan, 2014:314). Human resources sees management as primary contributor to positive employment outcomes and unions and government as occasionally necessary but often burdensome constraints while industrial relations also see management as key contributor but only if supplemented by strong unions and government legislation (Arie ,2015).



Source: Ferris, Rosen and Barnum 1995

## Figure 2.2 Human resources Activities

The above figure clearly explains that human resources concepts such as team work leads to excellence, productive, anticipation, empowerment, innovation, responsive and flexibility as exposed by Ferris and Bornum (1995). They also emphasized the notion that theories, concepts, principles, values, methods and techniques play a pivotal role in employees as than trade unions,

### 2.23 Context of a grievance procedure in the public sector

The availability of a grievance procedure and its proper execution cannot be detached from the fact that conflicts and disputes are inevitable in the employer-employee relationship (Goel, et al., 2014; Arie, 2015). “A grievance procedure is a process specified in the collective agreement for the resolution of disputes arising during the life of the agreement” (Grogan, 2014:314).



Proper execution of the grievance procedures reduces conflict by providing proper means or steps of grievance settlement (Nurse and Devonish, 2007). According to Goel, et al. (2014) a grievance procedure allows employees to file their dissatisfactions. This is also supported by the sentiments of Cooke and Saini; (2015:622) propose two types of grievance procedures, namely compulsory procedure and voluntary procedure. They clearly articulate those compulsory procedures refers to “those imposed by the state through regulations and voluntary procedures refers to those agreed by parties concerned, including for example those agreed between the employers and trade unions and those adopted by the organisation with or without consultations” (Cooke and Saini, 2015:622). According to Goel, et al. (2014) there are four primary roles of a grievance procedure. Firstly, a grievance procedure undertakes a compliance role by ensuring that the employer and trade unions observe and respect the provisions of the collective agreement. Secondly, it functions as a judicial and adjudicative agent for industrial organisations by setting out and interpreting the rules enshrined in the collective agreement. The grievance procedure functions as a dispute resolution machine for conflicts arising during the term of the collective contract. Thirdly, “it plays an administrative role by applying the rules of the contract and offering guidance in the administration of the collective agreement”. Trade unions and management are viewed as experts of the grievance procedure; thus they are expected to examine and diagnose employees’ disputes, whilst ensuring that the grievance settlement is attained timeously. Lastly, a grievance procedure functions as a medium for ‘fractional bargaining’ where employees’ deliberate concerns which could not be addressed at the joint negotiation table. As outlined by Nurse and Devonish (2007) who states that one of the basic principles within the workplace is the establishment of procedures to govern the employment relationship. “A grievance procedure is intended to provide the employee with an opportunity to voice his/her concerns within the workplace without any fear of victimisation” (Arie, 2015:29). According to Nel, et al., (2005) cited in Arie (2015) a grievance procedure is a dynamic process of preventing and settling grievances. Effective handling of grievances can restore and maintain a healthy climate in the organisation, thereby enhancing labour peace and creating a proper environment for obtaining organisational goals. It is therefore, important that the grievance procedure complies with fair labour practice, and it should be built on profound processes which will lead to satisfactory outcomes (Bryson and Forth, 2017). According to Melchades (2013:8) “the grievance procedure differs according to organisations and trade unions. The proper execution is influenced by the trade union strength and the management attitude”. Nonetheless, these differences have significant inferences for the processes and outcomes of the grievance procedure. It is fundamental to consider the fact that, in most

jurisdictions, procedures differ according to the work settings and the type of services provided. Disputes arising from general public service are handled differently than disputes stemming from an essential services department, thus the grievance procedures are not the same for all organisations (Wood, Saundry and Latrielle, 2014).

Grievance procedures exist within most public service systems, essentially as an internal public service mechanism for resolving individual disputes and grievances. “A grievance procedure provides steps for presenting and settling workplace disputes” (Swanepoel, et al., 2014:783). According to Arie (2015:11) “the aim of a grievance procedure is to promote consistency, transparency and fairness in the handling of grievances in the workplace”. According to Swanepoel, et al., (2014:784) “the procedure typically defines the type of grievance it covers, the stages through which the parties proceed in attempting to resolve matters, individuals responsible at each stage, the documentation required, and the time limits by which the grievance must be presented and dealt with at each stage”. Every organisation follows a different set of steps, which are almost similar, to resolve the grievance among their employees. The procedure differs according to work settings and the type of service provided by that organisation.

The sound management of grievances therefore requires commitment from the employers and employees to make sure that grievances are handled effectively. Grogan (2010:310) asserts that “a grievance procedure aims to promote fairness and procedural justice in dealing with employee grievances”. The benefits of an effective and fair grievance procedure include low employee turn-over, employees’ retention and improved organisational performance and productivity (Swanepoel, et al., 2014). The practice of a fair grievance procedure reduces conflict by providing a rapid resolution of disputes which is procedurally fair and consistent (Arie, 2015).

As also highlighted by Mzangwa (2012: 4) who asserts that “a grievance procedure should be one of the preconditions for a collective agreement”. The grievance procedure should be considered as the first official instrument for the resolution of grievances emanating from employer-employee relations (Mzangwa, 2012). The collective agreement between civil servants’ unions and the employer comprises regulations, set as guidelines, for controlling the various steps of the grievance procedure (Bryson and Forth, 2017). The procedure may be implemented in both public and private institutions, although the process differs according to

the work settings and the type of services provided by the organisation. The aspect of grievance procedure was well articulated by some schools of thought that the right to establish, subscribe to a trade union and participate in collective bargaining is not appreciated; the grievance procedure is the de facto dispute resolution machine available to employees (Wood, et al.2014). While these benefits ensue, in some degree, to both the employee and the employer, grievance procedures in the workplace are normally established at the request of a trade union (Clark, et al., 2001).

According to Clark et al., (2001) posits that the availability of a grievance mechanism provides special benefits for union members and union representatives. They assert that representing union members within the grievance hearing reflects the direct services provided by trade unions. Trade union representatives get an opportunity to display their skills and competencies during the grievance and disciplinary hearing, whilst represented members get an opportunity to see trade unions 'in action' (Clark, et al., 2001). An appropriate grievance administration is fundamental within the workplace. Proper administration of grievances influences employees' perceptions regarding justice, union effectiveness in representation, and union loyalty (Swanepoel, et al., 2014: 784). "Grievance systems and grievance management should possess certain characteristics and demonstrate the use of certain principles to ensure their effectiveness" (Nurse and Devonish, 2007:92). According to Swanepoel, et al., (2014) an effective grievance procedure serves as an internal mechanism which enables the organisation to reduce the use of external arbitrators such as industrial courts. Proper implementation of the grievance process improves employer employee relations.

Literature indicates that the existence and proper execution of a clear grievance procedure in an organisation is vital (Public Service Commission, 2011). According to Ukpere and Knight (2014:592) "the effectiveness of a grievance procedure depends to a large extent, on the reasons and circumstances for its implementation". According to Ukpere and Knight (2014:593) "effective grievance handling practice should include registration of grievances, evaluation of grievances, use of past practices in addressing raised grievances, effective communication, and identifying systemic problems in a grievance process". According to Budd and Colvin (2008:461) there are two dimensions used for measuring and evaluating the grievance procedure. The proposed dimensions are speed and satisfaction. The dimension of speed assesses the time taken to resolve grievances and the stage at which grievances are resolved. The satisfaction dimension examines the parties' perception of the outcomes of the grievance

procedure (Budd and Colvin, 2008:461). Budd and Colvin (2008) argue that the speed of a grievance procedure does not reflect the effectiveness of the process.

In similar vein, Budd and Colvin (2008:461) “found that the speed of a resolution is not related to satisfaction with and attitude towards grievance procedure”. According to Budd and Colvin (2008:461) satisfaction with the outcomes of the procedure is influenced by various factors including unions’ organisational strength, union commitment and employer commitment. Thus, Budd and Colvin (2008:461) contend that an effective grievance procedure cannot be evaluated based upon its operations only. He proclaims that there are other measures that can be used. Successively, there is lack of consensus among researchers about what exactly constitutes grievance procedure effectiveness”. As also highlighted by Budd and Colvin (2008:461) assert that “the metrics for evaluating and comparing grievance procedure are efficiency, equity and voice”. Budd and Colvin (2008:463) define these metrics in the context of a grievance procedure. They describe an efficient grievance procedure as a process that runs at low cost and is not time-consuming. An equitable procedure in this context is a process which is fair and unbiased. The results of a just system align with the judgment of a judicious person which is neutral and does not favour either side of the parties and his or her decisions are based upon objective evidence. “Equity requires that outcomes provide remedies when rights are violated” (Budd and Colvin, 2008:463). The voice criteria of grievance procedure explore the degree of workers’ participation within the proceedings of the grievance and disciplinary hearings. This dimension encourages grievance and disciplinary hearing, employee participation and union representation (Budd and Colvin, 2008:463). “Voice also includes the extent to which employees participate in the construction of the grievance procedure and into specific resolutions” (Budd and Colvin, 2008:463).

Role of trade unions in handling employees’ grievances the role played by trade unions in handling employee grievances is complex. According to Uys and Holtzhausen (2016:1138) “the role of trade unions has changed significantly over the past 30 years and this may be associated with globalisation”. Adverse economic challenges emanating from the recent economic reforms, privatisation and down-sizing of public sector organisations and the anti-union strategies used by the employer have caused a drastic decline within trade union density and the scope of collective bargaining has significantly changed the role of trade unions (Uys and Holtzhausen, 2016:1139). According to Cooke and Saini (2015:620) “the role of union representatives in grievance handling was often studied implicitly as part of standard structural

procedures”. Previous studies on grievance management paid much attention on unionised organisations (Cooke and Saini, 2015:620). Past studies pointed to the importance of the trade unions’ presence when dealing with employee grievances. Saundry, et al., (2011) states that “the availability of a strong union and its ability to constrain managerial prerogatives is vital for an organization”. The presence of a trade union safeguards fairness and organisational justice. A grievance manifests in a relationship between two key actors (employee and employer). Therefore, fairness has to be observed within formal and informal grievance procedures. The role played by trade unions encompasses this aspect (Saundry, et al., 2011). Saundry and Antcliff (2006) cited in Mzangwa (2012:47) avows that “the introduction of legally handling of grievance procedures in the workplace strengthens and secures regulatory practice within the organisation”. Trade union officials are given the statutory right to assist their members within many organisations and this code is deemed fit for managing grievances within the organisation.

According to Saundry, et al., (2011:197) found that “dismissal rates were higher in organisations in which unions were not recognised”, while Knight and Latrielle (2000) discovered that “union density moderated the grievance and disciplinary outcomes”. This is quite evident if there are a lot of trade unions which represent the same employees in their constituency. There is bound to be harmony. This illustrates the significant role performed by trade unions in maintaining peace within the workplace. According to Saundry, et al., (2011:197) “the explanation to this is that unions are able to restrain managerial prerogatives and punitive modes of dealing with individual and collective grievances.” Trade union representatives safeguard workers against unfairness and ensure proper implementation of rules and procedures thus decreasing the employer’s use of sanctions (Saundry, et al., 2011). As indicated by Nurse and Devonish (2006) cited in Mzangwa (2012:47) state that “a grievance procedure, in the absence of a union representative, may reveal some weaknesses, allowing management to be both a judge and plaintiff”. As outlined by Mzangwa (2012) who categorically stipulates that in the absence of union representatives, employees with grievances are likely to assume an adversarial position. Thus, an effective organisation should embrace the existence of a union and its representatives within the workplace (Mzangwa, 2012). Furthermore, Saundry, et al., (2008:101) states that “trade unions do not only accept the need for a grievance procedure but they also play a role in promoting self-discipline by warning members about the consequences of future conduct and they can be reluctant to represent members guilty of serious misconduct.” The effect and quality of trade union representation is

largely dependent upon the characteristics of the employer-employee relationship (Saundry, et al., 2011). Several studies attest to the progressive role played by trade unions regarding grievance management. According to Saundry (ibid) discovered that “autonomy from management and greater dispute resolution skills and expertise allowed union representatives to play a more constructive role than non-union representatives in disciplinary proceedings”. In the workplace where trade unions were granted full recognition, managers embraced the role of trade unions within the grievance and disciplinary hearings. They proclaimed that union representatives ensured that grievance and disciplinary hearings were conducted in a procedurally fair and efficient manner (Saundry, et al., 2011).

## **2.24 Obstacles to collective bargaining**

There are a lot of obstacles that hinder the effectiveness of trade unions in promoting industrial relations in the public sector. Some of the reasons are intransigence, impracticality, misunderstanding inconsistency/bad faith, lack of authority. According to Horvitz, W. L. (2019). One of the skills in collective bargaining is deciding when to be firm and when to be pragmatic. Immature negotiations in which one side will not negotiate on any of its claims can make finalization of a collective agreement very difficult. (This is not to say that you as an employer cannot be firm on a particular issue or priority but this may dictate some flexibility in other areas). According to Ackers, P. (2020) the main obstacle that deters successful collective bargaining is impracticality. Negotiators need to remain practical and realistic. They quickly move past the posturing of ambit claims to engage with what is being sought from them, and can engage effectively with employee claims(Zeilinger,B.2021). Another key problem is where there is a misunderstanding of what is being proposed how a particular part of an agreement would operate, of what a negotiator is saying, or of what has been agreed(Mamokhere,2020). Collective bargaining takes concentration, having someone take notes is important that a written collective agreement be created during the negotiation process. Poor drafting should not be allowed to detract from the operation of your agreement(Kgaphola,2017:73). If there is one golden rule in negotiation it is to be consistent, and to operate openly, honestly and in good faith(Mpofu,2017). Trying to trick your opposing negotiators or acting capriciously or dishonestly will only make the process more difficult (and may harm your ongoing reputation with your employees)

Another problem is situations in which the people bargaining lack the authority to deliver on what they negotiate. For example, in respect of the employer this may mean sending negotiators who lack the authority to make the necessary decisions during negotiations (Amoussou,2012). This can be overcome by the most senior leadership of an organization taking an active interest in negotiations, appointing negotiators empowered to actually make concessions and develop mutually acceptable outcomes. -Employee representatives can also lack support from your employees, and may not be able to deliver on what they are negotiating. There may also be competing organizations(Bradley,2012).

### **2.25 The Research Gap**

In the first place, the literature analyzed in this study concentrated on the erosion of membership and membership dues from the standpoint of trade union structural dynamics, which means it concentrated on internal dynamics. The second section of the study focused on trade union tactics and the mandates that trade unions tried to fulfill. In some ways, it's about trade unions' philosophical and ideological orientations, as well as their success in dealing with mandates. Another set of studies focused on the factors that contribute to the formation of trade union movements. The area has been informed by recent groups of researchers who have investigated the uniqueness of government-labor relations, with a strong tilt toward the idea of sovereignty as the guiding principle. The studies collectively leave a blind spot in the effectiveness of trade unions in the public sector, which this study illuminated by examining what causes membership decline and offering practical strategies that trade union practitioners can use to halt or manage the challenges they face legally, structurally, technologically, and institutionally.

### **2.26 Chapter Summary**

The first section of the chapter focused on the study's conceptual framework. The next section of the chapter looked at the theories that underpin the research and briefly described the philosophies that underpin trade union ideological views. Following that, the chapter discussed trade union literature in general and public sector trade unionism in particular. Finally, the chapter identifies the gap that this study aims to fill. The research methods will be discussed in the following chapter.

## **CHAPTER THREE**

### **THE RESEARCH METHODOLOGY**

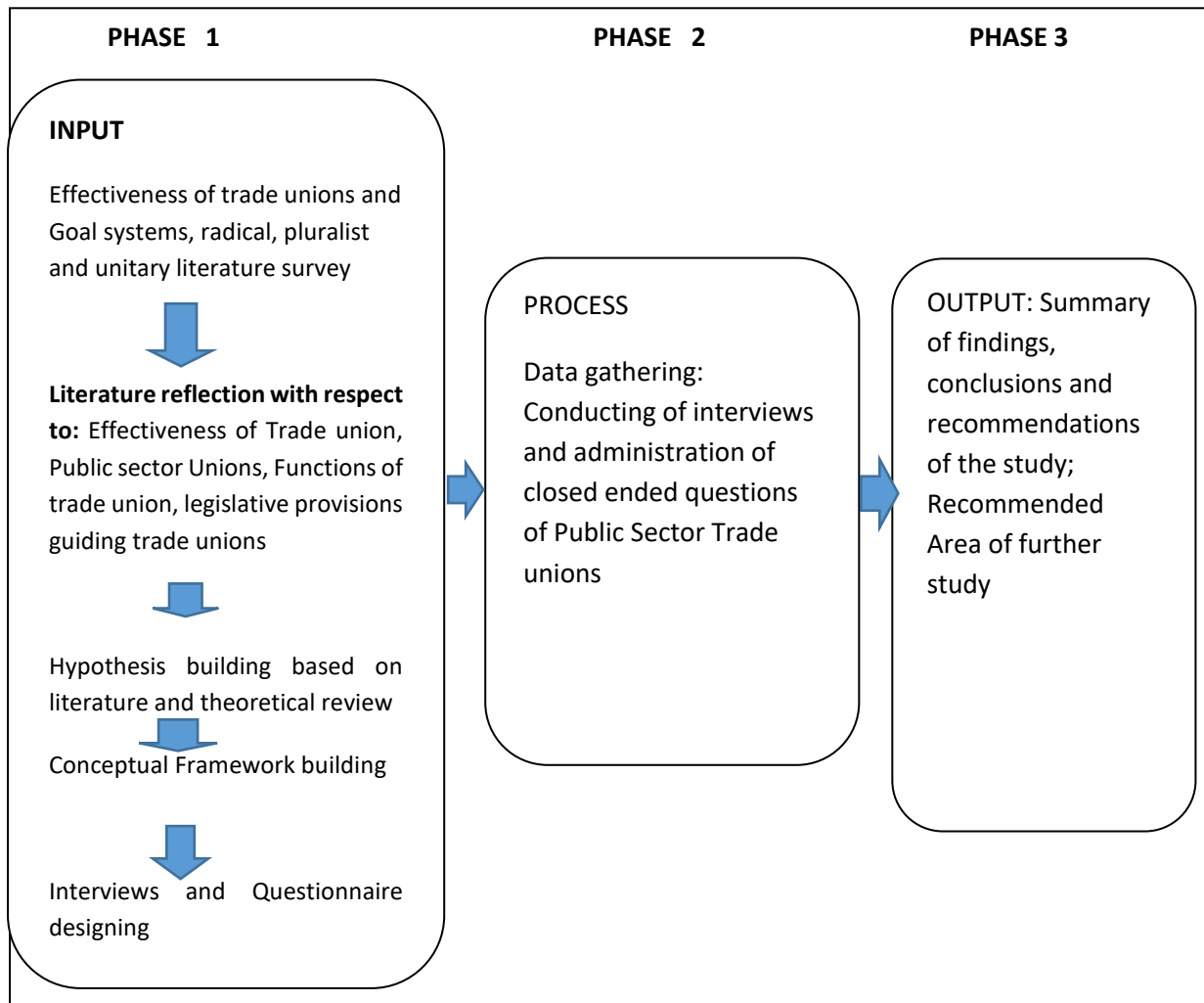
*Everywhere, our knowledge is incomplete and problems are waiting to be solved. We address the void in our knowledge and those unresolved problems by asking relevant questions and seeking answers to them. The role of research is to provide a method for obtaining those answers by inquiringly studying the evidence within the parameters of the scientific method (Leedy, 1997)*

#### **3.1 Introduction**

The focus of chapter three is to present the research methodology used to collect data on the effectiveness of trade unions in the public sector. This chapter explored detailed explanations and justification of the data collection strategy that is research philosophy, research strategy, research design, target population, sample size, sampling method, research instruments, data collection procedures, data analysis and presentation methods, reliability, validity and finally ethical consideration. It focused on the techniques that the researcher adopted in assessing the effectiveness of the methodology adopted in this study.



**Fig 3.1 Research Conception**



**Researcher’s conception (2021), adapted from Zinyemba (2013:48) and Kadembo (2014:202)**

### **3.2 The research methodology**

Research methodology also addresses how methods chosen impact particular research. The purpose of the research methodology is to show the stages, processes and approaches for collecting and analysing data in this research. The major aspects of the research methodology presented in this chapter are philosophy, strategy, design, sampling, data collection methods, measurement and scales, design of the instrument, reliability, sensitivity, data analysis and presentation methods, ethical considerations and due diligence

### **3.3 Research Philosophy**

The term research philosophy refers to a system of beliefs and assumptions about the development of knowledge (Saunders, 2015). A research philosophy is concerned with how knowledge is developed. It specifies the nature of the knowledge with regards to the research (Saunders, Lewis & Thornhill, and 2009:107). The other term often used to refer to research philosophy is research paradigm (Schiffman & Kanuk, 2004:47). The adoption of a philosophy for a particular study is based on the assumptions about the manner in which the researcher views the world. These assumptions determine the research strategy and the method considerations. No one research philosophy is better than the other; it depends on the nature of the questions that the researcher is seeking to answer. In reality, it is rare for a particular research question to fit properly into only one philosophy (Saunders et al., 2009:109). The critical issue, therefore, is that the research philosophy be suitable for a particular research problem.

The most common research philosophies include positivism, realism, interpretivism, and pragmatism (Saunders and Tosey, 2013). A summary of the four research philosophies is given in Table 3.1 based on five dimensions, namely general description, ontology, epistemology, axiology, and data collection techniques. Ontology is a branch of philosophy that deals with the study of the nature of reality or being. It is concerned about the assumptions that people make about the way in which the world works. Ontology comprises two aspects, namely objectivism and subjectivism. Objectivism is concerned with the existence of social entities independent of social actors. Subjectivism is concerned with an understanding of the meanings attached to social phenomena by individuals (Saunders et al., 2009:597; Bryman, 2008:18). Subjectivism is often associated with the term constructionism/constructivism which suggests that reality is socially constructed. Various interpretations are placed by such social actors as customers on situations that they find themselves in (Saunders, 2009:111). Epistemology is the branch of philosophy that describes the nature of knowledge and what determines acceptable knowledge in a discipline (Saunders et al., 2009:587; Bryman, 2008:13). Saunders et al. (2009:587) refer to axiology as a branch of philosophy that studies judgments about the role of values. This research adopted a pragmatism research philosophy. This applies to mixed methods research in that inquirers draw liberally from both quantitative and qualitative assumptions when they engage in their research.

Individual researchers have a freedom of choice. In this way, researchers are free to choose the methods, techniques, and procedures of research that best meet their needs and purposes.

Pragmatists do not see the world as an absolute unity. In a similar way, mixed methods researchers look to many approaches for collecting and analysing data rather than subscribing to only one way (e.g., quantitative or qualitative). Truth is what works at the time. It is not based in a duality between reality independent of the mind or within the mind. Thus, in mixed methods research, investigators use both quantitative and qualitative data because they work to provide the best understanding of a research problem. However, the concept of using both qualitative and quantitative methods in a single study derived from Campbell and Fiske (1959, p.81) who wrote that “in order to measure the relative contributions of trait and method variance, multiple traits, as well as multiple methods, must be utilized in the validation process.” In this connection, the concept of methodological triangulation (or mixing of a two datasets) is most common as it facilitates the validation of data through cross-verification of data sets from more than two sources (e.g. interviews, observations, questionnaires and documents) (Johnson and Onwuegbuzie, 2004; Bogdan and Biklen, 2006; Denzin and Giardina, 2006; Onwuegbuzie and Leech, 2007).

The pragmatist researchers look to what and how to research based on the intended consequence where they want to go with it. Mixed methods researchers need to establish a purpose for their mixing, a rationale for the reasons why quantitative and qualitative data need to be mixed in the first place. Pragmatists agree that research always occurs in social, historical, political, and other contexts. In this way, mixed methods studies may include a postmodern turn, a theoretical lens that is reflective of social justice and political aims. Pragmatists have believed in an external world independent of the mind as well as that lodged in the mind. But they believe that we need to stop asking questions about reality and the laws of nature (Onwuegbuzie and Leech, 2007). They would simply like to change the subject. Thus, for the mixed methods researcher, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as different forms of data collection and analysis

**Table 3.1 Comparison of four research philosophies in management research**

	<b>POSITIVISM</b>	<b>REALISM</b>	<b>INTERPRETIVISM</b>	<b>PRAGMATISM</b>
<b>General Description</b>	<p>It is a form of epistemology. Its tenets promote that natural science methods must be applied to the study of social reality and beyond</p>	<p>It is a form of epistemology similar to positivism. It also promotes that, to create knowledge, scientific approaches or methods should be used. The existence of objects takes place independent of the knowledge of their existence—there is a reality that is separate from our descriptions of it. Thus, there is reality which exists on its own, not dependent on the mind. This makes it directly opposed to idealism. Idealism</p>	<p>It is a form of epistemology. It usually denotes a contrasting epistemology to positivism (anti-positivism). Its key assumption is that the researcher needs to understand how humans differ as they play their role as social actors.</p>	<p>It is a form of epistemology. It poses the argument that the research question is the fundamental determinant of the choice of research philosophy. Thus it is possible to work within both positivism and interpretivism, depending on the nature of the research question.</p>

		explains that the mind and its contents are the only things that exist. This implies that the truth is defined by what our senses show us.		
<b>Ontology: Objectivism versus subjectivism</b>	Reality or nature of being is external, objective and does not depend on social factors. Researcher does not interfere with the subjects of the research nor is he/she affected by those subjects. Researcher and the resources of the research cannot change the facts about	There is objectivity. It argues that reality or the nature of being exists independent of the knowledge of their existence (realist). But reality is interpreted through social conditioning (critical realist)	It is socially constructed and subjective, it may change, and it is multiple. Two major anti-positivist traditions are: phenomenology and symbolic interactionism. Phenomenology is concerned with how individuals make sense of the world around them and how in particular should the philosopher bracket out preconceptions in his or her grasp of the world. In symbolic	Reality is external and multiple. The view taken should provide the best answer to a research question.

	the phenomena being observed		interactionism humans continuously interpret the world around them. As they do so, they interpret the actions of others. These actions of others help individuals to adjust their own meanings and actions.	
<b>Epistemology</b>	The only phenomena that the researcher can observe will lead to the production of credible data. It focuses on causality and generalisations (that are described as law-like).It simplifies phenomena.	When phenomena are observable, credible data and facts are provided. When data are not adequate, it leads to inaccuracies in sensations (direct realism). Direct/empirical or naïve realism is believed to be consistent with the definition of realism. Alternatively, critical realism may result. This involves the	It is subjective i.e. meanings and social phenomena are subjective. The focus is on the details of situation i.e. a description of the reality behind these details. Actions are directed by subjective meanings	It depends on the research i.e. both observable (objective) and subjective phenomena can provide knowledge that is accepted depending on the research question. Applied research is the major focus. Different perspectives are combined in order to interpret data meaningfully.

		<p>creation of sensations that can be misinterpreted</p> <p>Very often humans are deceived by their senses. Critical realists thus argue that humans do not experience things directly, but mere sensations and images of the things in the real world.</p>		
<b>Axiology</b>	<p>Values are not allowed to interfere with data interpretation. Thus the researcher is objective. The researcher is independent of data.</p>	<p>There is some form of bias in the interpretation of data. Hence, research is value laden. The bias is influenced by world views and cultural forces.</p>	<p>It is highly subjective because it is value-bound. It is difficult to separate the researcher from the research; they are part and parcel. Everyday social roles are interpreted based on meanings given to these roles. Interpretation of others' social roles is</p>	<p>It is both objective and subjective because values also influence the interpretation of data.</p>

			done based on our own set of meanings.	
<b>Data collection methods most often used</b>	They are structured, quantitative, but can be qualitative. Large samples are typical. Research strategy makes use of existing theory to develop hypotheses that are tested, leading to further theory which may also be tested by further research.	Methods chosen must be suitable for the subject matter under consideration. It can be quantitative or qualitative.	Small samples, in-depth investigations and qualitative methods are typical.	It proposes the best possible approach depending on what is being researched. The approach is practical and thus may combine different methods (quantitative and qualitative methods).

**Source: Adapted from Saunders et al. (2009:109-119; Bryman, 2008:13-15)**

### **3.4 The research approach**

In this study the researcher used the mixed methods research design. “Mixed methods research is an approach that combines both quantitative and qualitative forms” (Creswell, 2014:4). It involves the simultaneous collection of qualitative and quantitative data in one phase (Edmonds and Kennedy, 2013:149). Creswell, et al., (2011:205) posits that “it is more than simply collecting and analysing both kinds of data, it also involves the use of both approaches in tandem so that the overall strength of the study is greater than either qualitative or quantitative research”. The use of qualitative and quantitative methods concurrently will provide the



researcher with a broader understanding of the research problem. The mixed method approach was adopted in order to explore participants' perspective and their reasoning behind their views. The use of this approach will allow the researcher to compare and integrate findings in order to provide a broader understanding of the research problem.

For the sake of this study, the concurrent mixed methods were used. The reason for employing concurrent mixed methods was to allow the researcher to gather two types of data concurrently. The basic premise for this method is that the integration allows a more complete and synergistic use of data. The concurrent collection of data is useful for understanding the contradictions between qualitative and quantitative findings. Furthermore, the two types of data can provide validation for each other whilst creating a solid foundation for drawing conclusions about the phenomenon of study. "In addition, by using two different methods in this fashion, the researcher was able to gain perspectives from the different types of data or different levels within the study" (Creswell, et al., 2011:234). The mixed method allows the researcher to ensure that the research findings reflect the participants' experiences. The quantitative method was used to gather information regarding the civil servants' views on the effectiveness of trade unions, most especially regarding grievance management and the degree of willingness to join a trade union. The qualitative method was used to explore the challenges and contextual factors influencing union effectiveness and trade union leadership, when dealing with management during dispute resolution procedure and collective bargaining without ulterior motive. As outlined by Feltoe (2010) in his administrative law book where he asserts that "Nemo iudex in sua causa rule" this simply mean those mandated with doing administrative duties must do so without ulterior motive.

"Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that allows one to answer stated research questions, test hypotheses, and evaluate outcomes" ( Sekaran and Bougie, 2016:126). The quantitative information was gathered via questionnaires and the qualitative data was captured via interviews.

The qualitative and quantitative data were collected, not within the same measures, but at the same time. Data from civil servants was collected through self-administered questionnaires and trade unions' office bearers were interviewed. Although interviews were laborious, they afforded the researcher a chance to gather qualitative data in a way which contained the benefit

of providing an overall framework. The interviews allowed participants to voice their opinions freely.

### **3.5 Research Strategy**

A research strategy is defined as a plan of how a researcher will go about answering his or her research questions (Saunders et al 2015:177). It acts as a link between one's research philosophy and subsequent choice of methods to collect and analyse data (Denzin and Lincoln 2011). The research strategies are practices that are used by the researcher to answer the research question which provides arguments on the questions using some methods that are suitable for deductive or inductive approach. Bryman (2008) refers to research strategy as a general orientation that determines how the research is to be conducted. According to Bryan and Bell (2003) the strategies that are commonly used are ethnography, surveys, experiments, Archival research, Action research, narrative research, case studies and grounded theory. Each of these strategies has got its advantages and disadvantages depending on the research questions. According to Saunders, et al (2015), in his explanation to the strategies, he mentioned experimental designs as the methods that are used to test the causal effects of the phenomenon. A survey allows a researcher to gather more information so answer the what, who, when and how of the study. A case study design enables researcher to do the analysis on one or more groups and can apply to real life types of researches. A grounded theory works hand in hand with the inductive methods as the theory is built after predicting and explaining the behaviour of the phenomenon. Researches with the ethnography require the researcher to be part and parcel of the event or situation. Archival method is suitable for archival researches which require the researcher to explore the changes happening over a long period of time using archive instruments or documents as well as existing information. According to Creswell (2009) noted that mixed methods approach comprise triangulation, facilitation and complementarity. In the present study, the facilitation approach was adopted. Facilitation is "a form of mixed methods approach that arises when one strategy is employed in order to aid research using the other strategy" (Bryman 2008:607).

### **3.6 Research Design**

The research strategy employed in the present research is a case study and was underpinned by exploratory and descriptive approaches. The researcher chose this design because the study focused on the case of trade unions in the public sector in Zimbabwe. Rule and John (2011:4) describe case study research as "a systematic and in-depth investigation of a particular instance in its context in order to generate knowledge". According to this definition; a case study

involves conducting a systematic and an in-depth investigation of a particular instance in its natural settings in order to produce knowledge. According to Kothari (1990) research design is a conceptual structure with which the research is to be conducted. It constitutes the mental blue print for data collection process, data measurement which comprises data identification, arrangement and summarization, and data analysis Therefore, a case study is about the objectives and subjects of the study. But the objectives and subjects of the study must be set within the limits of the dissertation. Yin (2009:18) describes a case study as “an empirical inquiry that investigates a contemporary phenomenon in-depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”.

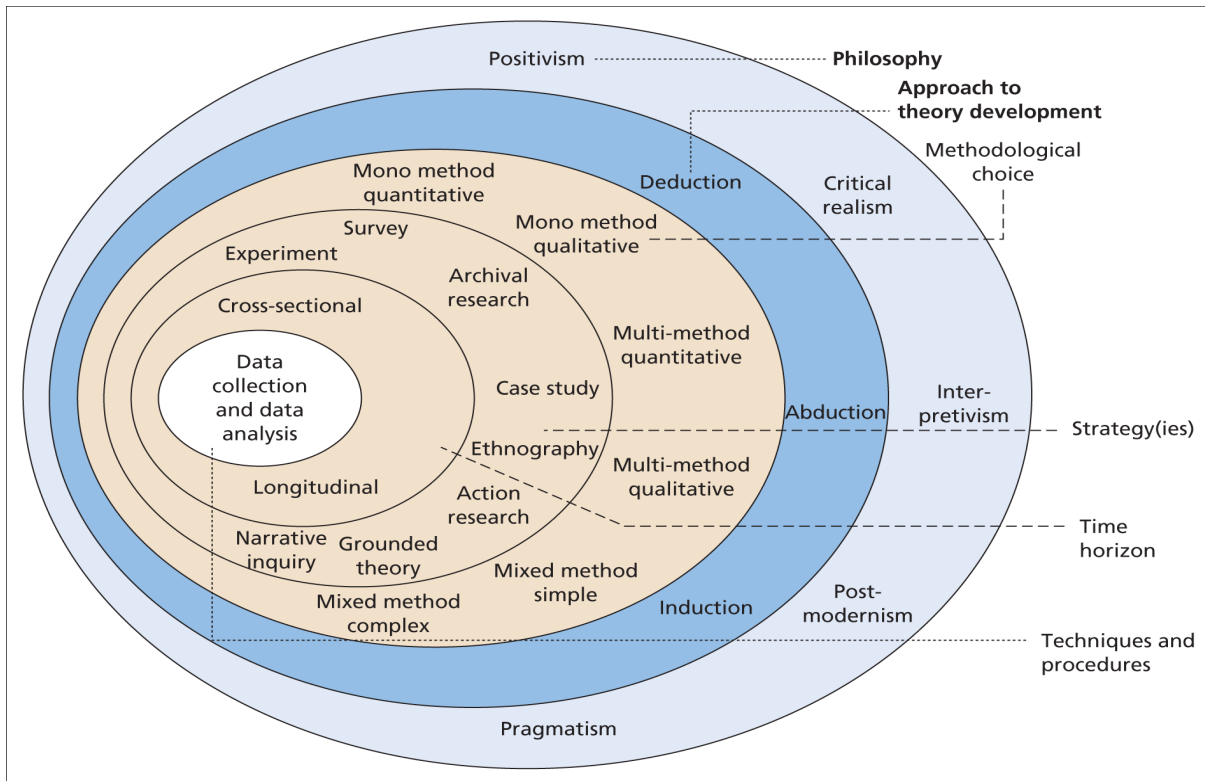
This is a comprehensive study of trade union effectiveness regarding addressing employees’ grievances in the public sector. This research seeks to obtain public sector employee’s opinions about union effectiveness regarding addressing employees’ grievances in the Zimbabwe public sector. The features of a case study approach perfectly complement the aim of the study. The research questions are relevant to both exploratory and descriptive case study, as the scholar seeks to determine the perceptions of the public sector on the effectiveness of trade unions in enhancing public sector industrial relations

Given the nature of this study, a comprehensive examination of union effectiveness within the public sector and the views of the different stakeholders were assessed. The underlying philosophy of this research is based on an interpretative understanding of the environment. Thus, a case study is suitable for this research. The case study approach employed was based on its suitability for exploring, explaining, understanding and describing the research problem (Farquhar, 2012:38-39). This approach allowed the researcher to examine union effectiveness in-depth in its natural setting. Another reason for employing a case study approach was based on its flexibility. “A case study is flexible in terms of what it studies and can use a variety of methods” (Rule and John, 2011:7). It can combine both qualitative and quantitative data analysis methods, depending on what is appropriate for the study. As mentioned above, the researcher used a mixed methods research design. Therefore, a case study approach was compatible with research methodology.

Research design is in fact the conceptual arrangement in which the research is carried out (Bhojanna, 2007). It specifies how the study is set up, what transpires to the subjects and what methods of collecting data that will be used. The researcher used and implemented the research

onion according to Saunders, et al (2015). The research onion has several layers which include the research philosophy, research approaches, strategies, choices, time horizon, techniques and procedures

**Fig 3.2 Research Onion**



**Source: Saunders, Thornhill and Lewis (2015)**

### 3.7 Study population

Study population is the total of people from which researcher choose participants for the area under study(Robinson,2014).Population encompasses identifying a set of inclusion as well as exclusion technique(Brinjikji, et al 2013).The inclusion requirements include defining characteristics that participants will possess in order to participate in the study(Robinson,2014,sterne et al ,2014).According to Daas & Osen(2013) described a target population for a survey as the entire set of a collection or a category for which the data is used to deduce conclusions. The population of the study is the collection of the idiosyncratic features under consideration that the researcher is interested in. The population includes all the units which are relevant to provide information to the researcher and make inferences based on it. Despite its liquidity challenges, the Zimbabwe Public Services Commission employs 188000 civil servants.Those affiliated to ZCTU were 128000

### **3.8 Sampling**

Sampling is the process of surveying on a part of the population to make inferences about the population (Aaker, Kumar & Day, 2007: 760). It involves using part or a portion of the population so that conclusions can be drawn from the whole population. Its purpose is estimate the true picture of a particular population. A sample is, therefore, a subset or some part of a population. Saunders, et al. (2009:212) and Zikmund and Babin (2007:378) provide the rationale behind sampling as accurate and reliable results, destruction of test units as well as pragmatic reasons.

### **3.9 Sample Size**

Sample size means the representation of population in a research study. The size of the sample is the extend or scope of sample elements that are considered in a research study. Sekaran and Bougie (2010: 263) define “a sample as a subset of the population to be studied”. According to Kothari (2004) defines “a sample design a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample”. After a thorough examination of the sample, “the researcher should be able to draw conclusions that are generalisable to the population of interest” (Sekaran and Bougie, 2010: 264). The identified ministries contain different profiles of employees .

The Raosoft Sample Size Calculator was used in this study, the researcher used a margin of error of 5% and a 95% confidence level was adopted to ensure that the analysis was at the level of detail required. The sampling size can also be confirmed by Raosoft method of sampling size and a total of **383** was attained from public sector trade unions using a population of 128000 of affiliated members. A Total of **34** was interviewed this sample size was obtained from a population of 38 executives all obtained from Raosoft sample size calculator

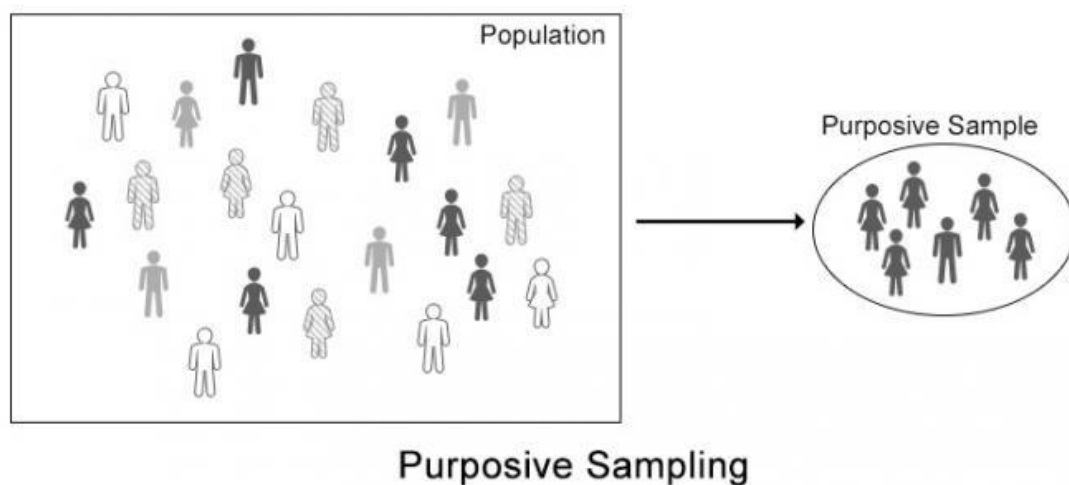
### **3.10 Sampling Technique**

The researcher adopted two sampling techniques one probability and the other one non probability. In probability sampling, the chance of selecting each respondent is known or can be calculated. Every element of the population has a known non-zero probability/chance of being selected (Chiromo 2006). In non-probability sampling, the probability of selection is unknown (Chiromo 2006). This type of sampling depends on the researcher’s judgment (Saruchera and Takuta 2014). It is mainly used when the application of probability sampling procedures is not feasible

### 3.10.1 Purposive sampling

Purposeful sampling is widely used in qualitative research for the identification and selection of information-rich cases related to the phenomenon of interest. A purposive sample is also referred to as a judgmental or expert sample and is a type of non-probability sample. The main objective of a purposive sample is to produce a sample that can be logically assumed to be representative of the population. This is often accomplished by applying

This is often accomplished by applying expert knowledge of the population to select in a nonrandom manner a sample of elements that represents a cross-section of the population. In probability sampling, each element in the population has a known nonzero chance of being selected through the use of a random selection procedure. In contrast, nonprobability sampling does not involve known nonzero probabilities of selection. Rather, subjective methods are used to decide which elements should be included in the sample. In nonprobability sampling, the population may ...purposive sampling method may prove to be effective when only limited numbers of people can serve as primary data sources due to the nature of research design and aims and objectives. For example, in this research an Analysis of the effectiveness of trade unionism in promoting industrial relations in the public sector. The researcher used his own judgment in order to choose senior level managers who could particulate in in-depth interviews. Purposive sampling is a non-probability sampling method and it occurs when “elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money. Purposive sampling is best illustrated as indicated below: -



### **Advantages of Purposive Sampling (Judgment Sampling)**

Purposive sampling is one of the most cost-effective and time-effective sampling methods available. Purposive sampling may be the only appropriate method available if there are only limited numbers of primary data sources who can contribute to the study. This sampling technique can be effective in exploring anthropological situations where the discovery of meaning can benefit from an intuitive approach.

#### **3.10.2 Stratified random sampling**

Stratified random sampling is a modification of random sampling in which you divide the population into two or more relevant and significant strata based on one or a number of attributes. Muchengetwa (2005) posits that, “Stratified Sampling is a sampling procedure in which we first put the population into non-overlapping groups or subgroups called strata and then select a random sample from each stratum”. This sampling technique divides the sample into strata. The sample is into different layers for example; MALES, FEMALES etc. A representative sample should make sure that every layer or stratum is represented (Saruchera and Takuta 2014).

### **3.11 Research Instrument**

Questionnaires and personal interviews were the research instruments used in this study to collect the first-hand information. The questionnaires were closed ended in structure where a five-point Likert’s scale was used. The survey questionnaire was framed on the basis of the research questions and objectives of the study. The questionnaire was divided into two parts: Part 1, which consisted of demographic data related to the respondents’ background, i.e. age, gender, marital status, designation, highest educational qualifications. Part 2 which consisted of union membership data over a period of five years.. According to Saunders, Lewis and Thornhill (2007) maintain that a questionnaire is the best method of collecting data especially if the survey strategy is used. The researcher adopted questionnaires supported with interviews as methods of gathering data.

#### **3.11.1 Questionnaires**

According to Saunders, et al (2012), a questionnaire is “a term that includes all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order”. These questionnaires require respondents to fill in their responses in accordance to a list of questions. In short it is a method of obtaining specified information about

a defined problem. The questionnaire must be designed in such a manner that the respondents understand all the questions and are able to provide the information and willing to answer all the questions (Saunders, et al 2012). The need for an appropriate questionnaire cannot be overemphasized. Aaker et al. (2007:316) observe that a good questionnaire accomplishes the objectives of the research. The design of a questionnaire should be done cognisant of particular research. As such Hair Jr. et al. (2008:170) and Aaker, et al. (2007:316) propose certain steps that should be followed so as to come up with a good questionnaire. The five steps to be followed when designing the questionnaire are as follows: planning what to measure; formulating questions that collect research data; deciding on the order and wording of questions as well as the layout of the questionnaire; pre-testing the questionnaire; and making corrections.

Although the presentation of the development of the questionnaire for this research did not follow these stages per se, the steps have been very useful in guiding the researcher in coming up with an appropriate questionnaire for this study.

A questionnaire has three specific objectives; it must translate the information needed into a set of specific questions that the respondents can and will answer; it must uplift, motivate and encourage the respondent to become involved in the interview, corporate and complete it and lastly it should minimize response error (Churchill,2003). A 5-point Likert scale (strongly agree to strongly disagree) was used in this study for all the scale items as this scale is easy to prepare and interpret, and also simple for respondent to answer (Zikmund, 2000). The respondent would get a number of general statements with a set of possible responses below such as: Strongly Disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5) and were requested to read each of the statements carefully and tick the best response considering the situation of their company. Likert scale questions were used in this research as it offered the researcher the opportunity to capture the level of agreement and disagreement of participants.

### **3.11.2 Advantages of using questionnaire**

The following are the main advantages of questionnaire in research: 1. Among the major advantages of the questionnaire is that it permits wide coverage at a minimum expense of both money and effort. It affords wider geographical coverage it makes for greater validity in the results through promoting the selection of a large and more representative sample. 2. The validity of questionnaire data also depends in a crucial way on the validity and willingness of the respondent to provide the information requested. Research has shown that respondents are as a group of superior intelligence.



### **3.12 Personal interviews**

Chisnall (2006), state that an interview is a conversation directed to a definite purpose other than satisfaction in the conversation itself. He also stipulates that “an interview is concerned with a purposeful exchange of meanings, and it is this interaction between the interviewer and the respondent which contribute so much to the success of the interview”.

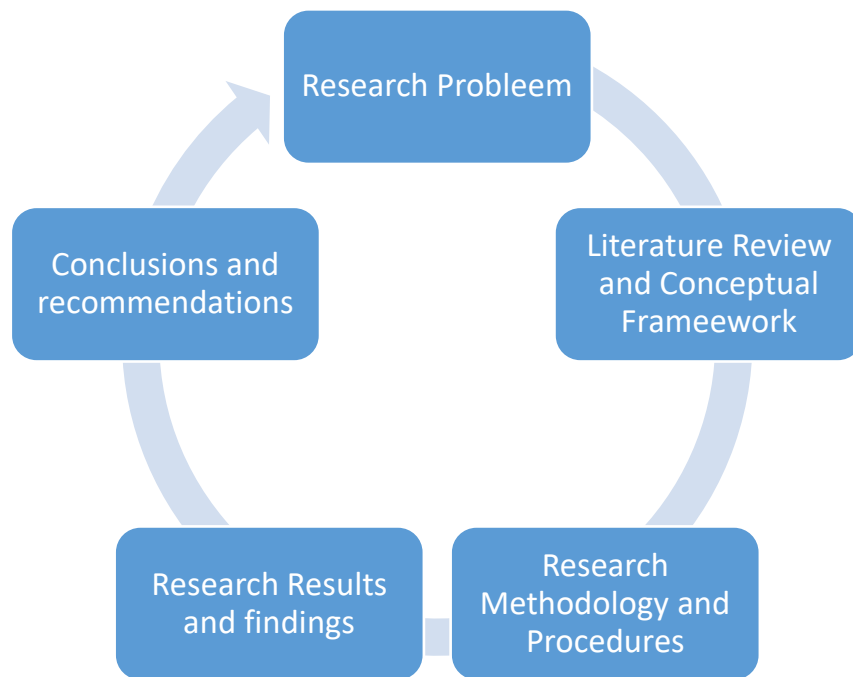
This study considered the key informants of each company for interview in both the survey and case study stages. The use of the key informant technique involved the collection of data from selected individuals who had specific knowledge about the required information.

#### **3.12.1 Reasons for using personal interviews**

This method was employed as it is quite flexible and it aids the researcher to collect a large amount of information (Chisnall, 2006). Interviews allowed the researcher to provide additional guidance to promote discussion and elaboration by the managers. The face-to-face contact through zoom videos with managers also allowed the researcher to acquire information that would not have been expressed on paper, for example, facial expression, and body language. Overall, these factors allowed the researcher to have a better understanding of the depth of the manager’s knowledge, views and honesty in their responses, thus, enabling the researcher to acquire piece of in-depth information, views and attitudes of the managers towards effectiveness of trade unions. However, volume of information was very large. As a solution, the researcher used the recording system so as to make sure everything is captured.

### **3.13 The Research Process**

The study was guided by the following five critical elements of the research process. As illustrated in Figure 3.3, they are: 1) research problem, 2) literature review and conceptual framework, 3) research methodology and procedures, 4) research results and findings and 5) conclusions and recommendations



**Figure 3.2: Five critical elements of the research process (Mhlanga and Shumba, 2013 adopted from Mapolisa, 2015)**

### 3.14 Validity

The terms reliability and validity often seem to have the same meaning. However, they mean different things when it comes to the evaluation of measures (Bryman, 2008:149). It is necessary for a measure to be reliable even though this does not guarantee that the measure is valid. Validity goes beyond reliability (Zikmund & Babin, 2007:309). Precision and accuracy are the key features of a good measure. In this case reliability denotes precision while validity denotes accuracy of a measure. Thus, validity refers to the accuracy of a measure or the ability to which a score or instrument truthfully represents a concept, i.e. measures what the researcher intends it to measure (Saunders, et al., 2009:372; Zikmund & Babin, 2007:309). There are many ways of assessing validity. Zikmund and Babin (2007:310) present the three major approaches of assessing validity as face (content) validity, criterion validity and construct validity. Face (content) validity is an agreement among experts that a particular scale measures a particular concept, hence face validity is said to be subjective (Saunders, et al., 2009:373; Zikmund & Babin, 2007:310). According to Aaker et al. (2007:307) refer to face validity as consensus validity possibly because common sense is used in determining validity.

In criterion validity, the typical question addressed is, “Does my measure correlate with measures of the similar concepts or known quantities?” Concurrent validity and predictive

validity are the two major classifications of criterion validity. One condition is necessary for concurrent validity to take place. Both the new and criterion measures should be taken at the same time and should be valid. In concurrent validity, a criterion that can be used to measure effectiveness in trade unions is membership or affiliation or the number of those paying check off scheme.

Construct validity takes place when a scale is able to give a measure that actually represent a specific concept. There are various forms of construct validity but the major ones include face (content) validity, convergent validity, criterion validity and discriminate validity (Zikmund & Babin, 2007:310). The implication of this is that the definition of construct validity is consistent with the definition of validity in general. Content validity and criterion validity have already been explained.

In some cases, a measure's validity has to be evaluated by making comparisons with measures of the same concept developed through other methods, for example, comparing the results of a questionnaire with those from an observation measuring the same concept (Bryman, 2008:152). This is concerned with convergent validity; an alternative way of expressing internal consistency/reliability. Highly reliable scores contain convergent validity (Zikmund & Babin, 2007:310). The implication is that the estimation of internal reliability would also result in the estimation of convergent validity (see the section under reliability).

Discriminant validity refers to how distinct or unique a measure is. The basic requirement for discriminant validity to occur is that the correlation between two different measures should not be too high if the measures are really different (Zikmund & Babin, 2007:311). The general guideline is that the correlation of two scales or measures should not exceed 0.75. To ensure content validity, a thorough literature study was conducted to guide the development of the instrument. The instrument was also sent to experts for their input. According to Sekaran and Bougie (2009:327), when well-validated measures are used, there is no need to establish their validity again for the study. However, the reliability of the items can be tested.

### **3.15 Reliability**

According to Bryman (2008:148) reliability is defined as the consistency of a measure of a concept. Some schools of thought refer to it as "a measure of internal consistency" (Zikmund & Babin, 2007:308). An instrument is said to be reliable when it is possible to achieve more or less the same results after different attempts of measuring phenomenon (Zikmund et al., 2010:305). Internal consistency, according to Zikmund et al. (2010:306) represents a measure's

homogeneity. This implies the convergence of an indicator of a particular construct on some common meaning. An attempt to measure a construct such as employee perception or trade union member's behaviour requires that a set of questions be asked. These questions should be similar but not identical. They also form a multi-item scale/measure whose internal consistency can be determined by the correlation of the scores on subsections of the scale (Zikmund & Babin, 2007:308). Reliability can be checked using the split-half method. This involves taking half of the items from a scale and comparing them with the other half. For example, odd numbers can be compared with even numbers. These halves should not only correlate highly but should also produce a similar score (Zikmund & Babin, 2007:308). Saunders, et al. (2009:373) submit that reliability can also be achieved by comparing research data with other data collected from other studies. In addition to this, Saunders, et al. (2009:373) suggest three approaches that can be used to determine reliability. These are test-retest, alternative form and internal consistency.

The test-re test approach advocates for the administering of a scale to a group of respondents twice at different times. The tests should be done under more or less the same environments. This approach tests for stability i.e. to ensure that the measure does not fluctuate with time (Bryman, 2008:149; Zikmund & Babin, 2007:309). Thus test-re test reliability signifies a measure's repeatability (Zikmund & Babin, 2007:309). Test-re test measures of reliability present two major challenges associated with longitudinal studies. First, respondents may be sensitised by the first participation and this is likely to influence subsequent measures. Second, if the other measure is taken after a considerable time, there may be a change of attitudes/variables being measured or maturation of the subjects. In this case, a low reliability may be explained by an attitude change not necessarily by lack of reliability (Bryman, 2008:150; Zikmund & Babin, 2007:309).

The alternative form is concerned with comparing responses of the same questions. When these questions are included, questionnaires are typically long and the questions are usually referred to as 'check questions' (Saunders, et al., 2009:374). However, check questions are not usually recommended due to various reasons. First, it may be a challenge to ensure that the questions are significantly equivalent. Second, long questionnaires are tiring. Third, the respondents may notice similar questions and will just revert back to the previous answer (Saunders, et al., 2009:374).

There are several methods used to calculate internal consistency but the most frequently used is Cronbach's alpha (Saunders, et al., 2009:374; Zikmund & Babin, 2007:308). Thus, Cronbach's alpha ( $\alpha$ ) was used to test for internal reliability of the questionnaire (refer to Table 4.1 in Chapter 4). The coefficient  $\alpha$  denotes internal consistency. It computes the average of all possible split-half reliabilities for a set of questions (scale). The coefficient  $\alpha$  tells us if different items are converging or not. It should be clarified that the coefficient  $\alpha$  does not address validity, even though many researchers make this mistake (Zikmund & Babin, 2007:309). The computed  $\alpha$  coefficient ranges between zero (0) and one (1). The value of zero denotes that there is no reliability while one denotes that there is perfect reliability. The typical acceptable level of internal reliability is 0.80. However, in many researches slightly lower values have been accepted (Bryman, 2008:151). In view of this, Zikmund et al. (2010:306) propose that scales with  $\alpha$  coefficient that ranges between 0.80 and 0.95, between 0.70 and 0.80, between 0.60 and 0.70, and below 0.60 are considered to have very good reliability, good reliability, fair reliability and poor reliability respectively.

### **3.16 Sensitivity**

Another important measurement or property of a scale is its sensitivity. An instrument is said to be sensitive if has high ability to measure variability within a concept (Zikmund & Babin, 2007:311). According to Aaker et al. (2007:308), sensitivity is the ability to discriminate among meaningful differences in attitudes; implying that sensitivity is often used in attitude measurement. Aaker et al.'s definition of sensitivity brings to the fore the term discriminatory power which is hereby defined by Hair Jr. et al. (2008:152) as the scale's ability to differentiate between the magnitude of the response categories or points. Thus, the more the scale points, the greater the discriminatory power. Usually a dichotomous response category (e.g. yes/no or disagree/agree) does not permit the observation of subtle variance in phenomena. This type of scale is said to be less sensitive. Increasing the number of response categories (e.g. strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree) increases the sensitivity of a scale. The sensitivity of a scale that is based on one item/question can also be increased by increasing the number of items/questions. That is, the sensitivity of a scale can be increased either by adding more responses or adding more scale items (Zikmund & Babin, 2007:311). However, the more the scale categories there are, the lower the reliability. The reason is that very coarse response categories such as dichotomous scale categories can absorb a great deal of response variability before a change can be noted

with test-retest method. By contrast, too many response categories when there are only a few distinct response positions would result in considerable but unwarranted amount of random fluctuation (Aaker et al., 2007:309).

Hair Jr. et al. (2008:152) posits that the researcher has to make a decision the number of categories or response points that explain variance in a particular measure. There are no concrete rules that govern the number of response categories or points that can be used in a scale. However, the general recommendation is that scale points should not be more than ten (10). This is especially true for respondents with lower levels of education and less experience in responding to scales. With more educated respondents, a ten (10) point scale can still work (Hair Jr. et al., 2008:152). In this study, the five (5) point response categories were used. This has been arrived at after a careful consideration. A five (5) point level scale was considered to meet sensitivity and reliability issues.

### **3.17 Data analysis and presentation procedure**

Data analysis is a process of making sense out of data (Borg & Gall, 2012). On the same note, Ary and Razaviah (2010) explain data analysis as a systematic process of sifting and arranging all information obtained from interview transcripts, field notes and other material collected to increase understanding of the data to enable the presentation of what has been discovered. The researcher started data analysis during literature search in Chapter Two and continued during field work and beyond in order to inform the researcher about the kind of information to obtain in the subsequent data generation processes. As already indicated, both quantitative and qualitative analyses were employed in the present study. To a greater extent, quantitative analysis was done since the main research data were quantitative. According to Polit & Beck (2010), the main purpose of data analysis is to organize and bring about meaning of the research information. After the fieldwork, the data gathered will prepare for analysis, which involves checking the questionnaires for legibility and completeness. Data will then be analysed using the Scientific Package for Social Sciences (SPSS) version 23 software and the findings will be summarized in frequencies and percentages, which will then be presented in charts and tables. Both descriptive and inferential statistics will be calculated. Inferential analysis involved performing correlation analysis. Pearson correlation coefficient will be used to test the hypotheses. A correlation is considered significant if the p-value is below 5% ( $p \leq 0.05$ ). Qualitative analysis was done on data concerning the factors in the interview of few employees and management perception on trade union effectiveness.

### **3.17.1 Quantitative analysis**

The quality of results from statistical techniques and the interpretation thereof largely depends on the quality of the data from which the analysis was done. Thus, raw data from the questionnaires should be prepared before they can be analyzed using statistical techniques. For quantitative analysis in this research, the researcher followed a three-stage technique proposed by Aaker, et al., 2007:432), namely data editing, coding, and, if required, statistical adjustment of data.

Data editing is concerned with checking for mistakes within data (Hair Jr. et al., 2008:224). This involved scanning each completed questionnaire or structured interview guide for various areas of concern, for example, correct recording of the responses and verification of the eligibility of the respondents. After editing, data were coded.

The process of grouping and assigning values to responses to questions in an instrument is called data coding. Each individual response or point is given a number that explains the variance of the measure (Hair Jr. et al., 2008:224). Codes were assigned to each item or variable (see the section under designing the questionnaire). Numerical values were also assigned to each response under each response category. Coding enabled the process of data entry into the SPSS file.

Data entry is the process of entering data into a computer file. This file will then be retrieved in future in order to analyse data. Thus, data entered into a computer file should be retrieved and manipulated later so as to make sense out of data (Hair Jr. et al., 2008:231). SPSS Version 21 was used to create the data file. After capturing data into the computer, data analysis was done. Data need to be statistically adjusted in order to enhance their quality for data analysis. There are several techniques of statistically adjusting data in order to improve its quality (Aaker, et al., 2007:435). In this research, factor analysis was used. Factor analysis will be discussed later in this section.

Various statistical techniques were executed to analyse data using SPSS Version 21. These include frequency distributions, measures of central tendency and dispersion, cross tabulations, reliability analysis, factor analysis, multiple linear regression analysis, independent t-tests, and analysis of variance (ANOVA). Frequency distributions organise and summarise data. This was achieved through the use of frequency tables and figures. Measures of central tendency and dispersion summarise frequency distributions of data. Measures of central tendency involve the basic statistics that are generated when analysing research data. They consist of the

mean, mode and the median (Hair, et al., 2008:154; Zikmund & Babin, 2007:404). Measures of dispersion describe how data are dispersed around a central value. They represent sample statistics that can be used by the researcher to analyse variability of data collected from scale measurements. Measures of dispersion comprise range, variance and standard deviation (Zikmund & Babin, 2007:407). In this study, the mean and standard deviations were used.

Bryman (2008:161) observes that factor analysis is used in relation to multi-item scales in order to ascertain whether items used to measure construct(s) can bunch together in clusters that are widely referred to as factors. The main objective is to reduce the number of variables which the researcher is to deal with. Data should conform to the parsimonious rule. This rule stipulates that explaining a concept using fewer items or components is better than using more items. Data reduction also simplifies decision making in that it identifies variables among many which might be important in some analysis (Zikmund & Babin, 2007:564; Field, 2005:620). The clusters revealed by a factor analysis need to be given names (Bryman, 2008:161). The factors that result out of factor analysis are not measured but are identified by forming a variant using measured variables (Zikmund & Babin, 2007:562).

Zikmund and Babin (2007:562) identify two major types of factor analysis, namely exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA is performed when the researcher does not have a clue about the factors that exist within certain items/variables. On the other hand, CFA is executed when the researcher has a clue with regards to structure of the factors before performing an analysis (Zikmund & Babin, 2007:562). EFA was used in the present study because of its simplicity as well as the uncertainty regarding the number of factors existing among a set of variables.

There are two major results of factor analysis, namely factor loading and eigenvalue. A factor loading indicates the extent to which a variable load on a factor. In other words, it represents how strongly correlated a factor is with a measured variable. For a good interpretation, EFA depends on loadings. A latent construct can only be measured indirectly using variables. This is because the pattern of loadings and content of the variables are the two things necessary to interpret a latent construct. Interpretation is easy when a clear pattern of loadings emerges (Zikmund & Babin, 2007:563). Determining the number of factors that exist among many variables is also an important component of factor analysis. This is usually based on eigenvalues for a factor solution. According to Fuller, et al, (2016) eigenvalues represent a measure of how much variance is explained by each factor. The commonest rule is suggested



by Kaiser in 1960 which bases the number of factors on the number of eigenvalues greater than 1 (Field, 2005:633). However, in 1972 and 1986 Jullie recommended retaining all factors with eigenvalues greater than 0.7 in some researches (Field, 2005:633). In the present study, eigenvalues greater than 1 were used as suggested by Field (2005:633).

Factor results can be used to create composite scales. When a clear pattern of loadings exists a new factor can be created by simply adding the variables with high loadings and creating a summated scale that represents the new factor. This can be done for a number of new factors. By computing the  $\alpha$  coefficient the researcher can test for reliability of each summated scale (Zikmund & Babin, 2007:564).

Another important concept in factor analysis that was used in this study is the total variance explained. In addition to factor loadings, the percent total variance explained by factors is very useful.

There was need to simplify factor results. The mathematical way of simplifying results is called factor rotation (Fuller, et al, 2016). Two methods of rotation are orthogonal and oblique. There is a need to choose the right rotation method. Communality for each variable remains unchanged regardless of the rotation used but eigenvalues change (Kothari, 2004:323). The process called Varimax, a type of orthogonal rotation, was used because it makes interpretation easier (Field, 2005:625).

After data reduction through factor analysis, multiple linear regression analysis was executed to determine the relationships between variables i.e., to test the research hypotheses. Hair, et al. (2008:296) define multiple regressions as “a statistical technique which analyses the linear relationship between a dependent variable and multiple independent variables by estimating coefficients for the equation of a straight line”. Thus, multiple regressions enabled the researcher to determine the relationship between a dependent variable (e.g., consumer attitude) and more than one independent variables (e.g., consumer awareness and consumer ethnocentrism).

Independent t-Tests and ANOVA were also executed to determine the effects of socio-demographic variables on the study constructs. According to Sarstedt, M., Hair Jr, et al. (2017:258) recommend independent t-Test to test for statistical difference between two group means, and ANOVA to determine statistical difference between three or more group means. Other techniques that include cross-tabulations, Cramer 's V ( $V_c$ ) and Spearman's rank

coefficient (rs) were also used to test the statistical significance of the associations between variables or constructs.

### **3.17.2 Qualitative analysis**

Qualitative analysis was done on data collected using open ended questions. Open ended questions were used to collect data on the factors considered employees to join trade unions. According to Wilson, (2010:254), qualitative data are very much explanatory in nature and are usually bulky. In view of this, Taylor-Powell and Renner, (2003:1) observe that there is no single or best way to analyse qualitative data; the analysis will depend on the questions to be answered, the needs of those people who are to use information, and the availability of the resources. The approach adopted in the present study is the one recommended by Taylor-Powell and Renner, (2003:1) which consists of the following stages: familiarization, coding, generating themes, reviewing themes, defining and naming themes and write up at the end

#### **Stage 1: Familiarisation/Getting to know your data**

Before starting any analysis, there is a need to consider the quality of data. Satisfied with the quality of data, the researcher should have a thorough understanding of the data. This can be achieved by reading and re-reading the text in the case of narrative or textual data, or listening to data several times in the case of tape recordings.

#### **Stage 2: Focusing the analysis**

Taylor-Powell and Renner (2003:2) emphasized that the researcher needs to review the purpose of the evaluation and what he/she wants to find out. This focus of the analysis is largely dependent on the aim of the evaluation and how the results will be used.

#### **Stage 3: Categorizing information**

As observed by Taylor-Powell and Renner (2003:3), this is the crux of qualitative data analysis. It involves reading and re-reading the textual data. Then, the researcher should identify themes or patterns and organise them into coherent categories that summarise and bring meaning to the text. In view of this, the actual qualitative data analysis in the present study was done at three levels, namely thematic analysis, content analysis and discourse analysis. Themes or patterns represent ideas, incidents, concepts, interactions, behaviour, phrases, or terminology used. Themes and sub themes are essentially recurring motifs in the text that are then applied to the data. They are a product of thorough reading of the transcripts or field notes that make up the data (Bryman, 2008:554). Content refers to sub-themes or specific issues explaining the

major themes. Discourse is concerned with the conversation i.e., how people talk about an idea, how they express themselves, their emotions, etc.

#### **Stage 4: Identifying patterns and connections within and between categories**

The process of organising data into categories will yield patterns and connections within and also between categories. It is important to assess the relative importance and relationships of different themes. Categories, including larger categories known as super categories, may also be assessed (Taylor-Powell & Renner, 2003:5). The relative importance of themes and sub themes was determined using frequencies or the number of times the theme or sub theme was identified.

#### **Stage 5: Interpretation**

Regarded by Taylor-Powell and Renner (2003:5) as bringing it all together, the interpretation stage requires the researcher to use themes and connections to explain the findings. There is a need to attach meaning and significance to the analysis.

After a thorough analysis of data (quantitative and qualitative), the results were presented in the finest manner for clear view in the form of tables and figures in the case of quantitative data, and in words that explain phenomena in the case of qualitative data. Thus, qualitative data on the factors considered by employees to join trade union of their choice were presented based on themes, content and discourse analyse.

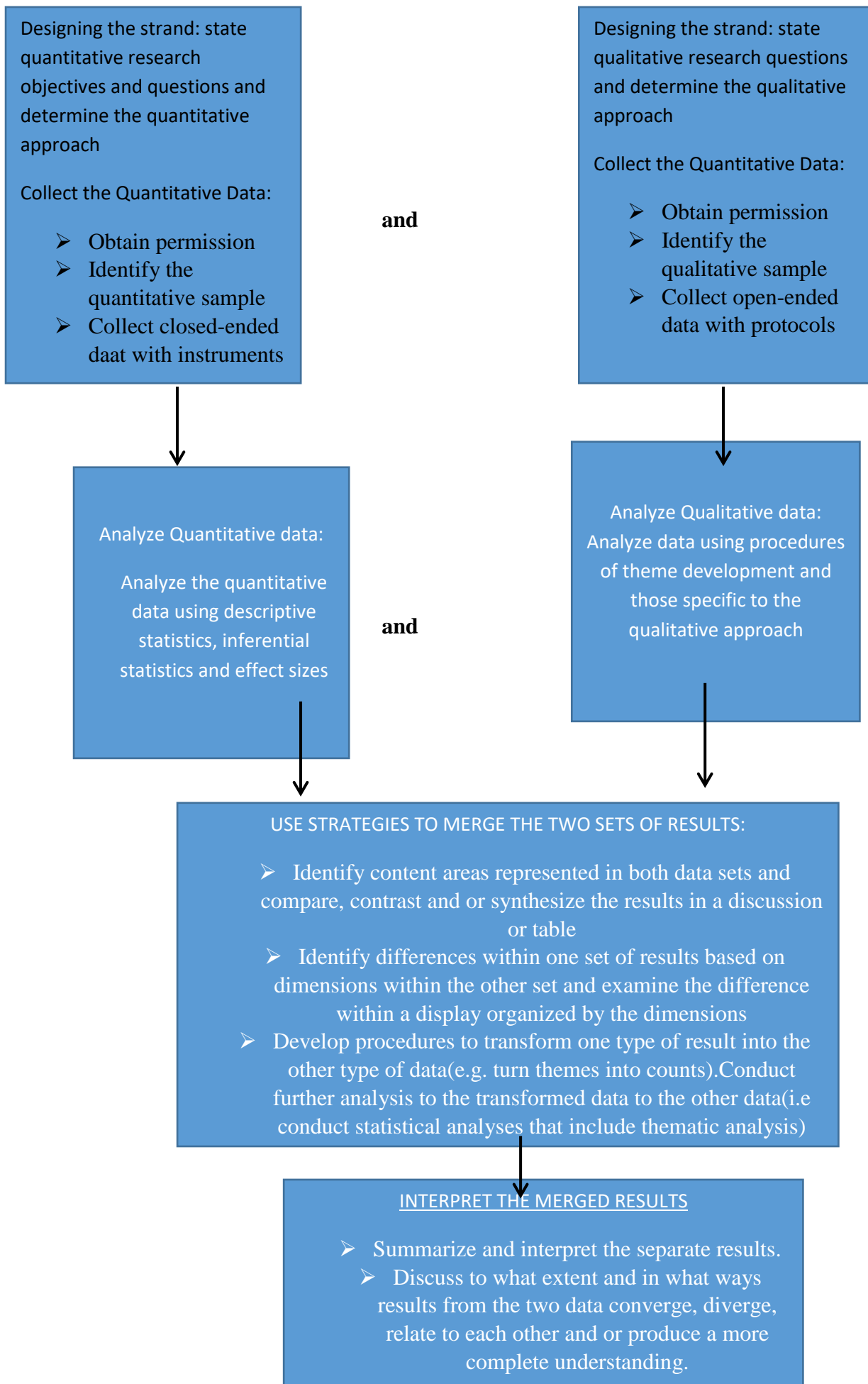
### **3.18 Ethical considerations**

For any research to be ethically grounded, it must be conducted according to the generally accepted rules of conduct. One of the cardinal rules is that research should not cause harm to subjects. The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities (Cooper and Schindler, 2014). According to Saunders, et al (2009) described ethics as the correctness or the fitness of one's beliefs, norms and behaviour in relation to the rights of those who become or are influenced by the particular work. Ethics are norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others. According to Leady and Ormrod (2010) refer to four categories of ethical issues that need to be considered when undertaking research. These are protection from harm, informed consent, right to privacy and honesty with professional

colleagues. Research ethics entails how perfect the researcher behaves in line with the rights of those who are targeted by the research as its subjects and who will in turn affect the researcher's work (Saunders, et al, 2009). It is said that ethics of research pose inquiries around the researcher's behaviour and conduct to the respondents and how the confidential information is treated by not sharing it with public. The researcher ascertained from the beginning that the topic of the research was the appropriate one and appropriate permission to do the research was sort from the participants. According to Ruane (2005:17) "Any research activity that harms or poses unreasonable risk to subject is incompatible with fundamental ethical obligations to safeguard the physical, psychological and emotional well-being of participants and research that carries the risk of subjects' harm without offering any clear benefits is ethically untenable". Participants were made to give information willingly and were allowed to pull out at any stage during the research process without being forced to continue. Research philosophies stipulate that researcher should respect secrecy and confidentiality. The researcher followed these ethical considerations and also ensures that no inducements were offered to respondents to participate in the research.

In this study, appropriate rules and procedures were followed to ensure professionalism and integrity thus the researcher used the academic research guidelines to conduct the research. The researcher followed the university guidelines and rules in conducting the study. The privacy of participants was guaranteed and the researcher explained well to the participants the purpose of the study for them to understand and for the purpose of confidentiality. Names of participants who took part in the study will not be published.

## Data presentation and Analysis



### *Due Diligence*

Due diligence entails the exercising of care in the conduct of the research in order to remove bias. Major possible sources of bias in this research were identified and measures were put in place. Table 3.1 presents a summary of the due diligence activities undertaken in the present study.

**Table 3.2: Due Diligence of the study**

<b>Research Phase</b>	<b>Chapter</b>	<b>Due Diligence</b>	<b>Control Activity</b>
<b>Literature review</b>	<b>Chapter 2</b>	A good literature review is the linchpin of a research. A thorough review of literature was done—several sources of literature were consulted in order to have an in-depth understanding of the critical issues concerning the study. The research objectives and or major areas concerning the study were taken as the key sections of the literature review chapter. A summary of the literature review was given at the end of Chapter 2 and the knowledge gap was identified thereof. Guidelines on how to conduct a good literature study were obtained from Randolph (2009:2) and Boote and Beile (2005:3).	Institutional guidelines were followed. The chapter was reviewed and approved by the supervisor

<p><b>Identification of the research gap</b></p>	<p><b>Chapter 3</b></p>	<p>The research problem was identified in view of the need to add to the existing body of knowledge. Therefore, identifying the knowledge gap and a possible contribution towards it embodied the first step in the research process. To achieve this, a thorough review of related literature was thoroughly done. Insights on the identification of the knowledge gap/research problem were drawn from Zikmund et al. (2010:108), Randolph (2009:2), Malhotra and Peterson (2006:33) and Boote and Beile (2005:3).</p>	<p>The research problem was reviewed and approved by the supervisor. The Chapter were successfully defended at Chinhoyi University of Technology Research weeks and also adherence to University Guidelines</p>
<p><b>Research design</b></p>	<p><b>Chapter 3</b></p>	<p>The choice of the research design is largely influenced by the nature of the research problem. It also forms the master plan or pathway of how the research is conducted. Failure to design a study may result in weak or wrong conclusions. Several sources of literature were consulted as</p>	<p>The research design was reviewed and approved by the supervisor. The defence of the proposal was done by way of presentation at Chinhoyi University Of Technology. The</p>

		follows; Saunders, et al,(2014), Jusoh and Ling (2012:225), Richardson Jr. (2012:15), Zakersalehi and Zakersalehi (2012:2), Durukan and Bozaci (2011:215), Kumar and Ali (2011:5), Mangnale et al. (2011:245), Pentz (2011:146), Brewer and Rojas (2008:4), Bryman (2008:31), Krystallis et al. (2007:57), Zikmund and Babin (2007:75), Lewis and Soureli (2006:21), Malhotra and Peterson (2006:71), Kimenju et al. (2005:1067), Chiou (2004:689), Tsang et al. (2004:69), De Vaus (2001:9) and Juric and Worsely (1998:43	research design was approved as appropriate
<b>Sampling</b>	<b>Chapter 3</b>	Determining the appropriate sample size and the most suitable sampling technique is critical in the success of any research. A sample size calculator was used to have an appropriate sample that is authentic. Several sources were consulted in	The sample size and sampling technique were reviewed and approved by the supervisor. The defence of the proposal was done by way of presentation at Chinhoyi



		<p>order to achieve this These are listed as follows; Bandara and Miloslava (2012:8), Jusoh, et al. (2012:225), Zakersalehi and Zakersalehi (2012:2), Durukan and Bozaci (2011:215), Kumar and Ali (2011:5), Pentz (2011:156), Shafiq et al. (2011:10579), Saunders et al. (2009:212), Brewer and Rojas (2008:4), Krystallis et al. (2007:57), Aaker et al. (2007:760), Zikmund and Babin (2007:378)</p>	<p>University Of technology. The sample size and sampling technique were approved as appropriate.</p>
<p><b>Research Instruments</b></p>	<p><b>Chapter 3</b></p>	<p>In order to ensure that the research instrument captured all the key variables being studied, its development was guided by a thorough literature review. The instrument was also divided into major sections that covered the concepts/constructs under consideration. The major literature sources consulted include Northcutt (2009), Brewer and Rojas (2008:5), Bruner II et al. (2005:4-139), Assael</p>	<p>The instrument was reviewed and approved by the supervisor. The Chinhoyi University Of Technology research ethics committee also approved the instrument.</p>

		(2004:216-218), Schiffman and Kanuk (2004:256,259,554)	
<b>Reliability and validity</b>	<b>Chapter 3</b>	Reliability and validity are critical issues when it comes to evaluation of research instruments. If not well addressed, the results of the study might be misleading. The reliability of the instrument was assessed using Cronbach's alpha ( $\alpha$ ). This method was chosen following the recommendations of Saunders et al. (2009:374) and Zikmund and Babin (2007:308) that the Cronbach's $\alpha$ is the most frequently used technique. To ensure content validity, a thorough literature study was conducted to guide in the development of the instrument	The instrument was reviewed and approved by the supervisor. Expert opinions were also sought.
<b>Methodology</b>	<b>Chapter 3</b>	A mixed method approach was used were both quantitative and qualitative techniques were used.	This was reviewed and approved by the supervisor

<b>Data Analysis and Presentation</b>	<b>Chapter 4</b>	Data was analysed in relation to the method adopted. Quantitative data was analysed using SPSS and Qualitative Analysis was analysed used thematic analysis as well as Nvivo	This was approved by the Supervisor and also done I adherence to university regulations
<b>Originality</b>	<b>All sections of the thesis</b>	In an endeavour to ensure the originality of the thesis, the researcher conducted a thorough literate study in order to identify the gap in the existing body of knowledge. In presenting the literature, the researcher had to rephrase literature while citing the sources of literature.	The thesis was run through Turnitin to check for originality/similarity(see appendix)

Source: Author's Construct (2021)

### **3.19 Chapter Summary**

This chapter discussed the methods and tools used in the research. The appropriate research philosophy and design were identified for this study. Sampling issues were discussed and the appropriate sample size for the study was determined. The chapter went on to identify appropriate data collection methods for the study. The development of the research instrument was done and this was mainly based on previous research. Reliability, validity, sensitivity and pre-testing of the research instrument were also explained. The chapter examined data analysis procedures and the appropriate ones were identified. The preceding chapter also looked at ethical and due diligence issues. The next chapter focuses on the Results presentation and discussion.

## CHAPTER FOUR

### RESULTS PRESENTATION AND DISCUSSION

*Science is built up of facts, as a house is built of stones, but an accumulation of facts is no more a science than a heap of stones is a house (Henri Poincare Science and Hypothesis (1905) cited in Ngulube (2003:239)*

#### 4.1 Introduction

Chapter Three explained how the study was conducted, that is what was done in order to collect data to answer the research questions. The major aim of Chapter Three was to discuss the research paradigms, design and methodology used to collect data in this study. The discussions in Chapter Three were poised to help other researchers to estimate how much confidence could be placed in the study findings. Furthermore, it should be possible for other researchers to use the findings presented in this chapter to compare the procedure with methods used in similar studies and explain the differences in findings among studies on the effectiveness of trade unions in promoting industrial relations terms of the differences in research methods. It is no use presenting findings which do not convey any meaning to the reader, but the findings should be put to good use- but an accumulation of facts is no more a science than a heap of stones is a house (Henri Poincare, 1905 cited in Ngulube 2003:239).

This chapter analysed and gives an interpretation of the data obtained from the population of the study. The objective of this chapter is to transform heaps of raw data into some meaningful facts (information).

## 4.2 Response rate

Table 4.2 shows the response rate of research instruments that is questionnaire and interviews

<b>INSTRUMENT</b>	<b>TOTAL NUMBER</b>	<b>UNACCEPTED</b>	<b>NUMBER OF RESPONDENTS</b>	<b>% RESPONSE RATE</b>
QUESTIONNAIRES	383	84	299	78%
INTERVIEWS	34	0	34	100

A number of scholars recommended that for research findings to be highly credible, the response rate should be above 60%. For instance, Seekaran and Bougie, (2016:126) argues that a 60% response rate is good while a response rate above 70% is considered excellent. This shows that the response obtained in this study were reliable and credible thus meaningful conclusions and implications were drawn.

## 4.3 Demographic Factors

The table 4.3 shows the demographic factors thus gender, educational qualifications, income and nature of employment.

<b>Demographic</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>	Males	85	28.42
	Females	214	71.57
	<b>Total</b>	<b>299</b>	<b>100.00</b>
<b>Level of Education</b>	Diploma	114	38.13
	Bachelor's Degree	102	34.11
	Master's Degree	80	26.76
	Doctoral Degree	3	1.00
	<b>Total</b>	<b>299</b>	<b>100</b>
<b>Occupation</b>	Teacher	218	72.91
	Public Sector Employees	64	21.40
	Administrator	17	6.02
	<b>Total</b>	<b>299</b>	<b>100.0</b>
<b>Level of Income(Z\$)</b>	0-10000	130	43.48
	10001-30000	99	26.42
	300001-50000	70	16.72
	<b>Total</b>	<b>299</b>	<b>100.00</b>

Without the inclusion of such information, researchers risk assuming the stance of “absolutism,” which assumes that the phenomena of interest are the same regardless of culture, race, ethnicity, and SES. Provision of detailed information about participant characteristics allows researchers to move toward a position of “universalism,” which recognizes that “there may be universal psychological processes I that I manifest differently” depending on the culture, race/ethnicity, and or SES of participants (Beins, 2009, p. 356)

#### 4.4 Reliability Analysis

Bryman, (2008:148) and Zikmund and Babin (2007:308) refer to reliability as the consistency of a measure of a concept. To determine the reliability of the scales used to measure the study constructs, Cronbach's alpha ( $\alpha$ ) was used following the subscription of Saunders et al. (2009:374) and Zikmund and Babin (2007:308) that it is the most frequently used and proven method. SPSS Version 21 was used to perform the analysis. The computed  $\alpha$  coefficient ranges between zero (0) and one (1). The value of zero denotes that there is no reliability while one denotes that there is perfect reliability. The typical acceptable level of internal reliability is 0.80. However, in many researches slightly lower values have been accepted (Bryman, 2008:151). In view of this, Zikmund et al. (2010:306) propose that scales with  $\alpha$  coefficient between 0.80 and 0.95, between 0.70 and 0.80, between 0.60 and 0.70, and below 0.60 are considered to have very good reliability, good reliability, fair reliability and poor reliability respectively. The Cronbach's  $\alpha$  of the scales used to measure the study constructs are presented in Table 4.1.

**Table 4.4 The Alpha Cronbach's Value (Konting, et al 2009)**

Alpha Cronbach's Value	Interpretation
<b>0.91-1.00</b>	Excellent
<b>0.81-0.90</b>	Good
<b>0.71-0.80</b>	Good and Acceptable
<b>0.61-0.70</b>	Acceptable
<b>0.01-0.60</b>	Non-Acceptable



#### 4.1 Frequents Scale Reliability Statistics

---

Estimate	Cronbach's $\alpha$
Point estimate	0.754

---

*Note.* The following items correlated negatively with the scale: Q02, Q03, Q09, Q19, Q22, Q23.

#### Frequents Individual Item Reliability Statistics

---

Item	If item dropped Cronbach's $\alpha$
Q01	0.735
Q02	0.768
Q03	0.794
Q04	0.730
Q05	0.735
Q06	0.732
Q07	0.726
Q08	0.734
Q09	0.777

#### 4.1 Frequent Scale Reliability Statistics

	<b>Estimate</b>	<b>Cronbach's <math>\alpha</math></b>
Q10		0.743
Q11		0.731
Q12		0.732
Q13		0.728
Q14		0.730
Q15		0.734
Q16		0.731
Q17		0.729
Q18		0.725
Q19		0.784
Q20		0.748
Q21		0.731
Q22		0.774
Q23		0.767

The values from the above permutations were good and acceptable using Konting, et al (2009)'s Alpha Cronbach's value table. Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a questionnaire that form a scale and you wish to determine if the scale is reliable.

#### **4.5 Descriptive statistics on the study constructs**

In this section, descriptive statistics, which includes arithmetic means (M) and standard deviations (SD), are presented and discussed on all five study objectives. The standard deviation (SD) explains the extent to which responses are consistent, that is, the distribution of the responses around the mean. In other words, it was important in this study to use standard deviation analysis together with the mean in order to gain enhanced insights on how spread the responses were within each variable measured. The choice for these descriptive statistics was informed by the fact that there is an improved understanding of the data if mean and standard deviation are used together. Furthermore, descriptive statistics summarizes data to a level where one can easily deduce patterns and meaning in line with the focus of the study.

A Likert scale format was used in the study questionnaire and had the following response points: 1=Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5=Strongly Agree. The interpretations of the descriptive statistics given below in each category of constructs investigated are based on this scale applied in every question in the questionnaire.

#### 4.6 Descriptive statistics and interpretations

Table below on reconnoitering the Effectiveness of trade unions in promoting industrial relations in the public sector in Zimbabwe

Effectiveness of trade unions in promoting industrial relations in the public sector in Zimbabwe	N	Mean	Std. Deviation
<b>Trade unions should organise training for its members (e.g., Seminars, workshops)</b>	299	4.32	.940
<b>Does Administrative policies are hinder participation or promotion of trade unionism in your members</b>	299	4.29	.856
<b>If trade union are involved in resolving disputes and promotes peace positively influence trade union recognition</b>	299	4.15	.862
<b>Observations of employees in relation to effective communication of trade unions in the public sector have a bearing on promoting of industrial relations</b>	299	4.10	.870
<b>Trade unions contribute to promoting public sector industrial relations</b>	299	4.06	.855
<b>Are there any structures or strategies that are in place to promote democratic participation in all union activities</b>	299	4.03	.944

<b>If Trade Unions carry educational and developmental programmes as well as ideological training this promotes industrial relations</b>	299	3.99	.983
<b>There is an effect on trade unions in enhancing public sector industrial relations</b>	299	3.89	1.004
<b>Trade unions are effective in facilitating collective bargaining for better industrial relations</b>	299	2.51	1.259
<b>Average</b>		<b>3.97</b>	<b>0.947</b>

As the results above indicate, the highest mean score and standard deviation obtained are 4.36 and 0.900 respectively which denote that the respondents agreed on the notion that perception of employees on effectiveness of trade unions enable enhancement of public sector industrial relations. It is also noted that the lowest mean score of 2.51 reveals that the respondents were undecided to take a position if the trade unions are effective in facilitating collective bargaining for better industrial relations. A close look at the results shows that the respondents were in agreement (3.99 – 4.36) with the rest of the statements that the issues stated contribute to effectiveness of trade unions in promoting industrial relations in the public sector Overall, the average mean score of 3.97 illustrates that, generally, the 299 respondents agreed on the ten statements outlined in Table4.4 above that trade unions are effective in promoting industrial relations in the public sector in Zimbabwe. The average standard deviation of 0.947 which is slightly below 1 indicates that the responses from the study participants on the ten statements vary slightly significantly from the average mean of 3.97 (Agree).

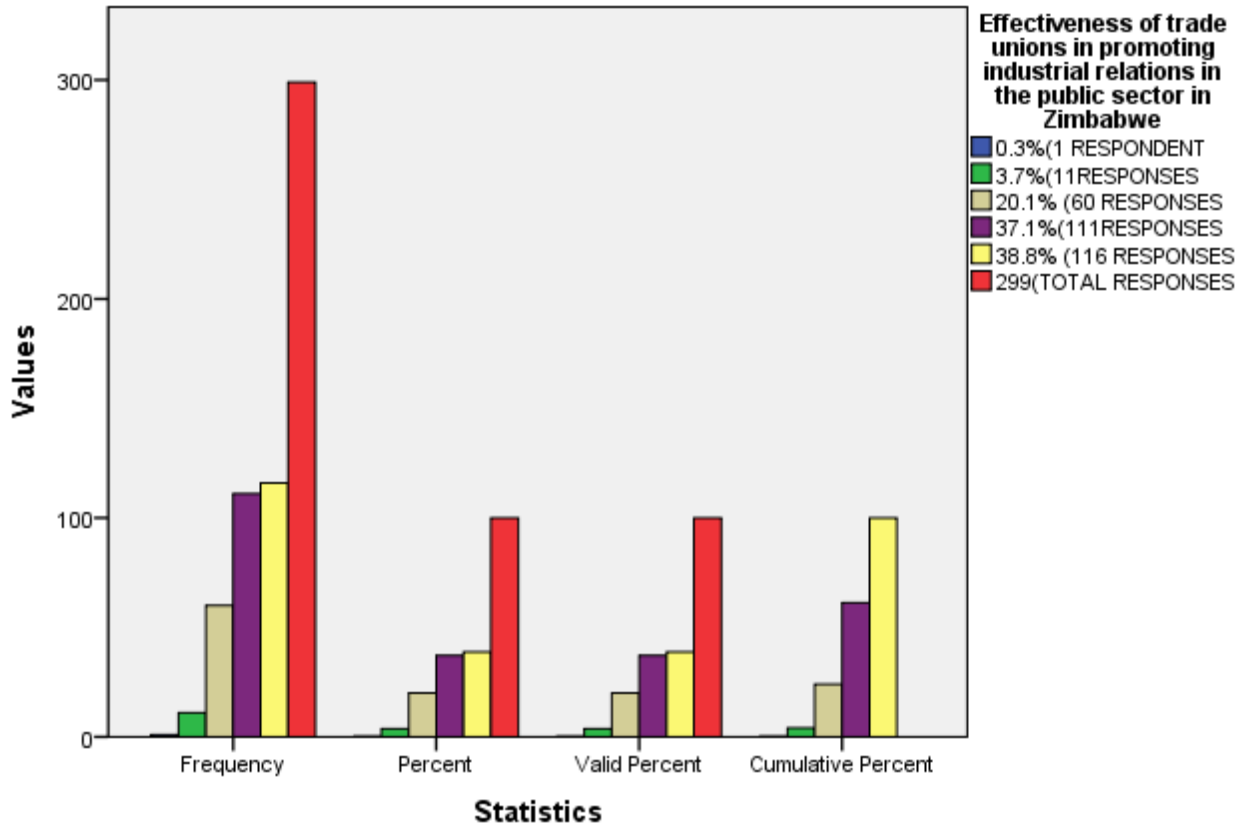
**Table 4.4 Effectiveness of trade unions in promoting industrial relations in the public sector in Zimbabwe**

	Nature of question	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Does Administrative policies are hinder participation or promotion of trade unionism in your members	1	.3	.3	.3
	Trade unions should organise training for its members (e.g., Seminars, workshops)	11	3.7	3.7	4.0
	Trade unions are effective in facilitating collective	60	20.1	20.1	24.1

bargaining for better industrial relations				
There is an effect on trade unions in enhancing public sector industrial relations	111	37.1	37.1	61.2
If trade union are involved in resolving disputes and promotes peace positively influence trade union recognition	116	38.8	38.8	100.0
<b>Total</b>	<b>299</b>	<b>100.0</b>	<b>100.0</b>	

From table 4.4 above it was deduced that the cumulative percentage was 61,2% which indicated that there is consensus that trade unions are effective in the public sector although there are certain grey areas which needs attention from the trade union representative, the government representatives as well as the employees themselves. The concept of trade unionism is cyclic in nature and it needs maximum effort from both parties for achievement of results.

#### 4.1 Effectiveness of trade unions in promoting industrial relations in the public sector in Zimbabwe



The bar graph 4.4 is a summative of the number of employees, government officials and trade union members that responded to the questionnaire as per question guidelines. The first question had 0,3% of the respondents which shows lack of agreement. The same trend was also noticed on the second question which had 3,7% of respondents. There was a marked improvement on the



questions four which had 20.1% and the other had 37.1 and 38,8% which shows there was need for improvement for trade unions to gain union commitment at large

#### 4.7 The contributions made by trade unions in enhancing public sector industrial relations in Zimbabwe

Table 4.5 The Contribution made by trade unions in enhancing public sector industrial relations in Zimbabwe	N	Mean	Std. Deviation
<b>How is the physical relation between employer and employee facilitated by trade unions that leads to financial stability</b>	299	4.42	.865
<b>Economic growth positively influences membership growth of trade unions</b>	299	3.96	.864
<b>Is there any good physical relation between employer and employee facilitated by trade unions that leads to financial stability</b>	299	3.96	.960
<b>Average</b>		<b>4.11</b>	<b>0.90</b>

Table 4.5 above on permutations “How is the physical relation between employer and employee facilitated by trade unions that leads to financial stability shows that the highest mean score is 4.42 and standard deviation of 0.865 and a coefficient of variance 0.20 which shows that there is a good correlation. The highest mean score (4.42) reveals that the respondents agreed that physical

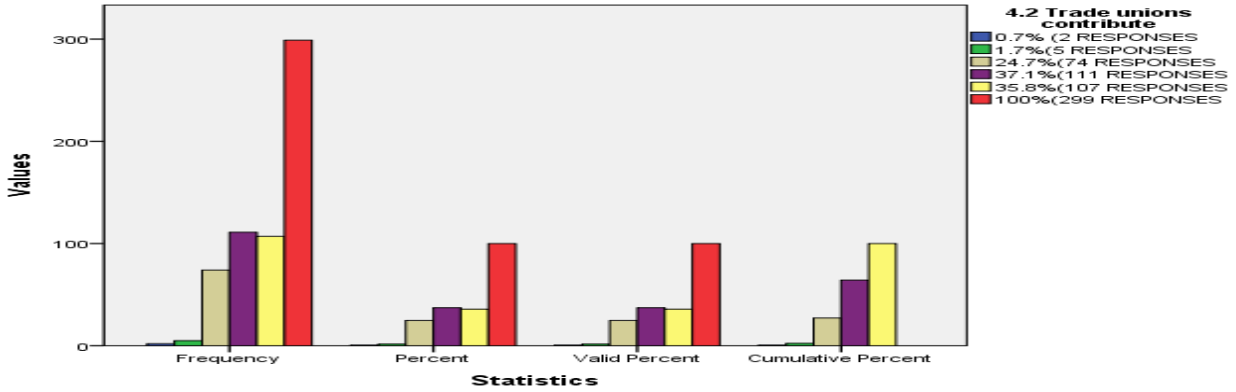
relation between employer and employee facilitated by trade unions often lead to financial stability. Economic growth positively influences membership growth of trade unions had a mean of 3.99 and standard deviation 0.864 and coefficient of variance of 0.22 which is very low and shows low divergence. As for the lowest mean score (3.99), it denotes that the respondents agreed that Economic growth positively influence membership growth of trade unions and that good physical relation between employer and employee was facilitated by trade unions. The overall mean score of 4.11 reveals that, generally, the respondents agreed that all the three statements speak to effective communication of trade unions in the public sector in promoting industrial relations. The standard deviation of 0.90 illustrates that the respondents did not deviate significantly from the average mean score obtained. From these statistics, it can be concluded that the employees have a view that their trade unions practice effective communication for promotion of industrial relations in the public sector. The overall mean of 4.11 and standard deviation of 0.90 and coefficient of variance of 0.22 shows a low divergence between variables and there is a correlation.

**4.7 The Contribution made by trade unions in enhancing public sector industrial relations in Zimbabwe**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	2	.7	.7	.7
	2.0	5	1.7	1.7	2.3
	3.0	74	24.7	24.7	27.1
	4.0	111	37.1	37.1	64.2
	5.0	107	35.8	35.8	100.0
	Total	299	100.0	100.0	

The table 4.5 above show the permutations in relation to the number of responses according to the questions on contribution made trade unions in promoting industrial relations. The highest cumulative percentage was 64.2% from the respondents which shows trade unions contribute to the industrial relations in the public sector although there are certain adjustments which need serious consideration

**4.2 The Contribution made by trade unions in enhancing public sector industrial relations in Zimbabwe**



The bar chart 4.4 above show permutations in relations percentages as per respondents. The highest percentage of responses on distributed questionnaire was 37.1%. The cumulative percentage from the two highest responses (107 & 111) was 72.9% which shows there was concurrence on the efforts executed by trade unions in promoting industrial relations.

#### 4.8 The perception of the employees on the effectiveness of trade union in enhancing public sector industrial relations

Perception of employees on the effectiveness of trade unions in enhancing public sector industrial relations	N	Means	Std. Deviation
<b>Good representation on industrial disputes</b>	299	3.62	1.01
<b>Feedback on issues raised on previous meetings and court decisions</b>	299	3.31	1.25
<b>Trade unions frequently visit workers at place of work</b>	299	3.46	1.23
<b>Trade unions have experienced legal team to represent workers</b>	299	3.23	1.17
<b>Perception of employees on effectiveness of trade union enables enhancement of public sector industrial relations</b>	299	4.36	.900
Average		<b>3.60</b>	<b>1.11</b>

The results from table 4.6 denotes that a high mean of 4.36 most respondents concur that there is a perception from the employees that adversely affect the effectiveness of trade unions in upholding industrial relations and a standard deviation 0.900 and coefficient of variance Of 0.25 which is low and statistically acceptable. The highest mean score (4.36) reveals that the respondents agreed that perception by employees adversely affect effectiveness of trade unionism in promoting industrial relations. As for the lowest mean score (3.46), it denotes that the

respondents agreed that trade unions frequently visit workers at the place of work and standard deviation 1.23 and coefficient of variance 0.35 is low because is not above 0.50. Trade unions have experienced legal team to represent workers had a mean of 3.23 and standard deviation of 1.17 and coefficient of variance of 3.36 which is low and acceptable which shows there is less divergence between variables. Feedback on issues raised on previous meetings and court decisions had a mean of 3.31 and standard deviation of 1.25 and coefficient of variance of 0.38 which is low and below 0.50 which indicates less divergence. The average mean between variable of 3.60 and standard deviation of 1.11 and average coefficient of variance of 0.31 which connotes a favourable correlation

#### 4.9 Perceptions of employees on effectiveness of trade unions in promoting industrial relations

PERCEPTION OF EMPLOYEES ON EFFECTIVENESS OF TRADE UNION ENABLE ENHANCEMENT OF PUBLIC SECTOR					
Nature of Questions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Good representation on industrial disputes	7	2.3	2.3	2.3
	Feedback on issues raised on previous meetings and court decisions	6	2.0	2.0	4.3

Trade unions frequently visit workers at place of work	26	8.7	8.7	13.0
Trade unions have experienced legal team to represent workers	92	30.8	30.8	43.8
Perception of employees on effectiveness of trade union enables enhancement of public sector industrial relations	168	56.2	56.2	100.0
Total	299	100.0	100.0	

**4.10 What are the challenges faced by trade unions in enhancing?**

The descriptive statistics tabulated below focus on the challenges trade unions face in enhancing public sector industrial relations.

#### 4.10 Challenges faced by trade unions in enhancing public sector industrial relations

Challenges faced by trade unions in enhancing public Sector industrial relations	N	Mean	Std. Deviation
<b>Human resources systems of your organisation affect trade unionism?</b>	299	4.17	1.186
<b>Extent of politics play a leading role in trade union activities</b>	299	4.03	.870
<b>Legislative provisions affecting trade unions in their endeavour to be effective</b>	299	3.06	1.465
<b>Level of technology or globalization adversely affects trade union activities</b>	298	2.17	.998
<b>Average</b>		3.3575	1.12975

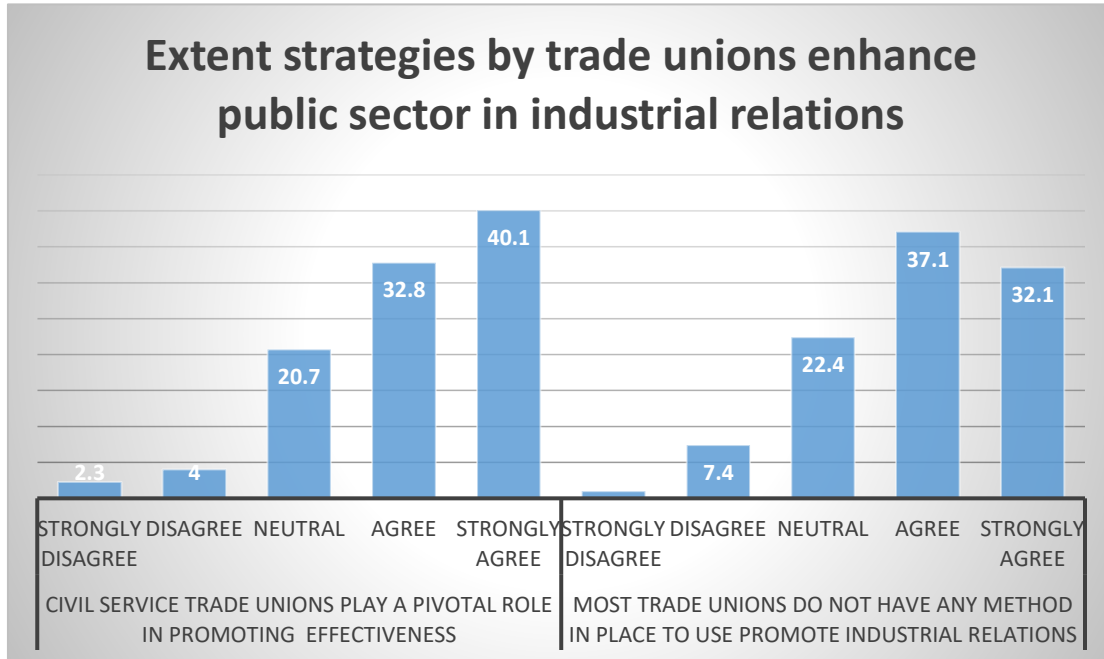
The results above show that the highest mean score is 4.17 which reveals that the respondents agree that human resources systems is one the challenges which affect unionism. Human resources systems of the organisation that affect trade unionism had a mean of 4.17 and standard deviation of 1.186 and a coefficient of variance of 0.28 which is acceptable because is low and less than 0.50. The second highest mean score is 4.03 which denote that organisational politics is a challenge which compromises trade unions' effectiveness and had a standard deviation 0.87 and coefficient of variance of 0.22 which shows there is less deviation between the variables. Legislative provisions affecting trade unions in their endeavour to be effective had a mean of 3.06 and standard



deviation of 1.465 and the coefficient of variance 0.48 there was a slight deviation between variables as this was slightly high. The lowest mean score of 2.17 indicates that the respondents disagreed on the notion that level of technology or globalization adversely affects trade union activities and standard deviation of 0.998 and coefficient of variance of 0.46 which showed a slight deviation although acceptable since it is below 0.50. According to Awe, K. O., & Obanla, A. A. (2016) the legislative provisions and politics are ubiquitous and need to be considered as crucial in an business venture. This in essence are the sentiments echoed from the respondents

It is also noted that the respondents were neutral (3.06) to point out that legislative provisions negatively affect trade unions in their endeavour to be effective. From the Table 4.6 above it is also seen that the overall mean of 3.36 and an average SD of 1.13 were obtained. This implies that, on average, the 299 study respondents neither agreed nor disagreed on the statements provided as the severe challenges trade unions in enhancing public sector industrial relations. The average standard deviation of 0.129, which is slightly above 1, indicates that the responses from the study participants on the four statements vary slightly significantly from the average mean of 3.36 (Neutral).

**4.11 To what extent do strategies by trade unions enhance public sector in industrial relations?**



The results shown above illuminates that, to a great extent, the strategies trade unions utilise enhance public sector in industrial relations. This is signified by the majority (72.9%) of the respondents who agreed that civil service trade unions play a pivotal role in promoting industrial relations effectiveness. When it comes to utilisation of specific methods in the trade unions’ practices, the results above reveal that 69.2% of the respondents indicated that most trade unions do not have any specific methods in place to promote industrial relations.

#### 4.12 HYPOTHESIS TESTING

Hypothesis development is very important because acceptance and the rejection of hypothesis show the significance of the study. The variables for this study are collective bargaining, industrial resolution and peace, effective communication, good physical relations between employer and employee and lastly economic growth. All in relation to its influence on trade union effectiveness

**Table 4.12 Model summary 1**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.383 <sup>a</sup>	.147	.135	.796

a. Predictors: (Constant), 1.5 Educational and development programmes, 1.4 Trade union participation in collective bargaining, 1.3 Does administrative policies promote industrial relations, 1.2 Structures or strategies

Table 4.12 shows the model summary 1. the permutations are that 14.7% of the variability in the dependent variable is explained by the independent variables. For adjusted R squared as we add more independent variables to the model its efficient decreases

#### 4.12 Anova Permutation

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.971	4	7.993	12.630	.000 <sup>b</sup>
	Residual	186.062	294	.633		
	Total	218.033	298			

a. Dependent Variable: 1.1 Trade unions contribute

b. Predictors: (Constant), 1.5 Educational and development programmes, 1.4 Trade union participation in collective bargaining, 1.3 Does administrative policies promote industrial relations, 1.2 Structures or strategies

**Table 4.12 Anova summary 1**

Table 4.10 shows that significant is 0.000 which connotes that it is below 0.05 that shows that the model multi-linear regression is fit for the data.

**Table 4.13 Coefficient of variables**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.419	.308		7.844	.000
	1.2 Structures or strategies	.085	.053	.095	1.608	.109
	1.3 Does administrative policies promote industrial relations	.221	.059	.221	3.725	.000
	1.4 Trade union participation in collective bargaining	-.068	.037	-.101	-1.846	.066
	1.5 Educational and development programmes	.130	.052	.149	2.480	.014

a. Dependent Variable: 1.1 Trade unions contribute

Table 4.11 denotes those structures and strategies had a significant of 0.109 that is higher than 0.05 and an inverse relationship. The variable Does administrative policies promote industrial relations had a positive  $\beta$  which shows a positive relationship between independent variable and dependent variable and a significant of 0.000 this is less than 0.05 and the relationship is favourable. Trade union participation in collective bargaining had a negative  $\beta$  of -0,068 which shows and inverse relationship and also the significant 0.066 which is greater than 0.05 and not favourable. Educational and development programmes had a positive  $\beta$  of 0.130 and this shows a positive relationship between the variables independent and dependent variables.

**Table 4.14: Model Summary 2**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 <sup>a</sup>	.284	.277	.759

a. Predictors: (Constant), 1.5 Educational and development programmes, 1.7 trade unions organise training for its members, 1.8 Observations of employees in relation to effective communication

Table 4.14 shows the model summary 2. The permutations are that 28.4% of the variability in the dependent variable is explained by the independent variables. For adjusted R squared as we add more independent variables to the model its efficient decreases.

**Table 4.15: Anova summation 2**

<b>Anova</b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.593	3	22.531	39.093	.000 <sup>b</sup>
	Residual	170.019	295	.576		
	Total	237.612	298			

a. Dependent Variable: 1.6 Resolving disputes and promoting peace positively influence trade union recognition

b. Predictors: (Constant), 1.5 Educational and development programmes, 1.7 Industrial relations and peace, 1.8 THERE IS AN EFFECT OF TRADE UNIONS IN ENHANCING PUBLIC SECTOR INDUSTRIAL RELATIONS

**Table 4.15 Coefficient Permutations**

Coefficients Model	Unstandardized Coefficients		Standardiz ed Coefficient s Beta	t	Sig.	
	B	Std. Error				
1	(Constant)	1.293	.282	4.580	.000	
	1.7 Industrial relations and peace	.148	.048	.157	3.063	.002
	1.8 THERE IS AN EFFECT OF TRADE UNIONS IN ENHANCING PUBLIC SECTOR INDUSTRIAL RELATIONS	.214	.052	.214	4.110	.000



1.5 Educational and development programmes	.337	.049	.359	6.831	.000
a. Dependent Variable: 1.6 Resolving disputes and promoting peace positively influence trade union recognition					

Table 4.15 denotes the following correlation between variables. Industrial disputes resolutions and peace positively influence the trade union influence on industrial relations in the public sector. the standard coefficient  $\beta$  had a positive value of 0.157 which shows a positive correlation and also a significant level of 0.002 which far less than 0.05 and this a favourable correlations. The variable that shows there is a n effect of trade unions in enhancing public sector industrial relations which had a positive  $\beta$  of 0.214 which denotes a positive correlation and a significant level of 0.000 which is far less than the stipulates figure of 0.05 acceptable statistically. Educational and developmental programmes had a standard coefficient  $\beta$  of 0.359 and a significant level of 0.000 which less than 0.05 and permissible statistically

**Table 4.16 Model Summary 3**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247 <sup>a</sup>	.061	.051	.879

- a. Predictors: (Constant), 2.2Economic growth positively influence membership growth of trade unions, 2.1 Physical relation between employer and employees, 1.10 THERE IS AN EFFECT OF TRADE UNIONS IN ENHANCING PUBLIC SECTOR INDUSTRIAL RELATIONS

Table 4.16 shows the model summary 3. the permutations are that 6.1% of the variability in the dependent variable is explained by the independent variables. For adjusted R squared as we add more independent variables to the model its efficient decreases.

**Table 4.17 Anova permutations 3**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.814	3	4.938	6.384	.000 <sup>b</sup>
	Residual	228.176	295	.773		
	Total	242.990	298			

a. Dependent Variable: 1.9 PERCEPTION OF EMPLOYEES ON EFFECTIVENESS OF TRADE UNION ENABLE ENHANCEMENT OF PUBLIC SECTOR

b. Predictors: (Constant), 2.2Economic growth positively influence membership growth of trade unions, 2.1 Physical relation between employer and employees, 1.10 Observations of employees in relation to effective communication

**Table 4.18 Coefficient Summation 3**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.015	.313		9.624	.000
	1.10 Observations of employees in relation to effective communication	.042	.061	.046	.696	.487
	2.1 Physical relation between employer and employees	.134	.064	.130	2.103	.036
	2.2 Economic growth positively influence membership growth of trade unions	.149	.072	.138	2.081	.038

a. Dependent Variable: 1.9 PERCEPTION OF EMPLOYEES ON EFFECTIVENESS OF TRADE UNION ENABLE ENHANCEMENT OF PUBLIC SECTOR

Table 4.18 denotes the coefficient permutations as Observations of employee in relation to effective communication had a standard coefficient  $\beta$  of 0.046 which connotes a positive correlation but there is significant level of 0.487 which far greater than 0.05 and not statistically acceptable. This signifies that even though effective communication play a role in promoting industrial relations in the public sector it is somehow overshadowed by other variables. The variable construct physical relation between employer and employees had a standard coefficient  $\beta$  of 0.130 and significant level of 0.04 which is less than 0.05 and permissible statistically. The variable construct economic growth positively influences membership growth of trade unions had a standard coefficient  $\beta$  of 0.138 which shows a positive correlation and a significant level of 0.04 which is less than 0.05 and acceptable

**4.19 Model Summary 4**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572 <sup>a</sup>	.327	.318	.886

a. Predictors: (Constant), 3.3 Human resources systems of your organisation affect trade unionism, 2.3 Any good physical relation between employer and employee facilitated by trade unions, 3.1 legislative provisions affecting trade unions, 3.2 level of technology or globalization affects trade unions

#### 4.20 Anova Permutations 4

Anova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.982	4	27.995	35.648	.000 <sup>b</sup>
	Residual	230.099	293	.785		
	Total	342.081	297			

a. Dependent Variable: 3.4 Extent of politics play a leading role in trade unionism

b. Predictors: (Constant), 3.3 Human resources systems of your organisation affect trade unionism, 2.3 Any good physical relation between employer and employee facilitated by trade unions, 3.1 legislative provisions affecting trade unions, 3.2 level of technology or globalisation affects trade unions

#### 4.20 Coefficient Summations 4

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.838	.405		4.540	.000
	2.3 Any good physical relation between employer and employee facilitated by trade unions	.145	.055	.134	2.618	.009
	3.1 legislative provisions affecting trade unions	.043	.040	.058	1.092	.276
	3.2 level of technology or globalisation affects trade unions	-.192	.055	-.195	-3.502	.001

	3.3 Human resources systems of your organisation affect trade unionism	.424	.052	.430	8.197	.000
	3,4 Effective collective bargaining facilitated by trade unions positively influences better wages and benefits.	.044	.041	.059	1.093	.277
a. Dependent Variable: 3.4 Extent of politics play a leading role in trade unionism						

From 4.20 permutations it was deduced that any good physical relation between employer and employee facilitated by trade unions as a construct had a positive 0.145 and a significance level of 0.009 which is far less than 0.05 which connotes that those who answered the questionnaire were in consensus that this construct positively influences and has a statistically significant effect to trade unions. From the response it was deduced that legislative provisions affecting trade unions had a positive beta ( $\beta$ ) of 0.045 and a significant level of 0.276 which shows that this construct was not agreed upon by the respondents that it lacked a statistically significant effect. The construct level of technology and adaptability to globalisation had a negative beta of -0.192 and a significance level of 0.001 which is far below 0.05 and connotes those respondents were in consensus or agreement that this had a statistical significance to trade unions operations. Human resources systems of your organisation affect trade unionism construct had a positive beta ( $\beta$ ) of



0.424 and a significant level of 0.000 which is far below 0.05 and permissible statistically. 3,4 Effective collective bargaining facilitated by trade unions positively influences better wages and benefit this construct had a positive beta ( $\beta$ ) of 0.044 and a significant level of 0.277 which is far greater than 0.05 and this connotes that there is no statistical correlation between this construct and the effectiveness of trade unions

#### **4.21 Hypothesis testing**

- H1:** Effective collective bargaining facilitated by trade unions positively influences better wages and benefits.
- H2:** Industrial disputes resolutions and peace positively influence trade union recognition
- H3:** Effective communication by trade unions positively influence membership commitment
- H4:** Good physical relations between employer and employee facilitated by trade unions positively lead to better financial stability.
- H5:** Economic growth influences by trade unions positively influence membership growth.

##### **4.21.1 Hypothesis Results and permutations**

- H1:** Effective collective bargaining facilitated by trade unions positively influences better wages and benefits.

The variable permutations are that there is a positive beta ( $\beta$ ) of 1.098 and a significant level of 0.277 which is greater than 0.05 and statistically shows there is an inverse relationship. This denotes that **H1 is not acceptable**

**H2: Industrial disputes resolutions and peace positively influence trade union recognition**

This variable had a positive beta ( $\beta$ ) of 0,157 and this shows a positive relationship and it had a significant level of 0.02 which is far less than 0.05 and statistically favourable.

**Therefore, H2 is acceptable**

**H3: Effective communication by trade unions positively influence membership commitment**

This variable had a positive beta ( $\beta$ ) of 0.042 and a significant level of 0.487 which is greater than 0.05 and not statistically favourable. **Therefore, H3 is not acceptable**

**H4: Good physical relations between employer and employee facilitated by trade unions positively lead to better financial stability.**

The variable had a positive beta ( $\beta$ ) of 2.103 and this shows a positive relationship and a significant level of 0.04 which is less than 0.05 and statistically favourable. **Therefore, H4 is acceptable**

**H5: Economic growth influences by trade unions positively influence membership growth.**

This variable had a positive beta ( $\beta$ ) of 2.081 and this shows a positive relationship and a significant level of 0.04 which is less than 0.05 and hence, **H5 is acceptable**

**4.22 Description of the analysis procedures applied in the study**

Overall, thematic analysis approach using NVivo 12 was employed to analyse the qualitative data obtained through the interviews conducted with the 34 interview participants. In order to uphold confidentiality and anonymity of the key informants, pseudonyms, a combination of a letters IP (interview participant) and numbers, were used. They were KII01 for the first interview participant, KII02 for the second interview participant, up to KII34. The research objectives guided

the units of analysis and this led to the themes that emerged. The specific variants of the thematic analysis applied, with the aid of NVivo 12 application, were Thematic Frequency tables, Word Frequency, Word Cloud and Word Tree as discussed below.

Detailed thematic analysis was applied on data collected under each objective and determines the number of interview participants who expressed the same aspect and this was disaggregated by gender, age group, highest education level and number of years in the organization. On the Word Frequency, it was important to carry out this analysis to allow for identification of the most frequently occurring words or concepts in the data set. In this study, the word frequency analysis focused on the top 25 most frequently mentioned words across all the research objectives. To present the frequencies, cluster and word cloud forms of presentation were complementary employed in order to visualize the most frequently mentioned words or themes from the dataset. Most significantly, the cluster presentation profiles not only the most frequently mentioned words but their relational proximity to indicate the context in which the word was stated. Another way the Word Frequency analysis outputs were presented was through a Word Cloud format. This displays the words by font size from the one with the highest frequency to the least frequently mentioned. Another analysis method applied on the dataset was Text Search analysis in which key words or phrases suspected or evident in the dataset were systematically searched. The Text Search analysis outputs were presented in a Word Tree which is also a technique in NVivo 12 that visualizes findings. The decision to use this textual analysis method was due to the fact that the key word is presented in tree format where the branches are short phrases that provide context in which the word was mentioned.

Apart from the analysis methods discussed above, a careful evaluation of verbatim statements of the study participants was applied and the most powerful ones were used in the discussion of the

research findings. As it is generally understood, inclusion of verbatim statements enhances credibility because it provides greater depth of understanding the views of the study participants. In fact, the concept of verbatim statements, in itself, is evidence for the analysis and interpretation made in the study (Corden and Sainsbury, 2006). Given the nature of qualitative research approach, it was inevitable to incorporate the study participants' voice in the presentation and interpretation of the findings in research of this nature.

## 4.23 Thematic Analysis

### 4.23.1 Thematic frequency tables in line with the research questions

The table below shows the profile of respondents coding was used K1101-K11034

**Table 4.23 Profile of respondents**

n=34						
Profile of respondents interviewed						
	Age	Education	Employment Status	Designation in the union	Year in Union	
<b>K1101</b>	28	Diploma in education	Teacher	Member	4	
<b>K1102</b>	34	Diploma in education	Administrator	Member	10	

<b>KII0 3</b>						
<b>KII0 4</b>	30	Diploma in education	Administrator	Member	10	
<b>KII0 5</b>	35	Diploma in education	Administrator	Member	10	
<b>KII0 6</b>	30	Diploma in education	Administrator	Member	10	
<b>KII0 7</b>	39	Diploma in education	Administrator	Member	13	
<b>KII0 8</b>	51	Masters in Strategic Management	Provincial Chief executive Officer	Member	21	
<b>KII0 9</b>	34	Diploma in education	Administrator	Member	10	
<b>KII1 0</b>						
<b>KII1 1</b>	22	Diploma in education		Member	10	

<b>KIII 2</b>	34	Masters in Strategic Management	Administrator	Member	21
<b>KIII 3</b>	34	Masters in Strategic Management	Administrator	Member	21
<b>KIII 4</b>	30	Diploma in education	Administrator	Member	21
<b>KIII 5</b>	35	Diploma in education	Administrator	Member	10
<b>KIII 6</b>	43	Diploma in education	Teacher	Member	15
<b>KIII 7</b>	34	Masters in Strategic Management	Administrator	Member	21
<b>KIII 8</b>	34	Masters in Strategic Management	Administrator	Member	21
<b>KIII 9</b>	30	Diploma in education	Administrator	Member	10

<b>KII2 0</b>	34	Masters in Strategic Management	Administrator	Member	21
<b>KII2 1</b>	60	Master's in education	Management		26
<b>KII2 2</b>	35	Diploma in education	Employee		5
<b>KII2 3</b>	33	Bachelors in English Communication	Management		5
<b>KII2 4</b>	50	Diploma in education	Teacher	Member	21
<b>KII2 5</b>	51	Masters in education	Management	Member	21
<b>KII2 6</b>	43	Diploma in education	Teacher	Member	15
<b>KII2 7</b>	28	Diploma in education	Teacher	Member	4
<b>KII2 8</b>	50	Diploma in education	Teacher	Member	21

<b>KII2 9</b>	35	Diploma in education	Administrator	Member	10
<b>KII3 0</b>	34	Diploma in education		Member	12
<b>KII3 1</b>	34	Diploma in education		Member	12
<b>KII3 2</b>	50	Diploma in education	Teacher	Member	21
<b>KII3 3</b>	35	Diploma in education	Administrator	Member	10
<b>KII3 4</b>	51	Masters in Strategic Management	Provincial Chief Executive Officer	Member	21

The above table denotes the number of interviewees and their age as well as their position. Averagely most of those interviewed have stayed for more than ten years in the union and this shows there is truth in the information conveyed as there is experience related to information delivered



#### 4.24 Do trade unions contribute in promoting public sector industrial relations in Zimbabwe?

Question: Do trade unions contribute in promoting public sector industrial relations in Zimbabwe?			
	Respondents who mentioned the same.	Total number of respondents	
			Out of the 34 % interviewees
What structures or strategies that are in place to promote democratic participation in all union activities?			
<b>There are branches nationwide to which members can be affiliated</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100

<p>What are the administrative policies that hinder participation or promote trade union participation by your members?</p>	<p>KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34</p>	<p>34</p>	<p>100</p>
<p><b>Legislative constraints, for example if trade unions are to engage in collective action, they need to follow the dictates of section 104 of the labour Act 28:01</b></p>			

The question that Are there branches nationwide to which members can be affiliated. This question received positive response from all the thirty-four (34) interviewees. There was a general consensus that branches are there all over the nation. The responses added up to 100%. This shows that trade unions are somehow effective in promoting industrial relations in the public sector

**4.25 What is the effect of trade unions in enhancing public sector industrial relations?**

Question: What is the effect of trade unions in enhancing public sector industrial relations?

	Respondents who mentioned the same.	Total number of respondents	
		Out of the 34 interviewees	%
How effective is your trade union in facilitating collective bargaining for better wages?			
<b>Very effective</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100
How does your union carry out its education and development programmes and union ideology training?			

<b>Trainings and awareness campaigns held quarterly</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100
In what ways is your trade union involved in resolving disputes and promotes peace positively to influence trade union recognition?			
<b>It is involved in conciliation, mediation and arbitration</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28,	34	100

KII29, KII30, KII31, KII32,  
KII33, KII34

How effective is your trade union in facilitating collective bargaining for better wages? Are trade unions involved in conciliation, mediation and arbitration? Do trade unions carry Trainings and awareness campaigns quarterly? These questions received positive responses from interviewees from KII01 TO KII34 which signals that there is a positive role of trade unions in the public sector in regards to these duties. Adi, M. N. M., Hashim, F., & Jusoh, N. A. Q. (2012) posits that grievance procedures such as mediation, conciliation and arbitration is not used by unions they become ineffective in the execution of their day to day mandate.

**4.26 How do you determine the perception of employees on effectiveness of trade unions in enhancing public sector industrial relations?**

Question: How do you determine the perception of employees on effectiveness of trade unions in enhancing public sector industrial relations?

Respondents who mentioned the same.	Total number of respondents
	<hr/> Out of % the 34 interviewees
What are the observations of employees in relation to effective	

communication of trade unions in the public sector towards promoting of industrial relations?				
<b>The perceptions of many employees are that the trade unions are providing lip service to their membership</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100	
Is there any good physical relation between employer and employee facilitated by trade unions that leads to financial stability?				
<b>No physical relation that currently exist</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24,	34	100	

	KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34		
How does economic growth influenced by trade unions positively influence membership growth?			
<b>When there is a cordial relationship between employees and employers, economic growth is likely to take an upward trend</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100

The perception of employees that trade unions are giving a lip service in the public sector receives 100% response rate which also connotes that there is negative perception by the employees over the role of trade unions from the coded responses KII01 to KII34


**4.27 What are the challenges faced by trade unions in enhancing public sector industrial relations?**

Question: What are the challenges faced by trade unions in enhancing public sector industrial relations?		
	Respondents who mentioned the same.	Total number of respondents
What are the economic factors affecting trade unions in your opinion?		Out of the 34 % interviewees
<b>The living standards of employees continue to decline</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34 100



<p><b>Lack of stakeholder involvement</b></p>	<p>KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34</p>	<p>34</p>	<p>100</p>
<p>How are legislative provisions affecting trade unions in their endeavour to be effective?</p>			
<p><b>Generally the law is cumbersome and it influences the nature and extent of a union's industrial action</b></p>	<p>KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24,</p>	<p>34</p>	<p>100</p>

	<p>KII25, KII26, KII27,  KII28, KII29, KII30,  KII31, KII32, KII33,  KII34</p>
<p>In your opinion is technology or globalization affecting trade union activities?</p>	
<p><b>Yes, to a great extent quick because the quick spread of information is detrimental to the operations of trade unions and it will lead to counter action to the maneuvers of trade union activities</b></p>	<p>KII01, KII02, KII03, 34 100  KII04, KII05, KII06,  KII07, KII08, KII09,  KII10, KII11, KII12,  KII13, KII14, KII15,  KII16, KII17, KII18,  KII19, KII20, KII21,  KII22, KII23, KII24,  KII25, KII26, KII27,  KII28, KII29, KII30,  KII31, KII32, KII33,  KII34</p>
<p>How are human resources systems of your organisation affecting trade unionism?</p>	

<p><b>Some of the personnel lack knowledge that increase trade union activities</b></p>	<p>KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34</p>	<p>34</p>	<p>100</p>
<p>Is politics playing any leading role in trade union activities?</p>		<p>34</p>	<p>100</p>
<p><b>Participation of trade union in politics at the expense of worker representation has become a major challenge of trade union work</b></p>	<p>KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27,</p>	<p>34</p>	<p>100</p>

KII28, KII29, KII30,  
 KII31, KII32, KII33,  
 KII34

From table 4.27 there was a general consensus on the challenges that are being encountered by trade unions. All the interviewees had an agreement on the challenges from KII01 to KII34. This also showed a 100%

**4.28 To what extent do strategies by trade unions enhance public sector in industrial relations?**

Question: To what extent do strategies by trade unions enhance public sector in industrial relations?

	Respondents who mentioned the same.	Total number of respondents	
		Out of the 34 interviewees	%
To what extent have civil service trade unions played their roles effectively?			
<b>To a lesser extent because the civil service trade union's role</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, , KII11, KII12, KII13,	32	94.1

<b>has been overtaken by government</b>	KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, , KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34		
Of the methods that trade unions use which one do you think is effective?			
<b>Arbitration and mediation</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100

What words would you use to describe leaders in the union?

<b>The leaders in the union have become inclined to enrich themselves</b>	KII01, KII02, KII03, KII04, KII05, KII06, KII07, KII08, KII09, KII10, KII11, KII12, KII13, KII14, KII15, KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23, KII24, KII25, KII26, KII27, KII28, KII29, KII30, KII31, KII32, KII33, KII34	34	100
---	--	----	-----

#### 4.29 Word frequency analysis

A word frequency analysis through use of NVivo 12 was conducted. This kind of qualitative data analysis enables identification of the most frequently occurring words or concepts in the data set. In this study, the word frequency analysis on the interview data was conducted with a special focus on the top **25** most frequently mentioned words across all the five research questions

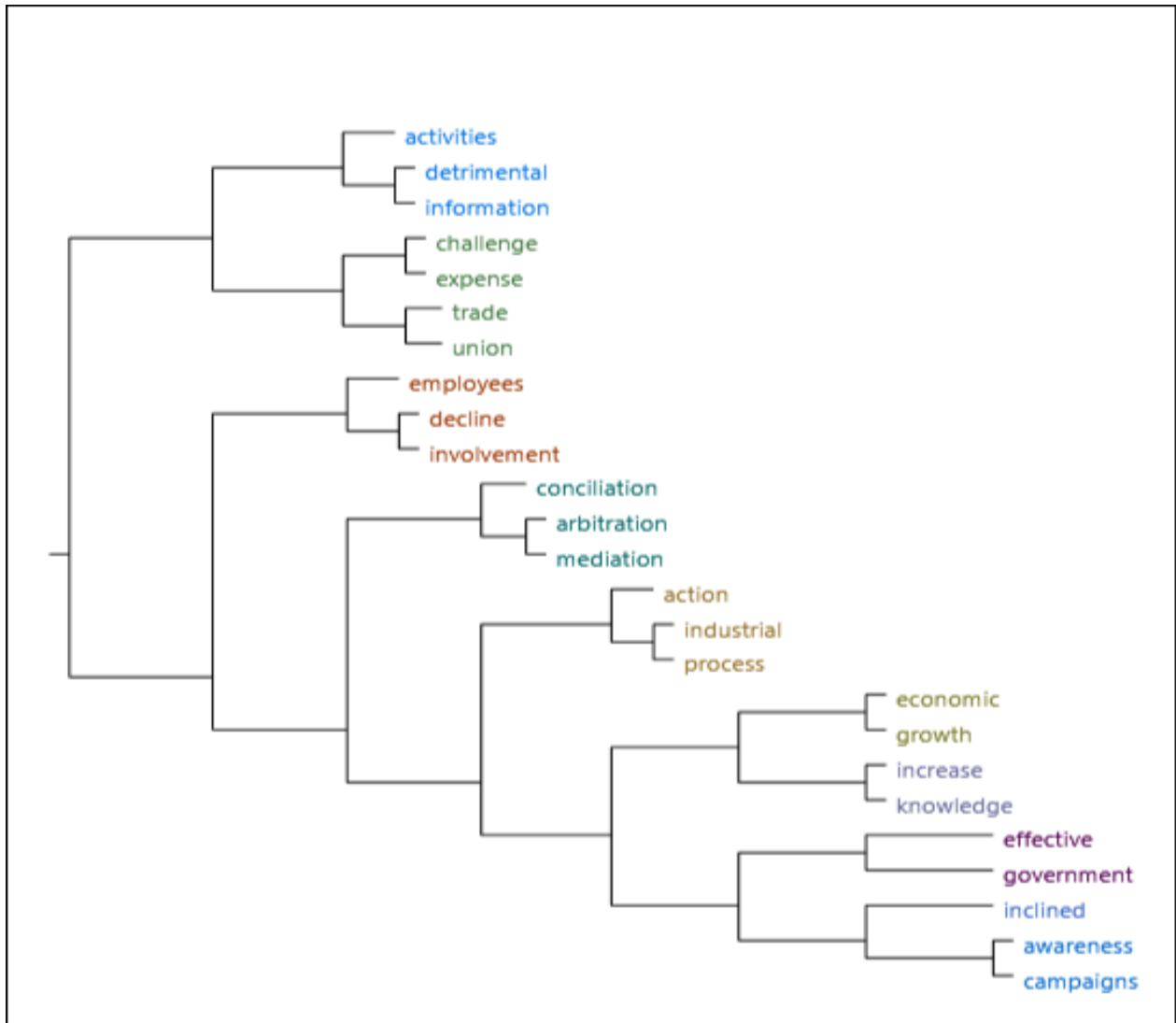
**Table 4.29** Word frequency analysis.

<b>Word</b>	<b>Length</b>	<b>Count</b>	<b>Weighted Percentage (%)</b>
<b>trade</b>	5	240	7.13
<b>union</b>	5	136	4.04
<b>action</b>	6	77	2.29
<b>activities</b>	10	68	2.02
<b>employees</b>	9	68	2.02
<b>arbitration</b>	11	62	1.84
<b>mediation</b>	9	62	1.84
<b>industrial</b>	10	47	1.40
<b>process</b>	7	44	1.31
<b>awareness</b>	9	34	1.01
<b>campaigns</b>	9	34	1.01
<b>challenge</b>	9	34	1.01
<b>conciliation</b>	12	34	1.01
<b>decline</b>	7	34	1.01

<b>detrimental</b>	11	34	1.01
<b>economic</b>	8	34	1.01
<b>effective</b>	9	34	1.01
<b>expense</b>	7	34	1.01
<b>government</b>	10	34	1.01
<b>growth</b>	6	34	1.01
<b>inclined</b>	8	34	1.01
<b>increase</b>	8	34	1.01
<b>information</b>	11	34	1.01
<b>involvement</b>	11	34	1.01
<b>knowledge</b>	9	34	1.01

For visualisation of the word frequency analysis, cluster and word cloud forms of presentation were employed to and this was necessary to establish patterns and contexts within which the most frequently mentioned words were mentioned in the study. In other words, cluster analysis diagrams provide words that were mentioned close to each other thereby forming a unique pattern. The cluster analysis diagram of the **25** most frequently mentioned words is presented below.





The word frequency analysis was also conducted on the data set obtained in each question and presented in a Word Cloud format. The Word Cloud analysis displays the words by font size from the one with the highest frequency to the least frequently mentioned

#### 4.30 Do trade unions contribute in promoting public sector industrial relations in Zimbabwe?



From the above it can be seen that even if trade unions contribute to industrial relations some of the hindrances are Labour constraints, legislative dictates, poor collective bargaining and less union member affiliation. These sentiments were echoed by participants' contributions from KII30, KII31, KII32, and KII33

#### 4.31 What is the effect of trade unions in enhancing public sector industrial relations?



From the interviews carried it was discovered that if trade unions are to have an effect in industrial relations it must be through campaigns, training, mediation, arbitration and conciliation

**4.32 How do you determine the perception of employees on effectiveness of trade unions in enhancing public sector industrial relations?**



From the trade union administrative staff, the felt the perception of employees on trade unions can be best deduced from cordial relations, economic growth, and check of scheme. The sentiments were resonated by participant KII16, KII17, KII18, KII19, KII20, KII21, KII22, KII23,

#### 4.33 What are the challenges faced by trade unions in enhancing public sector industrial relations?



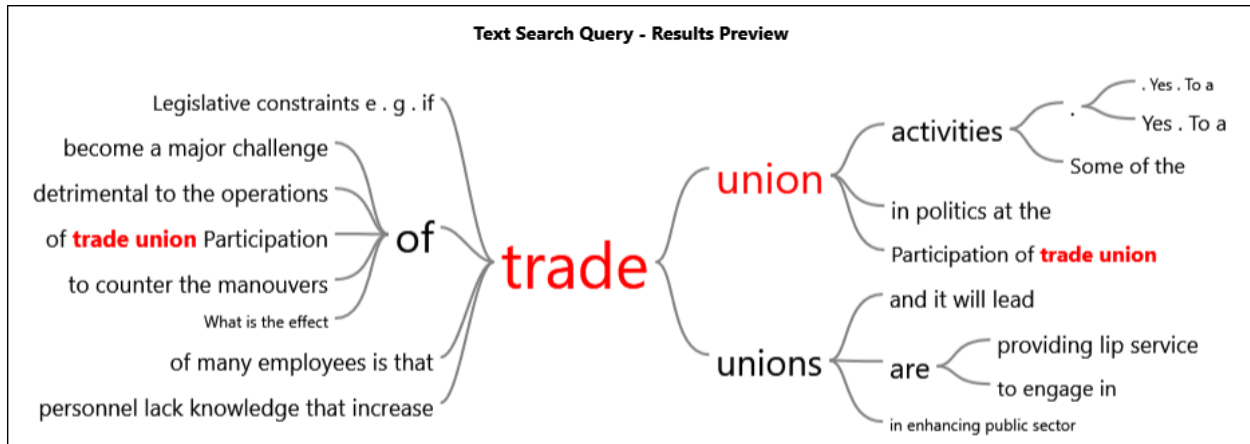
From the administrative members and trade union members interviewed it was deduced that the process of resolving disputes in the public sector was cumbersome and tantamount to decline in membership and posing as a challenge to greater extent. Also, most of the employees lacked adequate information in regards to trade union operations. The word union and trade appeared in bold which shows it appeared most frequent and very relevant to the interviewees

#### 4.34 To what extent do strategies by trade unions enhance public sector in industrial relations?



From the interviews conducted it was conclusively deduced that the following strategies featured a lot in the attributes to the success or effectiveness of trade unions in promoting or spearheading the industrial relations process, Mediation, arbitration and conciliation. Mediation is a way of sorting out disagreements or disputes. A neutral third person works with those in dispute to help them reach an agreement that will sort out their problems. Labour arbitration is the referring of disputes between management and labour unions to an impartial third party for a final resolution. This is usually the last step under a collective-bargaining agreement after all other measures to achieve a settlement have been exhausted. Conciliation: the settlement of disputes over interests, disagreements over the termination of work relationships, or disputes between trade unions within one company only. It is done through deliberations mediated by one or more neutral conciliators. these strategies are also viewed as the panacea to organisation success according to Armstrong (2010)

Key words or phrases that featured prominently in the interviews conducted that emerged during the thematic analysis in the NVivo 12 application were: **government, trade union, economic, conciliation, arbitration and legislative** the context in which these words were mentioned is displayed in a Word Tree textual analysis as shown below.



From the respondents it was deduced that legislative constraints have become a major challenge and has a detrimental effect to the operations of trade union. Government to a larger extent has used legislative provisions to counter maneuver the activities of trade union effectiveness. From the text search it also showed that legislative provisions is the major detrimental effects and also shows that this lead to trade unions providing a lip service. According to Gwisai(2015)legislative framework are the rules and regulations the determines the success or failure of many unions if there is no adherence.

role has been overtaken by **government**. To a lesser extent because  
From th text search query the role of trade unions has been overtaken by government to a lesser extent

two this will transcend to **economic** growth When there is a

the labour Act 28 : 01  
the labour Act 28 : 01 .....  
the labour Act 28 : 01 } **legislative** constraints e . g . if trade

- From the text search query in Nvivo 12 shows that the concepts of legislation are a detrimental issue that affects the operations of trade union in executing its industrial relations duties. The labour act chapter 28:01 is one of the legislative frameworks that compound trade union duties if not well interpreted. This also supported with scholarly evidence According to Gall and Fiorito (2016) and Balaneasa and Maneloscu (2009), favourable industrial relations atmosphere, statutory recognition, goals and procedures for achieving these goals, internal union democracy, and internal functional efficiency are all required for trade unions to be effective.



Text Search Query - Results Preview

and **arbitration** . Conciliation , mediation and  
 and mediation . Arbitration . and mediation . } **arbitration** . { and mediation . Arbitration . and mediation .  
 Conciliation , mediation and **arbitration** . Conciliation ,

Text Search Query - Results Preview

arbitration . Conciliation , mediation and arbitration . } **conciliation** . { , mediation and arbitration . Conciliation , mediation

From the text search and the results above shows that most respondents echoed the same sentiments that trade unions need to use mediation, arbitration,conciliation regularly in an endeavour to ameliorate challenges being encountered by their members,

#### **4.35 Chapter Summary**

The information deduced from the quantitative data was analysed using the SPSS and Microsoft excel in the chapter. SPSS is short for Statistical Package for the Social Sciences, and it's used by various kinds of researchers for complex statistical data analysis. The SPSS software package was created for the management and statistical analysis of social science data. The qualitative information was analysed using the Nvivo. NVivo 12 is a software program used for qualitative and mixed-methods research. Specifically, it is used for the analysis of unstructured text, audio, video, and image data, including (but not limited to) interviews, focus groups, surveys, social media, and journal articles. Data was presented using tables and graphs. The succeeding chapter will look into the summary, conclusion and recommendations.

## CHAPTER FIVE

### FSUMMARY, CONCLUSION AND RECOMMENDATIONS

*Trade unionism is not a tradition but an idea, one which requires no antiquity or arcane ritual to be adopted at any time by any group of persons...the core tenet of its creed (is) collective action for defense of common interests (O'Connor, 1992:3)*

#### **5.1 Introduction**

The preceding chapter provided the discussion on the findings of the study in accordance with the research objective and in relation to the topic. This chapter provides the conclusion and recommendations of the study based on the findings. The recommendations were directed to governments, employers, employees, their unions and other stakeholders in relation to trade unionism and industrial relations at large. The recommendations for further research are also provided in this study.

#### **5.2 Summary of Major findings of the study**

The present research examined trade unions' effectiveness when dealing with handling industrial relations issues in the public sector at large. From the Trade union perspective effectiveness is multi-dimensional and comprised of three components; namely, union organisational effectiveness, union bargaining/delivery effectiveness and industrial relations climate. These dimensions reflect various factors of trade union effectiveness, typically expressed as union strategies. Some factors relate to the internal activities of the union, some speak of the union's ability to deliver for members regarding terms and conditions of employment, and the components

that examines the environment, as well as the employer-employee relationship. All these factors of union effectiveness are positively related.

### **5.2.1 Summary of major findings on Objective 1: The contributions made by trade unions in enhancing public sector industrial relations in Zimbabwe.**

From the contributions that trade unions need to offer in enhancing public sector industrial relations in Zimbabwe it was found out that employees join trade unions because they perceived the contributions of unions to employee wellbeing as of paramount importance for example safeguard against unfair dismissal, ensure legislative compliance.

- It was also found out that collective bargaining gains on bread and butter issues are hardly inconsequential to the rank and file's evaluation of the union, but members consider effective communication, feedback and consistency and delivery of union services as of paramount importance. Most respondents also echoed the sentiments that handling of internal relations plays a major role in how the rank-and-file members assess their unions.
- It was also dictated that union membership is based on collective effort and bargaining power which employees believe is done through representation by trade unions. Should unions succeed in negotiating substantial increases and better working conditions employees perceive trade unions as strong and powerful which will in turn have an impact on union membership, effectiveness, trust bestowed upon them, relationship and support. In addition, new employees will seek to join such unions.
- On the other hand, perceived failure will deepen the trust deficit, resulting in membership despondency and/or disengagement and trade unions will be deemed weak and ineffective.

- The findings of the research reveals that the respondents agreed that physical relation between employer and employee facilitated by trade unions often lead to financial stability. This in essence will lead to effective trade union in upholding their mandate

### **5.2.2 Summary of major findings on Objective 2: The effect of trade unions in enhancing ‘public sector industrial relations in Zimbabwe.**

From this research objective it was found out that “ Trade unions to be effective should have training hubs meant to impart knowledge skills and correct attitudes to both the parties involved that is Trade union representatives, employee representatives and the government at large”. These training hubs should facilitate the quarterly seminars and workshops. Experts to facilitate dissemination of information

- The findings affirm union instrumentality, union effectiveness and member participation as antecedents of union commitment and also confirm union performance and effectiveness as significant determinants of member’s satisfaction with a union.

### **5.2.3 Summary of findings on Objective 3: The perceptions of employees on the effectiveness of trade unions in enhancing public sector industrial relations.**

Perception of employees on trade unions can be best deduced from cordial relations, economic growth, and check of scheme. These are some of the sentiments echoed by respondents.

### **5.2.4 Summary of findings on objective 4: The challenges faced by trade unions in enhancing public sector industrial relations in Zimbabwe.**

The findings showed that the process of resolving disputes in the public sector was cumbersome and tantamount to decline in membership and posing as a challenge to a greater extent. Also, most of the employees lacked adequate information in regards to trade union operations.

#### **5.2.5 Summary of findings on objective 5: strategies to be adopted by trade unions in enhancing public sector industrial relations using a case of Zimbabwe.**

It was deduced that a strategy is a ploy that is used to outwit competitors in an endeavour to gain competitive advantage (Armstrong 2010). Outlined below are some of the strategies that featured in the research

- Mediation, arbitration and conciliation are the prominent strategies stipulated by those interviewed. Mediation is a way of sorting out disagreements or disputes.
- A neutral third person works with those in dispute to help them reach an agreement that will sort out their problems.
- Labour arbitration is the referring of disputes between management and labour unions to an impartial third party for a final resolution. This is usually the last step under a collective-bargaining agreement after all other measures to achieve a settlement have been exhausted.
- Conciliation: the settlement of disputes over interests, disagreements over the termination of work relationships, or disputes between trade unions within one company only. It is done through deliberations mediated by one or more neutral conciliators.

To a great extent, the strategies trade unions utilise enhance public sector in industrial relations. This is signified by the majority (72.9%) of the respondents who agreed that civil service trade unions play a pivotal role in promoting industrial relations effectiveness.

When it comes to utilization of specific methods in the trade unions' practices, the results above reveal that 69.2% of the respondents indicated that most trade unions do not have any specific methods in place to promote industrial relations. So, there is need for trade unions to define who they are and device strategies that are in tandem with world trends.

### **5.3 Summary on major findings on literature review**

- According to Uys and Holtzhausen (2016:1138) “the role of trade unions has changed significantly over the past thirty (30) years and this may be associated with globalisation”. Adverse economic challenges emanating from the recent economic reforms, privatisation and down-sizing of public sector organisations and the anti-union strategies used by the employer have caused a drastic decline within trade union density and the scope of collective bargaining has significantly changed the role of trade unions (Uys and Holtzhausen, 2016:1139).
- There are numerous factors that are involved in shaping industrial relations, human resources aspect is one of the most important factor in shaping industrial relations. It is a valuable asset of a company as the commitment of employees can be an important instrument for improving the performance of organizations (Nijhof, et al 2011). The commitment of employees would maximize the productivity and output of a company. According to Nijhof, et al, (2011) stated that “the most crucial relations are a well communicated”.

## 5.4 Summary of major findings based on Hypotheses

**H1: Effective collective bargaining facilitated by trade unions positively influences better wages and benefits.**

The variable permutations are that there is a positive beta ( $\beta$ ) of 1.098 and a significant level of 0.277 which is greater than 0.05 and statistically shows there is an inverse relationship. This denotes that **H1 is not acceptable**

**H2: Industrial disputes resolutions and peace positively influence trade union recognition**

This variable had a positive beta ( $\beta$ ) of 0,157 and this shows a positive relationship and it had a significant level of 0.02 which is far less than 0.05 and statistically favourable. **Therefore, H2 is acceptable**

**H3: Effective communication by trade unions positively influence membership commitment**

This variable had a positive beta ( $\beta$ ) of 0.042 and a significant level of 0.487 which is greater than 0.05 and not statistically favourable. **Therefore, H3 is not acceptable**

**H4: Good physical relations between employer and employee facilitated by trade unions positively lead to better financial stability.**

The variable had a positive beta ( $\beta$ ) of 2.103 and this shows a positive relationship and a significant level of 0.04 which is less than 0.05 and statistically favourable. Therefore, **H4 is acceptable**

**H5: Economic growth influences by trade unions positively influence membership growth.**

This variable had a positive beta ( $\beta$ ) of 2.081 and this shows a positive relationship and a significant level of 0.04 which is less than 0.05 and hence, **H5 is acceptable**

## **5.5 Conclusion**

This part of the chapter concludes that effectiveness of trade unions affects employment relations in terms of employee dismissal, loss of remuneration, unhealthy relationship, intimidation, organisational conflicts and mistrust. Furthermore, it was concluded that lack of understanding of the legislative provisions further hinder the success of trade unions in promoting good industrial relations. The impact of ineffective trade unions disrupts the work flow in the public sector as well as a lot of litigations. On the other hand, the consequences on the country are loss of investment, loss of employment or jobs, loss of government revenue, injuries and loss of life, bad reputation or image, loss of productive hours, fallen standard in the public sector, cost implications and national security threat. Again, the chapter concluded that the main causes of ineffective trade union is mainly caused by inadequate wages and salaries hence this decline in trade union membership because most employee will be avoiding paying union dues, mismanagement of the economy, improper handling of employee grievances, government failure to meet agreements, poor or lack of negotiation skills, mistrust and unnecessary interference in the affairs of the trade unions by government. It was also concluded that the factors that promote sound employment relations in the workplace include adequate wages and salaries, incentives, improvement in working conditions, a conducive working environment, government interventions, good



negotiation skills, proactive conduct of the stakeholders, mutual trust, proactive handling of employee grievances and disputes, mutual accommodation, effective communication and collective bargaining or agreement.

## **5.6 Recommendations**

Throughout the study, the researcher attempted to provide the individual with an understandable and comprehensible knowledge about the development of industrial relations and the role of trade unions play within the labour relationship. In Zimbabwean society that we live in today collective bargaining is essential to the parties to the labour relationship because it helps to deal with such issues such as wages, job creation, job satisfaction and other benefits. Most of these issues are seen as very important to any person that is employed because it is indirectly related to their standard of living and everyone would like to live as comfortable as possible. When employers are faced with trade union organisations the law plays an important role in the decision whether the employer will negotiate or resist trade union organisation. Similarly, the cost of organisation of organisation of members to trade unions can be increased or decreased by legal institutions. Thus, labour legislation plays an important part in the strategic choices exercised by management and trade union alike. It can create either the incentives or demerits of collective bargaining.

The findings of this study have implications for both trade union leaders and their members. Trade union leaders must realise that the sine qua non for their existence is delivery satisfactory services to their members. The study by Ghazali and Johari (2011) found that members' loyalty to a union is the product of the union commitment to its members, which is evidence by the union acknowledging members' needs and considering their well being, as well as valuing their ideas and contribution towards the administration of the union. Newman, et al (2019) posits that Instrumentality plays a crucial role in ensuring that members participate union activities Thus, it

is imperative that unions are seen to improving the working conditions and economic benefits of their members. Based the findings of this study, the following recommendations are made to union leaders

### **5.6.1 Collective bargaining and Collective agreements**

The findings revealed that collective bargaining is an alternative to collective job action. Thus, a good collective bargaining process helps prevent collective job action in the workplace through consensus building. Therefore, the study recommends that the parties must explore collective bargaining as an alternative to collective job action. There is need to improve unions' ability to promptly deliver superior quality services and benefits to its members. A collective bargaining process ensures cooperation and coordination among the parties (Ahmad & Basheer, 2012, p.42). Odeku (2014) also suggests that collective bargaining is a powerful tool which has the potential to minimize industrial action in an organisation. Collective bargaining is a legal document that outlines how disputes are to be settled or addressed when the need arises. He further opines that a collective agreement is an alternative to collective job action in organisational disputes because it helps both parties to reach voluntary agreement on the matter at hand.

### **5.6.2 Better working conditions and mutual trust**

Trade unions should secure, deliver and strive for even better the intrinsic and extrinsic benefits aimed at improving the work, working conditions, and livelihoods of their members. The trust relationship between union leaders and members should be improved by implementing training and capacity building programmes to enhance the professional competencies of union leaders. To retain membership and attract new members' union need to be innovative in terms of its service offerings. To this end, unions need to conduct need assessments amongst their members to determine their needs. There is also need to improve unions marketing strategies to increase membership. Trade unions must, at all-time deal with members in an honest, transparent and

accountable manner. This will go a long way in overcoming the trust deficit. It is therefore imperative that unions deliver on promises made to their members.

### **5.6.3 Training and development**

This research recommends the imparting of knowledge, skills and attitudes to both government officials, trade union members and lastly employee representatives. As it was not that most employees are failing to understand the dictates of the law in case of disputes in relations to trade union activities. Trade unions should perform a skills audit on the of employee representatives focusing on the skills necessary for their role. This could assist the trade unions to identify the knowledge gaps and training opportunities that could be made available union officials and government representatives as well as employees. Trade unions should invest heavily in upskilling their members. Having well-trained trade union representatives can produce resolutions which are efficient and satisfactory, thus enhancing employees' perception of trade union's effectiveness regarding grievance management and collective bargaining skills. The new generation of employees is increasingly aligned with technology; thus, trade unions need to utilise information and communication technology (ICT) to streamline and recruit members. Otherwise, union density and within the public sector will remain stagnant. Public sector trade unions should consider using the information and Communication Technology in order to advance their communication and recruitment strategies. Having updated websites will also enhance their international links, thus providing avenues for both international unionists and scholars to research trade unionism in Zimbabwe. The trade unions should implement education programmes to create awareness among members of the rights and benefits they get from being union members. The trade unions should consider the importance of training trade union representatives and its members. Through extensive training, trade union representatives as well as employees, will familiarize themselves with the organization's policies and procedures. Their understanding of the

grievance procedures and policies will be enhanced and it would be easier for them to lodge and process grievances accordingly.

#### **5.6.4 Negotiate in Good Faith**

Government officials who deal with trade unions or handle industrial disputes should practice two principles of natural justice. These are -The principle that the party or parties involved in the matter should be given the proper opportunity to present their cases before the administrative decision-maker decides the case. (This is referred to as the *audi alteram partem* principle, which means; literally, hear the other side i.e., hear both sides.). The principle that all the administrative decision-makers should be impartial and unbiased in their deliberations. (This is referred to as the *nemo judex insua causa rule* principle which means, literally, that no person may be a judge in his own cause.)

#### **5.6.5 Management of the economy**

The study further revealed that mismanagement of the economy is a major cause of ineffectiveness of trade not only in the public sector but across all sectors in the country. The study recommends that the government must engage experts in formulating policies that will help to address the economic challenges confronting the country as a result of mismanagement.

#### **5.6.6 Orientation Programmes**

Trade unions officials should be conversant with their duties as espoused in the labour Act 28:01 section 29 deration of such unions shall be entitled— (a) to be assisted by a labour officer or designated agent of the appropriate employment council in its dealings with employers; and (b) through its duly authorized representatives, to the right of access to employees conferred by subsection (2) of section seven; and (c) to be provided by employers with the names and other relevant particulars, including particulars as to wages of all employees who are employed in the

industry or undertaking for which the trade union or federation is registered, and who are members of the trade union or federation concerned; and (d) to make representations to a determining authority or the Labour Court; and (e) ... {Repealed] (f) to form or be represented on any employment council; and (g) to recommend collective job action; and (h) to levy, collect, sue for and recover union dues; and (i) to act as an agent union in terms of section thirty-one; and (j) to exercise any other right or privilege conferred by this Act on registered trade unions or federations thereof.

### **5.6.7 Other recommendations**

Trade unions should carry out surveys amongst their members to determine the aspects and areas with which they are not satisfied, and determine what improvements they would like to see.

- Trade unions should exercise good governance by inter alia, publishing audited financial reports on a regularly basis.
- Trade unions need to implement an effective communication strategy for efficient dissemination of information.
- Trade unions should implement systems to monitor and evaluate the quality of services rendered to members. Trade union representatives within the public sector should attend induction workshops facilitated by the National Executive Committees. This will promote employee representatives' understanding of their role, as well as the processes and operations of the bargaining council. Such workshops and training will advance the knowledge and skills of trade union representatives required for handling grievance and disciplinary proceedings, as this forms the most important part of the labour process.

### **5.6.8 Commitment and promotion**

Brown (2006), in a study on the changing role of trade unions in management of labour, posits that, in order for trade unions to attract more members, they should redouble their promotion strategies. The promotion strategies should include the rationale for becoming a union member, what assistance is provided to members and accounts of success in protecting employees. Trade union should not shy away from promoting their organisations to employees to strengthen their relationship with members in order to gain confidence and support. Labour unions should demonstrate that membership of trade union benefits all members. Nurse (2004) succinctly and meticulously captures the deliberations and findings to this study when he stipulated that “Unions are said to pursue two basic types of objectives that are in them interrelated-membership oriented as well as institutionally driven, self-interest objectives”. The first set of objectives includes matters that are of immediate concern to workers, such as improved compensation and conditions of service, protection from arbitrary treatment, justice, job security and so on. Success in accomplishing any of these objectives depends, inter alia on the financial and organisational strength of the union, its security and independence as a workers’ organisation, and its ability to exercise clout in dealing with employers and government. Unions that are financially weak and dependent, poorly organised and unable to influence public policy or effectively challenge anti worker practices are ill equipped to meet the interests of their members. How well the union succeeds in accomplishing its interrelated objectives is likely to influence membership attitudes to commitment and participation (Nurse, 2004:122)

### **5.7 Recommended Area of Further study**

*The Area of further study recommended is **Trade unionism as an organ for resolving organisational conflict. A case of public sector in Zimbabwe***

## References

Aaker, D. A., Kumar, V., & Day, G. S. (2008). *Marketing research*. John Wiley & Sons.

Achmat, W. (2015). *Claims against trade unions engaged in unprotected industrial action* (Doctoral dissertation, University of Pretoria).

Ackers, P. (2020). Industrial Relations and the Limits of the State: Can a Left Labour Government Resurrect Comprehensive Sectoral Collective Bargaining and Restore Trade Union Power. *The Political Quarterly*, 91(1), 173-181.

Addison, J. T., & Teixeira, P. (2009). Are good industrial relations good for the economy? *German Economic Review*, 10(3), 253-269.

Adi, M. N. M., Hashim, F., & Jusoh, N. A. Q. (2012). Grievance process in unionised companies: trade unions perspective.

Angrave, D., Charlwood, A., & Greenwood, I. (2017). Do economic conditions influence union activism behaviour. *Economic and Industrial Democracy*, 38(2), 344-369.

Ashton, D. N. & Sung, J. (2002). *Supporting workplace learning for high performance working*. International Labour Organization.

Aswathappa, K., & Reddy, G. S. (2009). *Organisational behaviour* (Vol. 20). Mumbai: Himalaya Publishing House.

Atzeni, M. (2021). Workers' organizations and the fetishism of the trade union form: toward new pathways for research on the labour movement? *Globalizations*, 1-14.

Awe, K. O., & Obanla, A. A. (2016). Trade Union and Conflict Resolution in the Public Sector. *International Journal of Management and Social Sciences Research (IJMSSR)*, 2(5).



- Babin, B. V. (2013). International legal standards for collective negotiations with the foreign ship-owners. *International Law and International Organizations*, (4), 525-533.
- Baccaro, L., Boyer, R., Crouch, C., Regini, M., Marginson, P., Hyman, R., ... & Milkman, R. (2010). Trade unions and the crisis: a lost opportunity? *Socio-Economic Review*, 8(2), 341-376.
- Bacouël-Jentjens, S., & Christiansen, L. C. (2016). Diversity management in Denmark and France: A comparative approach. In *Research handbook of international and comparative perspectives on diversity management*. Edward Elgar Publishing.
- BALANEASA, C., & Manolescu, A. (2009). The Role of Trade Unions in Regulating Labor Relations. *The Annals of the "Stefan cel Mare" University of Suceava. Fascicle of The Faculty of Economics and Public Administration*, 9(1 (9)), 341-347.
- Bamber, G. J., Lansbury, R. D., & Wailes, N. (Eds.). (2004). *International and comparative employment relations*. Sage.
- Barca, S. (2015). Greening the job: trade unions, climate change and the political ecology of labour. In *The international handbook of political ecology*. Edward Elgar Publishing.
- Bellucci, S., & Weiss, H. (Eds.). (2019). *The Internationalisation of the Labour Question: Ideological Antagonism, Workers' Movements and the ILO since 1919*. Springer Nature.
- Bennett, T. (2012). The role of mediation: A critical analysis of the changing nature of dispute resolution in the workplace. *Industrial Law Journal*, 41(4), 479-480.
- Bennis, W. G., Cloke, K., & Goldsmith, J. (2012). The end of management and the rise of organizational democracy.

Bergholm, T. (2012). The country report of Finnish trade unions 2012. *Strong Trade Union Movement in Gradual Decline*. Berlin: Friedrich-Ebert-Stiftung.

Bhebe, Q., & Mahapa, M. (2014). The Decline in Trade Union Density in the 21st century in Zimbabwe. A case of Zimbabwe Congress of Trade Union (ZCTU). *Journal of Human Resources*, 2(1), 67-82.

Bishop, J., & Chan, I. (2019). Is Declining Union Membership Contributing to Low Wages Growth? *Research Discussion Paper RDP 2019-02*.

Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business Research Methods*. McGraw Hill

Boddy, C. R. (2016). Sample size for qualitative research. *Qualitative Market Research: An International Journal*.

Boomers, G. B., & Peterson, R. B. (2013). *Conflict management and industrial relations*. Springer Science & Business Media.

Boote, D. N., & Beile, P. (2005). Scholars before researchers: On the centrality of the dissertation literature review in research preparation. *Educational researcher*, 34(6), 3-15.

Boston, S., & O'Grady, F. (2015). *Women workers and the trade unions*. Lawrence & Wishart.

Budi, S., Muhammad, A., & Teuku, A. (2020). A Study of Democratic Setting: The Shift Of Labor Policy in Indonesia's.

- Budd, J. W., & Colvin, A. J. (2008). Improved metrics for workplace dispute resolution procedures: Efficiency, equity, and voice. *Industrial Relations: A Journal of Economy and Society*, 47(3), 460-479.
- Brinkmann, U., & Nachtwey, O. (2013). Industrial relations, trade unions and social conflict in German capitalism. *La nouvelle revue du travail*, (3).
- Brodie, D. (2022). Collectivism in labour law: only by exception. *Industrial Law Journal*.
- Bryman, A. (2008). Why do researchers integrate/combine/mesh/blend/mix/merge/fuse quantitative and qualitative research? *Advances in mixed methods research*, 21(8), 87-100.
- Bryman, A. (2008). Of methods and methodology. *Qualitative Research in Organizations and Management: An International Journal*.
- Bryson, A., & Freeman, R. B. (2013). Employee perceptions of working conditions and the desire for worker representation in Britain and the US. *Journal of Labor Research*, 34(1), 1-29.
- Bryson, A., & Forth, J. (2011). Trade unions. *Chapter, 17*, 255-271.
- Blyton, P., & Turnbull, P. (2004). *The dynamics of employee relations*. Macmillan International Higher Education.
- Bvirindi, J. (2021). An evaluation of Zimbabwe national industrial development policy: is Zimbabwe on course to attain upper middle income economy by 2030. *European journal of social sciences studies*, 6(6).
- Çalışkan, E. N. (2010). The impact of strategic human resource management on organizational performance. *Journal of Naval Sciences and Engineering*, 6(2), 100-116.

- Card, D., Lemieux, T., & Riddell, W. C. (2003). Unions and the wage structure. *International handbook of trade unions*, 246-292.
- Charlwood, A. (2004). Influences on trade union organizing effectiveness in Britain. *British Journal of Industrial Relations*, 42(1), 69-93.
- Chand, S. (2013). System Approach to Management: Definition. *Features and Evaluation Systems as a theory was not originally a business theory*.
- Chenga, S. A. (2018). *Effectiveness of Workers Compensation Practices in Public Organizations* (Doctoral dissertation, The Open University of Tanzania).
- Chisnall, P. M. (2007). Mail and internet surveys: The tailored design method.
- Chivu, L., Ciutacu, C., Dimitriu, R., & Țiclea, T. (2013). *The impact of legislative reforms on industrial relations in Romania*. Budapest: ILO.
- Clarke, S., & Pringle, T. (2009). Can party-led trade unions represent their members? *Post-Communist Economies*, 21(1), 85-101.
- Clarke, L. (2005). Ethnically segregated sectors: forces of exclusion and inclusion. In *Trade Unions Against Racism (les Syndicats Contre le Racisme) Conference*.
- Colombo, S., Guerci, M., & Miandar, T. (2019). What do unions and employers negotiate under the umbrella of corporate social responsibility? Comparative evidence from the Italian metal and chemical industries. *Journal of Business Ethics*, 155(2), 445-462.
- Colquitt, J. A., Greenberg, J., & Zapata-Phelan, C. P. (2005). What is organizational justice? A historical overview.

- Cooke, F. L., & Saini, D. S. (2015). From legalism to strategic HRM in India? Grievance management in transition. *Asia Pacific Journal of Management*, 32(3), 619-643.
- Cooney, R. F., & Stuart, M. (2012). Introduction: Trade unions and vocational education and training in theory and practice. In *Trade Unions and Workplace Training: Issues and International Perspectives* (pp. 1-20). Routledge.
- Cooper, R., & Ellem, B. (2008). The neoliberal state, trade unions and collective bargaining in Australia. *British Journal of Industrial Relations*, 46(3), 532-554.
- Coulter, S. (2014). *New Labour policy, industrial relations and the trade unions*. Springer.
- Creswell, J. W., Klassen, A. C., Plano Clark, V. L., & Smith, K. C. (2011). Best practices for mixed methods research in the health sciences. *Bethesda (Maryland): National Institutes of Health*, 2013, 541-545.
- Daniels, G., & McIlroy, J. (Eds.). (2009). *Trade unions in a neoliberal world* (Vol. 20). Taylor & Francis.
- Davis, R. (2010). The voice of Zimbabwe's workers: Interview with Lovemore Matombo President of the ZCTU.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. Sage
- Devinatz, V. G. (2017). Introduction to Symposium on International and Comparative Employment Relations: National Regulation, Global Changes. *Employee Responsibilities and Rights Journal*, 29(3), 149-150.
- Dorey, P. (2019). The Donovan Commission and its Report. In *Comrades in conflict*. Manchester University Press.

Donado, A., & Waide, K. (2012). How trade unions increase welfare. *The Economic Journal*, 122(563), 990-1009.

Dlamini, C. S. (2018). *Perceived effectiveness of trade unions in addressing employees' grievances in the public sector in Swaziland* (Doctoral dissertation).

Dupuis, M. (2017). International and comparative employment relations: Assessing the global, national and local level contributions to the field of CER. *Employee Responsibilities and Rights Journal*, 29(3), 151-157.

Durukan, E. (2011). Effects of cooperative integrated reading and composition (CIRC) technique on reading-writing skills. *Educational Research and Reviews*, 6(1), 102-109.

Ebbinghaus, B., & Eichhorst, W. (2006). *Employment regulation and labor market policy in Germany, 1991-2005* (No. 2505). IZA Discussion Papers.

Ebbinghaus, B. (2011). The role of trade unions in European pension reforms: From 'old' to 'new' politics? *European Journal of Industrial Relations*, 17(4), 315-331.

Ebhote, O., & Monday, O. (2015). Conflict management: managerial approach towards improving organizational performance. *International Review of Social Sciences and Humanities*, 9(1), 51-60.

Eriksen, E. O., & Fossum, J. E. (Eds.). (2015). *The European Union's Non-members: Independence Under Hegemony*. Routledge.

Ewing, K., & Hendy, J. (2017). New perspectives on collective labour law: Trade union recognition and collective bargaining. *Industrial Law Journal*, 46(1), 23-51.

Fairbrother, P. (2008). Social movement unionism or trade unions as social movements. *Employee Responsibilities and Rights Journal*, 20(3), 213-220.

- Farquhar, J. D. (2012). *Case study research for business*. Sage.
- Feltoe, G., & Legal Resources Foundation (Harare). (2006). *A Guide to Administrative and Local Government Law in Zimbabwe*. Legal Resources Foundation.
- Field, A. P. (2005). Is the meta-analysis of correlation coefficients accurate when population correlations vary? *Psychological methods*, 10(4), 444.
- Fudge, J., & Tucker, E. (2020). *Labour before the Law*. University of Toronto Press.
- Fuller, C.M., Simmering, M.J., Atinc, G., Atinc, Y. and Babin, B.J., 2016. Common methods variance detection in business research. *Journal of Business Research*, 69(8), pp.3192-3198.
- Garden, C. (2013). Union made: Labor's litigation for social change. *Tul. L. Rev.*, 88, 193.
- Gall, G., & Fiorito, J. (2016). Union effectiveness: In search of the Holy Grail. *Economic and Industrial Democracy*, 37(1), 189-211.
- Grady, J., & Simms, M. (2019). Trade unions and the challenge of fostering solidarities in an era of financialisation. *Economic and Industrial Democracy*, 40(3), 490-510.
- Ghosh, P., Nandan, S., & Gupta, A. (2009). The changing roles of trade unions in india: a case study of national thermal power corporation (ntpc), unchahar. *Asian academy of management journal*, 14(1).
- Ghosh, A. (2020). The global LGBT workplace equality movement. *Companion to Sexuality Studies*, 445-463.
- Goergen, M., Brewster, C., & Wood, G. (2009). Corporate governance regimes and employment relations in Europe. *Relations industrielles/Industrial relations*, 64(4), 620-640.

Goods, C. (2017). Climate change and employment relations. *Journal of Industrial Relations*, 59(5), 670-679.

Gumbrell-McCormick, R. (2011). European trade unions and 'a typical' workers. *Industrial Relations Journal*, 42(3), 293-310.

Gwisai (2015) Labour Amendment Bill Deceptive, News Day: Harare. 27 August 2015.

Gwisai M (2007). Labour and employment law in Zimbabwe: Relations of work under neocolonial capitalism. Harare, Zimbabwe Labour Centre and Institute of Commercial Law, University of Zimbabwe

Hammer, T. H., & Avgar, A. (2005). The impact of unions on job satisfaction, organizational commitment, and turnover. *Journal of Labor Research*, 26(2), 241-266.

Harris, L.R. and Brown, G.T., 2010. Mixing interview and questionnaire methods: Practical problems in aligning data. *Practical Assessment, Research, and Evaluation*, 15(1), p.1.

Hodder, A., & Edwards, P. (2015). The essence of trade unions: understanding identity, ideology and purpose. *Work, employment and society*, 29(5), 843-854.

Holford, J. (2009). *Trade unions: From workers' education to lifelong learning* (pp. 169-182). Routledge.

Hofmann, J., Altreiter, C., Flecker, J., Schindler, S., & Simsa, R. (2019). Symbolic struggles over solidarity in times of crisis: trade unions, civil society actors and the political far right in Austria. *European Societies*, 21(5), 649-671.



Hoffmann, J., & Hoffmann, R. (2009). Prospects for European industrial relations and trade unions in the midst of modernisation, Europeanisation and globalisation. *Transfer: European Review of Labour and Research*, 15(3-4), 389-417.

Holtzhausen, D. R. (2013). *Public relations as activism: Postmodern approaches to theory & practice*. Routledge.

Horvitz, W. L. (2019). Input: Labor, Management, and Government. In *Collective Bargaining: New Dimensions in Labor Relations* (pp. 15-23). Routledge.

Hyman, R., & Gumbrell-McCormick, R. (2010). Trade unions, politics and parties: is a new configuration possible? *Transfer: European review of labour and research*, 16(3), 315-331.

Jakes, S. (2015). ZCTU accuse govt of sidelining social partners in amendment of Labour Act. *Bulawayo 24 News*.

Johari, H., & Ghazali, S. (2011). Exploring commitment among union members: Perspective and direction. *International Review of Business Research Papers*, 7(4), 104-117.

Jones, G., & Needham, C. (2008). Debate: Consumerism in public services—for and against.

Johnston, A. (2014). Rigour in research: theory in the research approach. *European Business Review*.

Kaufman, B.E., Barry, M., Wilkinson, A., Lomas, G. and Gomez, R., 2021. Using unitarist, pluralist, and radical frames to map the cross-section distribution of employment relations across workplaces: A four-country empirical investigation of patterns and determinants. *Journal of Industrial Relations*, 63(2), pp. 204-234.

Kadembo, E. M. (2014). *The narrative/storytelling approach in branding a place: An analytical study of oldham* (Doctoral dissertation, University of Huddersfield).

Kgaphola, L. S. (2017). *Trade unions service level and member satisfaction* (Doctoral dissertation, University of Pretoria).

Kajongwe, C., Chinyena, E., Chitanga, P., & Mataba, A. T. (2020). Dynamic of Labour Court in Dispute Settlement in Zimbabwe: An analysis of the effectiveness of various methods of dispute settlement in labour relations. *Journal of Popular Education in Africa*, 4(4), 48-58.

Kalusopa, T., Otoo, K. N., & Shindondola-Mote, H. (Eds.). (2012). *Trade union services and benefits in Africa*. African Labour Research Network [ALRN].

Knight, X., & Ukpere, W. I. (2014). The effectiveness and consistency of disciplinary actions and procedures within a South African organisation. *Mediterranean Journal of Social Sciences*, 5(4), 589-589.

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Kraus, J. (2007). Conclusion: trade unions and democratization in Africa. In *Trade unions and the coming of democracy in Africa* (pp. 255-286). Palgrave Macmillan, New York.

Lee, B., & Cassell, C. (2008, December). Employee and social reporting as a war of position and the union learning representative initiative in the UK. In *Accounting Forum* (Vol. 32, No. 4, pp. 276-287). No longer published by Elsevier.

Linde, B. (2015). The Employment Relationship. In *The Value of Wellness in the Workplace* (pp. 21-36). Springer, Singapore.

Ludwig, C. (2006). *Trade unions and financial inclusion: the case of South Africa*. ILO.

Machin, S., & Wood, S. (2005). Human resource management as a substitute for trade unions in British workplaces. *ILR Review*, 58(2), 201-218.

Madhuku, L. (2010). *An introduction to Zimbabwean law*. African Books Collective.

Madhuku, L. (2015). Labour law in Zimbabwe

Makanza, T. (2011). senior researcher: ZCTU Alternative to neo-liberalism in southern Africa project. *Durban, South Africa, 10*.

Manzoor, Q. A. (2012). Impact of employees' motivation on organizational effectiveness. *Business management and strategy*, 3(1), 1-12.

Mapolisa, T., & Chakanyuka, D. S. *Scholars Journal of Arts, Humanities and Social Sciences* ISSN 2347-5374 (Online).

Maree, J. (2014). Employment Relations in Anglophone Sub-Saharan Africa. In *The Oxford Handbook of Employment Relations*.

Mataba..A.T, & Manuere, F.,(2021). Topic: Nexus between public sector employees and effectiveness of trade unionism.

MAYEA, D. B. D. L. (2019). *Trade Union Renewal in Chile: A case study analysis and comparison of the challenges and prospects facing company-level trade unions in the food manufacturing and beverage sector* (Doctoral dissertation, MANCHESTER BUSINESS SCHOOL).

Melchades, V. (2013). *The Role of Effective Grievance Management Procedures in Enhancing the Work Performance* (Doctoral dissertation, The Open University of Tanzania).

Mwamadzingo, M., & Saleshando, D. (Eds.). (2003). *Trade unions and poverty alleviation in Africa*. ILO.

Mullin, B. P. (2010). *A Quantitative Analysis of Human Capital as an Economic Development Tool for the South* (Doctoral dissertation, Northcentral University).

Muzondidya, J., 2009. Race, ethnicity and the politics of positioning: the making of coloured identity in colonial Zimbabwe, 1890–1980. *Burdened by race: Coloured identities in southern Africa*, p.156.

Mamokhere, J. (2020). Reflection on the role of trade unions in upholding democracy in the workplace, south africa. *Gender & Behaviour*, 18(3).

Maxwell, J. A. (2006). Literature reviews of, and for, educational research: A commentary on Boote and Beile's "Scholars before Researchers". *Educational researcher*, 35(9), 28-31.

Mhlanga, E., & Shumba, O. (2013). Reporting research results and findings. *Preparing your Dissertation at a Distance: A Research*, 216.

Milner, S. (2017). Trade unions, equality and diversity: an inconsistent record of transformative action.

Mitchener, K. J., & Yan, S. (2014). Globalization, trade, and wages: What does history tell us about China?. *International Economic Review*, 55(1), 131-168.

Moeti-Lysson, J., & Ongori, H. (2011). EFFECTIVENESS OF TRADE UNIONS IN PROMOTING EMPLOYEE RELATIONS IN ORGANISATIONS. *Global J. of Arts & Mgmt*, 1(4).

Moyo, S., & Yeros, P. (2007). Intervention the Zimbabwe question and the two lefts. *Historical Materialism*, 15(3), 171-204.

Mpofu, B. (2017). ZCTU drags minister to court. *Zimbabwe Independent*.

Muchengetwa, S. M., & Mudimu, C. (2005). Business statistics. *Zimbabwe Open University, Harare*.

Mudoni, T. V. (2017). An analysis on the effectiveness of conciliation and arbitration as labour dispute resolution mechanisms Zimbabwe.

Muhammad, A., Shen, L., & Xiao-Yong, W. (2018). The mediating role of the employee relations climate in the relationship between strategic HRM and organizational performance in Chinese banks. *Journal of Innovation & Knowledge*, 3, 115-122.

Munro, A., & Rainbird, H. (2012). UNISON's approach to lifelong learning. In *Redefining Public Sector Unionism* (pp. 189-201). Routledge.

Munyanyi, T. (2017). EFFECETIVENESS OF LABOUR COURT IN LABOUR DISPUTE MANAGEMENT IN ZIMBABWE.

Murthy, S. N., & Bhojanna, U. (2009). *Business research methods*. Excel Books India.

Muzoradope, Y. (2013). *An investigation into the effectiveness of arbitration as a conflict resolution technique in the civil service: a case study of Ministry of Youth Development indigenisation and empowerment* (Doctoral dissertation, BUSE).

Mzangwa, S. T., & Madue, S. M. (2015). The perceptions of unionised employees on grievance and disciplinary matters at a higher education institution in South Africa. *Journal of Governance and Regulation/Volume*, 4(2).

Mzangwa, S. T. (2015). Descriptive analysis of the theoretical perspectives in employment relations. *CORPORATE OWNERSHIP & CONTROL*, 184.

Nchimbi, A. (2018). The Trade Unions Performance in Tanzania: The Perceptions of School Teachers Union in Singida Municipality. *Open Journal of Social Sciences*, 6(04), 242.

Ndlovu, S. E. (2019). *Perceptions of employees regarding the effectiveness of trade unions in representing employees at the University of KwaZulu-Natal* (Doctoral dissertation).

Newman, A., Cooper, B., Holland, P., Miao, Q., & Teicher, J. (2019). How do industrial relations climate and union instrumentality enhance employee performance? The mediating effects of perceived job security and trust in management. *Human resource management*, 58 (1), 35-44.

Nyanga, T., Mpala, C., & Chifamba, E. (2012). Brain Drain: implications for sustainable development in Zimbabwe. *Journal of sustainable development in Africa*, 14(8), 141-153.

Nyathi, M. (2010). *The Right to Organise: Critiquing the Role of Trade Unions in Shaping Work Relations in Post-apartheid South Africa* (Doctoral dissertation, Rhodes University).

Nowak, J. (2021). From industrial relations research to global labour studies: moving labour research beyond Eurocentrism. *Globalizations*, 18(8), 1335-1348.

Odeku, O. F., & Odeku, K. O. (2014). In pursuit of the employees' welfare in the workplace: issues in perspectives. *Mediterranean Journal of Social Sciences*, 5(15), 652-652.

- Oesch, D. (2010). Trade unions and industrial relations in Switzerland. *SWITZERLAND IN EUROPE. CONTINUITY AND CHANGE IN THE SWISS POLITICAL ECONOMY*, Christine Trampusch and André Mach, eds., Routledge, Forthcoming.
- Okeke, P. A., Nwele, J. O., & Achilike, N. I. (2017). Impact of effective wages and salary administration on civil service productivity in Nigeria: A study of Anambra State. *Asian Journal of Applied Science and Technology*, 1(9), 421-438.
- Olungo, K., & Ukpere, W. (2020). The Impact of Globalization on Industrial Relations in Kenya. *Psychology and Education Journal*, 57(7), 478-486.
- Onukwu, J. N. (2020). Conceptualizing Contributory Pension Scheme Implementation and Job Commitment of University Lecturers in Nigeria. *European Journal of Educational Management*, 3(1), 7-13.
- Onwuegbuzie, A. J., & Leech, N. L. (2007). Sampling designs in qualitative research: Making the sampling process more public. *Qualitative Report*, 12(2), 238-254.
- Pha, A., & Pearson, T. (2014). Strength in the union. *Guardian (Sydney)*, (1625).
- Phelan, C. (Ed.). (2007). *Trade union revitalisation: Trends and prospects in 34 countries*. Peter Lang.
- Pillay, D. (2007). INTRODUCTION TO SPECIAL ISSUE: Globalization and the Challenges to Labour and Development. *Labour, Capital and Society/Travail, capital et société*, 2-16.
- Plano Clark, V. L., Huddleston-Casas, C. A., Churchill, S. L., O'Neil Green, D., & Garrett, A. L. (2008). Mixed methods approaches in family science research. *Journal of Family Issues*, 29(11), 1543-1566.

Porter, F., Blakey, H., Chater, M., Chesters, G. S., Hannam, M., & Manborde, I. (2017). Analysis: Voices from the movement: What can the Trade Union Act (2016) tell us about trade union organising?.

Polit, D. F., & Beck, C. T. (2010). Generalization in quantitative and qualitative research: Myths and strategies. *International journal of nursing studies*, 47(11), 1451-1458.

Poole, M. (2021). *Theories of trade unionism: a sociology of industrial relations*. Routledge.

Purton, P. (2017). *Champions of Equality: Trade Unions and LGBT Rights in Britain*. Lawrence & Wishart.

Pyman, A., Holland, P., Teicher, J., & Cooper, B. K (2010). Industrial relations climate, employee voice and managerial attitudes to unions: An Australian study. *British Journal of Industrial Relations*, 48(2), 460-480.

Randolph, J. (2009). A guide to writing the dissertation literature review. *Practical Assessment, Research, and Evaluation*, 14(1), 13.

Robinson, O. C. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Qualitative research in psychology*, 11(1), 25-41.

Räthzel, N. (2021). Trade union perceptions of the labour-nature relationship. *Environmental Sociology*, 1-12.

Readcast, T. U. (2009). Recommendation of National Commission on Labour for strengthening trade unions. Document issued in May, 2011, 1-38.



- Regalia, I., & Regini, M. (2018). Trade unions and employment relations in Italy during the economic crisis. *South European Society and Politics*, 23(1), 63-79
- Renner, M., & Taylor-Powell, E. (2003). Analyzing qualitative data. *Programme Development & Evaluation, University of Wisconsin-Extension Cooperative Extension*, 1-10.
- Rothbard, M. N. (2017). *The progressive era*. Ludwig von Mises Institute
- Rubushe, M. (2009). *Trade Union Investment Schemes: A Blemish on the Social Movement Unionism Outlook of South African Union?* (Doctoral dissertation, Rhodes University)..
- Rule, P., & John, V. (2011). *Your guide to case study research*. Pretoria: van Schaik.
- Sabo, A., Maishanu, M. M., & Muhammad, S. (2018). INDUSTRIAL RELATIONS ENVIRONMENT IN NIGERIA: REVIEWING CONFLICT CAUSES AND TAXANOMIES AMONG PUBLIC SECTOR EMPLOYEES. *European Journal of Human Resource Management Studies*.
- Sarstedt, M., Hair Jr, J.F., Cheah, J.H., Becker, J.M. and Ringle, C.M., 2019. How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal (AMJ)*, 27(3), pp.197-211.
- Saunders, M.N. and Townsend, K., 2018. Choosing participants. *C. Cassel, AL Cunliffe*,
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Saundry, R., & Antcliff, V. (2006). *Employee Representation in Grievance and Disciplinary Matters: Making a Difference?* (No. 69). Department of Trade and Industry.

- Saundry, R., McArdle, L., & Thomas, P. (2011). *Transforming conflict management in the public sector? Mediation, trade unions and partnerships in a primary care trust*. Acas.
- Saunders, M. N., & Tosey, P. (Eds.). (2015). *Handbook of research methods on human resource development*. Edward Elgar Publishing.
- Seeliger, M. (2019). *Trade Unions in the Course of European Integration: The Social Construction of Organized Interests*. Routledge.
- Sekaran, U., & Bougie, R. (2009). *Research methods for business: A skill building approach*, 5th ed. West Sussex, UK: Wiley.
- Shrestha, B. (2012). The Effect of Trade Unionism on Workers: A Case Study on PAM. Shrestha, B. (2012). The Effect of Trade Unionism on Workers: A Case Study on PAM.
- Silva, V. (2021). The ILO and the future of work: The politics of global labour policy. *Global Social Policy*, 14680181211004853 Silva, V. (2021). The ILO and the future of work: The politics of global labour policy. *Global Social Policy*, 14680181211004853
- Singh, H., & Mahanty, N. (2001). The role of Trade Unions in bringing about performance oriented culture. *Indian Journal of Industrial Relations*, 37(1), 154-159.
- Sinha, P. (2017). Trade unions and industrial relations in the car industry in India. *The Automotive Sector in Emerging Economies: Industrial Policies, Market Dynamics and Trade Unions*, 206-219.
- Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.

Sibanda, T. K. S. (2011). *Conflict Issues Across Disciplines: Conflict, Negotiation, and Mediation: African Experiences*. Xlibris Corporation.

Smith, P., 2019. Rookes v. Barnard and the trade union question in British politics. *Industrial Relations Journal*, 50(5-6), pp. 431-449.

Snape, E. D., & Redman, T. (2012). Industrial relations climate and union commitment: An evaluation of workplace-level effects. *Industrial Relations: A Journal of Economy and Society*, 51(1), 11-28.

Southworth, C., & Stepan-Norris, J. (2009). American trade unions and data limitations: A new agenda for labor studies. *Annual Review of Sociology*, 35, 297-320

Srivastava, S. C. (2012). *Industrial relations and labour laws*. Vikas Publishing House.

Stuart, M., lucio, M. M., Tomlinson, j., & Perrett, r. (2010). Union Modernisation Fund–Round Two: Final evaluation report. *Employment Relations Research Series*, (111).

Sundar, K. S. (2007). Trade Unions and Civil Society: Issues and Strategies. *Indian Journal of Industrial Relations*, 713-734

Sundar, K. S. (2017). A different reforms agenda: Reform of trade unions! *The Indian Journal of Labour Economics*, 60(2), 233-252.

Swanepoel, S., Botha, P. A., & Mangonyane, B. N. (2014). Politicisation of performance appraisals.

Tafirenyika, N. (2017). *Conflict management in organizations! A case study of the role of ZIMTA in satisfying the needs of its constituency in Epworth-Mabvuku Tafara District* (Doctoral dissertation, University of Zimbabwe).

- Tarumaraja, B. A., Omar, F., Halim, F. W., & Hafidz, S. W. M. (2015). The Relationship between Union Organization and Union Effectiveness: The Role of Type of Union as Moderator. *Procedia-Social and Behavioral Sciences*, 211, 34-41.
- Teddlie, C., & Tashakkori, A. (2010). Overview of contemporary issues in mixed methods research. *Handbook of mixed methods in social and behavioral research*, 2(2010), 1-41.
- Trebilcock, A. (2018). Literature Review Article: Comparative Labour Law. *Comparative Labour Law*.
- Turner, T., & D'Art, D. (2012). Public perceptions of trade unions in countries of the European Union: A causal analysis. *Labor Studies Journal*, 37(1), 33-55.
- Uys, M., & Holtzhausen, M. (2016). Factors that have an impact on the future of trade unions in South Africa. *Journal of Contemporary Management*, 13(1), 1137-1184.
- Uzhenyu, D. (2018). Trade unions not serving their mandate and no longer a force to reckon with: The Zimbabwe experience. *International Journal of Research in Social Sciences*, 8(5), 252-266
- Vandeweyer, M., Espinoza, R., Reznikova, L., Lee, M., & Herabat, T. (2020). OECD Economics Department Working Papers No. 1641. *OECD Economic Department Working Papers*, (1641), 0\_1-49.
- Van Gramberg, B., Teicher, J., & Holland, P. (2002). Trade Union Responses To Outsourcing In Australia.
- Walsworth, S., O'Brady, S. and Taras, D.G., 2021. Employment Relations in Canada. *International and Comparative Employment Relations: Global Crises and Institutional Responses*, p.81.

- Wanjere, D. M., Egessa, R., & Kagucia, C. N. (2012). Effect Of Dominance Conflict Resolution Strategy On Employee Performance In Kenyan Public Universities.
- Webb, S. (2021). Introduction to the 1920 Reprint. In *Democratic Socialism in Britain* (pp. xv-xxvii). Routledge.
- Webster, E., & Morris, C. (2015). 4 Trade unions and the challenge of economic inequality. *Combating Inequality: The Global North and South*, 45.
- Webster, L., & Mertova, P. (2007). *Using narrative inquiry as a research method: An introduction to using critical event narrative analysis in research on learning and teaching*. Routledge.
- Wilson, J. (2010). *Essentials of business research: A guide to doing your research project*, London: SAGE Publications Ltd.
- Wright, M.S., Wilson, D.K., Griffin, S. and Evans, A., 2010. A qualitative study of parental modeling and social support for physical activity in underserved adolescents. *Health Education Research*, 25(2), pp.224-232.
- Yin, R. K. (2009). *Case study research: Design and methods* (Vol. 5). sage.
- Zalaghi, H., & Khazaei, M. (2016). The role of deductive and inductive reasoning in accounting research and standard setting. *Asian Journal of Finance & Accounting*, 8(1), 23-37.
- Zeilinger, B. (2021). The European Commission as a policy entrepreneur under the European Semester. *Politics and Governance*, 9(3), 63-73.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business research methods*, 8th ed. Australia: South-Western, CENGAGE Learning.

Zimbabwe Human Rights Commission. (2017). Complaint by Teachers Union to Min of Education and ZANU PF.

Zinyemba, A. Z. (2014). The challenges of recruitment and selection of employees in Zimbabwean companies. *international Journal of science and research*, 3(1), 29-33.

Zwick, A. (2018). Welcome to the Gig Economy: Neoliberal industrial relations and the case of Uber. *GeoJournal*, 83(4), 679-691.

## Appendix A: Ethical Letters from University

CAMERA  
118

April 2021  
PROGRESSIVE TEACHERS UNION OF ZIMBABWE  
14 McLaren Road Milton Park  
Harare

Dear Sir/Madam

REF: REQUEST TO CARRY OUT DPHIL RESEARCH IN YOUR CONSTITUENCY

Our student Mataba Augustine Torayi is seeking your permission to carry out research studies in your constituency. It is our hope that your good office will grant this humble request. The title of thesis is THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN Zimbabwe.

Sincerely,  
HOYI UNIVERSITY OF TECHNOLOGY  
DEPARTMENT OF ENTREPRENEURSHIP AND  
BUSINESS MANAGEMENT

2021  
F. M. D.  
PO BOX 7724  
CHIMWOLI, ZIMBABWE  
TELE/FAX: +263-67 22203/5

SIGNATURE

Prof F. Manuere (PhD)

CAMERA

tel 7 April 2021

**THE ZIMBABWE CONGRESS OF TRADE UNIONS**  
Gorlon house, 7 Jason Moyo Avenue  
Harare

Dear Sir/Madam

**REF: REQUEST TO CARRY OUT DPHIL RESEARCH IN YOUR CONSTITUENCY**

Our student Mataba Augustine Torayi is seeking your permission to carry out research studies in your constituency. It is our hope that your good office will grant this humble request. The title of thesis is **THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN Zimbabwe.**

Sincerely

CHINHOI UNIVERSITY OF TECHNOLOGY  
DEPARTMENT OF ENTREPRENEURSHIP AND  
BUSINESS MANAGEMENT  
F. M.  
2021  
P.O BOX 7724  
CHINHOI, ZIMBABWE  
TELE/FAX: +263-67 22203/5  
Prof F. Manuere (PhD)  
SIGNATURE





## CHINHOYI UNIVERSITY OF TECHNOLOGY

✉: P. Bag 7724 ☎: 263-67-22203-5 📠: 263-67- 26321 E-mail : admin.chinhoyi@cut.ac.zw

Professor F. Manuere (PhD, Chairperson. Department of Entrepreneurship and Business Management  
manuerefaitira@gmail.com, Cell +263 783 173 416

### DEPARTMENT OF ENTREPRENEURSHIP BUSINESS MANAGEMENT

27 April 2021  
ZIMTA  
15A SEKE ROAD  
HATFIELD  
Harare

#### REF: REQUEST TO CARRY OUT DPHIL RESEARCH IN YOUR CONSTITUENCY

Our student Mataba Augustine Torayi is seeking your permission to carry out research studies in your constituency. It is our hope that your good office will grant this humble request. **The title of thesis is THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN Zimbabwe.**

Sincerely

CHINHOYI UNIVERSITY OF TECHNOLOGY  
DEPARTMENT OF ENTREPRENEURSHIP AND  
BUSINESS MANAGEMENT  
F. Manuere  
2021  
P.O BOX 7724  
CHINHOYI, ZIMBABWE  
TEL/FAX: 263 67 22203/5

Prof F. Manuere (PhD)  
SIGNATURE



SHOT ON itel  
AI DUAL CAMERA

## Appendix B : Approval letters From Companies



### ZIMBABWE TEACHERS' ASSOCIATION (ZIMTA)

ZIMTA House, 190 Herbert Chitepo Avenue, PO Box 1440, Harare, Zimbabwe.  
Tel. +263.242.795.931: +263.242.762.033 250.565 Fax. +263.242.791.042 [info@zimta.co.zw](mailto:info@zimta.co.zw)  
[ceo@zimta.co.zw](mailto:ceo@zimta.co.zw) : [www.zimta.org.zw](http://www.zimta.org.zw)



**Bulawayo Metropolitan**  
No. 5, 3<sup>rd</sup> Avenue & K. Mugidi Way  
Bulawayo  
+263.9.881.254  
[bulawayo@zimta.co.zw](mailto:bulawayo@zimta.co.zw)

**Harare Metropolitan**  
9 Cornbrook Road  
Eastlea, Harare  
+263.4977.000.400  
[harare@zimta.co.zw](mailto:harare@zimta.co.zw)

**Mashonaland Central**  
767 Chenjerai Hunza Street  
Bldum  
+263.2.1.7207/6955  
Fax. -263.271.6810  
[mashcent@zimta.co.zw](mailto:mashcent@zimta.co.zw)

**Mashonaland West**  
219 Grey Street  
Chegutu  
Tel/Fax: +263.293.225.3694  
[mashwest@zimta.co.zw](mailto:mashwest@zimta.co.zw)

**Masvingo**  
6 Harding Street  
Rhunde, Masvingo  
+263.39.635.26  
Fax. -263.39.631.40  
[masvingo@zimta.co.zw](mailto:masvingo@zimta.co.zw)

**Manicaland**  
6 Aerodrome Road  
Muzarira  
+263.30.584.40  
[manicaland@zimta.co.zw](mailto:manicaland@zimta.co.zw)

**Mashonaland East**  
R5 257, 1<sup>st</sup> Street  
Marondera  
Tel/Fax: +263.279.376.43  
[masheast@zimta.co.zw](mailto:masheast@zimta.co.zw)

**Midlands**  
31 A, 6<sup>th</sup> Street  
Gweru  
+263.54.222.008  
+263.54.276.300  
Fax. +263.54.925.985  
[midlands@zimta.co.zw](mailto:midlands@zimta.co.zw)

**Metabaland North**  
4 Best Place  
10<sup>th</sup> Avenue & Joshua Tongogara  
Bulawayo  
Tel: +263.9.881.910  
Fax: +263.9.885.771  
[metanorth@zimta.co.zw](mailto:metanorth@zimta.co.zw)

**Metabaland South**  
4 Winchester House  
Cnr. 4<sup>th</sup> Avenue & 1<sup>st</sup> Street  
Bulawayo  
+263.9.767.22  
[metasouth@zimta.co.zw](mailto:metasouth@zimta.co.zw)

Standing Committee: Mr. B. Gudzere (National President), Mrs. E. Mubvumba (National Deputy President), Mr. T. Mwezo (National Deputy President), Mr. T.N. Sibanda (National Secretary General), Mr. J. Muzilo (National Treasurer).

Secretary: Dr. C. Ndlovu (Chief Executive Officer), Mr. B. Muzilo (National Secretary General)

26 May 2021

Augustine Mataha

[matabaauga@gmail.com](mailto:matabaauga@gmail.com)

Dear Sir

#### RE REQUEST TO CARRY OUT DPHIL RESEARCH

This letter responds to one from your university, Chinhoyi University of Technology, requesting to carry out a research entitled **THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN ZIMBABWE** in our constituency.

Authority to carry out the research is hereby granted. We hope that you will share the findings of your research with us.

Yours Sincerely



Dr Sifiso Ndlovu (PhD)  
CHIEF EXECUTIVE OFFICER

# ZIMBABWE CONGRESS OF TRADE UNIONS (ZCTU)

All correspondence should be  
addressed to the Secretary General

Email: [info@zctu.co.zw](mailto:info@zctu.co.zw)  
Fax: (263) - 242 - 749256  
Tel: 749253/793093/794742/794702



Ref:

No. 7 Jason Moyo Avenue  
2nd & 3rd Floor, Gorlon House  
P.O. Box 3549  
HARARE

14 June 2021


TO WHOM IT MAY CONCERN

**REF: ASSISTANCE TO CARRY OUT DPIL RESEARCH**

---

Kindly assist **Mr. Mataba Augustine Torayi** a Chinhoyi University of Technology student with permission to carry out his research studies in your union. The title of thesis is **THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN ZIMBABWE.**

Yours sincerely

  
Japhet Moyo  
**Secretary General**

**Interview Guide for all participants**

**Section A: Demographics**

How old are you?

18-20 years

20-25 years

25-30 years

30-35 years

40-45 years

45-50 years

50-55 years

55-60 years

60-65 years

**What is your highest educational qualification?**

O' Level

A' Level

Undergraduate

Master's Degree

PhD (Doctorate) Degree

**What is your current employment status?**

Full Time

Part Time

**What is your current designation in the union?**

General Employee

Supervisor

Teacher

Manager

**Section B: Specific Details about personality**

**This section requires you to give specific details about yourself**

**1.2.1 For how long have you been in the union?**

1-5 Years

5-10 Years

10-15 Years

15-20 Years

Above 20 Years

**1.2.2 Have you ever been a member of another union other than your union? If yes, for how long?**

1-5 Years

5-10 Years

10-15 Years

15-20 Years

Above 20 years

**1.2.3 Which sector/staff category do you represent or belong?**

Full time

Part time

**1.2.4 What is the average age of the members in the structure?**

18-20 Years

20-30 Years

30-35 Years

35-40 Years

40-45 Years

45-50 Years

50-55 Years

55-60 Years

Above 60 Years

**1.2.5 How many people do you supervise?**

1-10 employees

10-20 employees

20-30 employees

30-40 employees

**1.2.6 How frequent do you meet as members and or meet with your leaders per quarter?**

One per month

Two times per month

Three times per month

Four times per month

More than four times per month

### **Section C: Open ended Questions**

#### **1.3.1 Is the trade union recognized by the employer where it operates?**

**1.3.1.1** What structures are in place that promotes democratic participation in union activities?

**1.3.1.2** What are the internal organizational factors that promote participation of members in the union activities?

**1.3.1.3** What are the administrative policies that hinder participation of members in the union activities?

#### **1.3.2 What is the effect of trade unions in enhancing public sector industrial relations?**

**1.3.2.1** What are the measures being taken by your union in protecting the rights of the worker for safe working condition or environment?

**1.3.2.2** In what ways are trade unions contributing in enhancing public sector industrial relations?

**1.3.2.3** What is your view on the role of trade unions in the promotion and protection of thee employee working conditions?

**1.3.2.4** What challenges do union representatives face in dealing with management during grievance procedure and disciplinary hearings?

#### **1.3.3 What are employees' perceptions on effectiveness of trade unions in enhancing public sector industrial relations?**

**1.3.3.1** What are the employees' perceptions on trade unions towards promoting of industrial relations?



**1.3.3.2** What are your views about trade unions contribute to organizational financial stability?

**1.3.3.3** In your view how does if any, trade unions influence economic growth?

**1.3.4 What are the challenges faced by trade unions in enhancing public sector industrial relations?**

**1.3.4.1** What economic issues if any, that affecting trade unions?

**1.3.4.2** What are the legal or policy issues if any that constrain effectiveness of trade unions?

**1.3.4.3** In your opinion what are the adverse of technology to trade union activities?

**1.3.4.4** In which way, if any, are the human resources systems in your organisation limit trade unionism?

**1.3.4.5** How is politics, if any, hindering trade unionism activities?

**1.3.5 To what extent do strategies by trade unions enhance public sector in industrial relations?**

**1.3.5.1** What is your opinion about if any, the civil service trade union have played?

**1.3.5.2** In your view which methods are effective for trade unions in their work in the country?

**1.3.5.3** What words or phrases would you use to describe leaders in the union?

## Appendix D: Questionnaire

### Questionnaire

“Effectiveness of trade unions in promoting industrial relations in the public sector in Zimbabwe”

My name is **Augustine. T. Mataba**, student Pin **C19139325E**. I am a Doctoral Candidate with Chinhoyi University. I am conducting a research on the Topic mentioned above and I am appealing for your cooperation and assistance in completing the questionnaire below as honestly as possible.

Please do not write your name or the name of your organisation on the questionnaire.

Any information provided will be treated with utmost confidentiality and will be used solely for the purpose of the study. Please feel free to participate in this study or to withdraw should you not wish to continue.

### Part 1: Biographical Data

Participant's sex

Female

Male

What is your age group?

Below 30

Between 30-39

Between 40-49

Between 50-59

Between 60 years and above

**What is your highest level of qualification?**

O'level	<input type="checkbox"/>
A'LEVEL	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
First Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>
PHD	<input type="checkbox"/>

**What is your position in your organisation?**

Ordinary member	<input type="checkbox"/>
Executive Member	<input type="checkbox"/>
Employee	<input type="checkbox"/>

**Are u affiliated to any trade union?**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

**Part 2 Services offered by unions**

The following questions ask about the service offered by your unions. Please take a moment to rank the following on a five point Likert scale to reflect your feelings about your union and the extent to

which you agree or disagree it provides these services. The term union in the questionnaire is to be considered as the union that you are a member of: Please Tick the appropriate box

**Effectiveness of trade unions in promoting industrial relations in the public sector in Zimbabwe**

<b>Questions</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Trade unions contribute in promoting public sector industrial relations					
Are there any structures or strategies that are in place to promote democratic participation in all union activities					
Does Administrative policies are hinder participation or promotion of trade unionism in your members					
Trade unions are effective in facilitating collective bargaining for better industrial relations					
If Trade Unions carry educational and developmental programmes as well as ideological training this promotes industrial relations					
If trade union are involved in resolving disputes and promotes peace positively influence trade union recognition					
Trade unions should organize training for its members(e.g. Seminars, workshops)					

Observations of employees in relation to effective communication of trade unions in the public sector have a bearing on promoting of industrial relations					
Perception of employees on effectiveness of trade union enables enhancement of public sector industrial relations					
There is an effect on trade unions in enhancing public sector industrial relations					

**How do you rate the employees in relation to effective communication of trade unions in the public sector in promoting industrial relations?**

<b>Questions</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
How is the physical relation between employer and employee facilitated by trade unions that leads to financial stability					
economic growth positively influence membership growth of trade unions					
Is there any good physical relation between employer and employee facilitated by trade unions that leads to financial stability					

--	--	--	--	--	--

**What are the challenges faced by trade unions in enhancing?**

<b>Questions</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Legislative provisions affecting trade unions in their endeavour to be effective					
level is technology or globalization affects trade union activities					
Human resources systems of your organisation affect trade unionism?					
Extent of politics play a leading role in trade union activities					

**To what extent do strategies by trade unions enhance public sector in industrial relations?**

<b>Questions</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
civil service trade unions play a pivotal role in promoting effectiveness					
Most trade unions do not have any method in place to use promote industrial relations					

**Thank You for Your Cooperation**

**Thank You**

## Appendix E

Informed Consent for participation in an academic research study School of Entrepreneurship and Business Science

### Dear Respondent

You are invited to participate in an academic research study conducted by **Augustine Torayi Mataba, Reg Number C19139325E** a Doctoral student from the department of Human Resources management at Chinhoyi University of Technology. The purpose of the study is to assess **THE EFFECTIVENESS OF TRADE UNIONISM IN PROMOTING INDUSTRIAL RELATIONS IN THE PUBLIC SECTOR IN ZIMBABWE.**

### Please note the following:

- The study involves an anonymous survey. Your name will not appear on the questionnaire and the answer you give will be treated as strictly confidential. You cannot be identified in person based on the answer you give.
- Your participation in this study is very important to us. You may however, choose not to participate and you may also stop participating at any time without any negative consequences. I understand that there will be no direct benefit to myself but the results of the study may help to improve the functioning and services, which are rendered by the trade unions.
- The results of the study will be used for academic purposes only and may be published in an academic journal. Will provide summary of findings and recommendations on request
- Please contact my supervisor, Professor F Manuere at 0783173416 and /or [fmanuere@cut.ac.zw](mailto:fmanuere@cut.ac.zw) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understood the information provided above.
- You give your consent to participate in the study on a voluntary basis

.....  
.....

**Respondent's Signature**

**Date**





Similarity Report ID: oId:6447:112421926

PAPER NAME

**Mataba A FINAL.docx**

AUTHOR

**Augustine Mataba**

WORD COUNT

**47739 Words**

CHARACTER COUNT

**266219 Characters**

PAGE COUNT

**154 Pages**

FILE SIZE

**779.8KB**

SUBMISSION DATE

**Mar 31, 2022 4:57 PM GMT+2**

REPORT DATE

**Mar 31, 2022 5:04 PM GMT+2****● 8% Overall Similarity**

The combined total of all matches, including overlapping sources, for each database.

- 8% Internet database
  - 0% Submitted Works database
- Excluded from Similarity Report**
- Bibliographic material
  - Small Matches (Less than 8 words)

[Summary](#)

**JOURNAL 1**

The International Journal of Business Management and Technology, Volume 5 Issue 4 July – August  
2021 ISSN: 2581-3889 Research Article Open Access

**Topic: Nexus between public sector employees and effectiveness of trade unionism Mataba  
Augustine Torayi & Professor Faitira Manuere Affiliation: Chinhoyi University of technology**

**Abstract:** *This study sought to assess the nexus between public sector employees and effectiveness of trade unions. The study employed a descriptive research design with a sample size of 323 respondents. The questionnaires were mailed to respondents due to the Covid 19 pandemic. A total of 284 questionnaires were returned which amounted to 88 percent. The results showed that trade union effectiveness was being hampered by Government overriding the role of trade unions by imposing salary increase without considering the function of trade unions. The legislative provisions in the country although ratified from International Labour Organisation Conventions. The results also revealed that 74% of the respondents noted that economic challenges faced since 2000 have affected collective bargaining in the public sector. This was necessitated by the unwillingness by employees to pay the check off scheme. The effectiveness of trade unions was also being impeded due to failure by Government to hear the side of public sector employees. Manipulation of the activities of trade union was also viewed as an impediment of the trade union effectiveness in the public sector. The results of the study indicated that the majority (61%) perceive trade unions ineffective in regards to openness and accountability to its members. However, vis a-vis sharing information to its members, the respondents were rather evenly divided, with 50% agreeing that the unions shares information and 50% disagreeing. 69% of the respondents also perceived the union to lack proper understanding of the employer's business. Based on the results trade unions should endeavour to put in place a proper communication strategy so that they can relay information easily to its members.*

**Keywords:** Nexus, Trade union, Public Sector, Employee, Perception, ratification

**JOURNAL 2**

Asian Journal of Economics and Banking - Manuscript ID AJEB-05-2022-0055

Inbox



Sun, May 29, 10:44

**Asian Journal of Economics and Banking** <onbehalf@manuscriptcentral.com> (2 days ago)

to me,

29-May-2022

Dear Mr. MATABA,

Your manuscript entitled "Trade unionism as an anatomy to organizational conflict in the public sector in Zimbabwe" has been successfully submitted online and is presently being given full consideration for publication in the Asian Journal of Economics and Banking.

Your manuscript ID is AJEB-05-2022-0055.

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at <https://mc.manuscriptcentral.com/ajeb> and edit your user information as appropriate.

You can also view the status of your manuscript at any time by checking your Author Centre after logging in to <https://mc.manuscriptcentral.com/ajeb>.

Thank you for submitting your manuscript to the Asian Journal of Economics and Banking.

Yours sincerely,  
Asian Journal of Economics and Banking Editorial Office

## JOURNAL 3

IJMRE Article Submission Details

Inbox



**IJMRE Journal editors@ijmre.com** via [srv392.main-hosting.eu](http://srv392.main-hosting.eu)

7:11 AM (3  
hours ago)

to me

Dear Author Mataba Augustine Torayi

Thank you for submitting the manuscript, "STRATEGIES ADOPTED BY TRADE UNIONS IN ENHANCING PUBLIC SECTOR INDUSTRIAL RELATIONS IN ZIMBABWE." to **International Journal of Multidisciplinary Research and Explorer (IJMRE)**. With the online journal management system that we are using, you will be able to track its progress through the editorial process by logging in to the journal web site:

Article ID: 229

**Please download attachment article Copyright form fill the required details, sign it and resend within 2 days.**

If you have any questions, please contact me. Thank you for considering this journal as a venue for your work and hope you will enjoy publishing in this journal, and look forward to receiving articles from you in future.

**With Best Regard**

IJMRE Team  
[editors@ijmre.com](mailto:editors@ijmre.com)  
[www.ijmre.com](http://www.ijmre.com)