



**MIDLANDS STATE UNIVERSITY
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS MANAGEMENT**



**INVESTIGATING THE EFFECTS OF MANDATORY CORPORATE UNIFORMS ON
EMPLOYEE ATTITUDE AND MORALE. THE CASE STUDY OF TRUST ME
SECURITY COMPANY.**

BY

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DEDICATIONS

I would like to dedicate this research work to my beloved father.
Dad it was your greatest wish to see me excelling in my studies,
Rest in peace, I love you.

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Firstly, I would like to thank God the Almighty for the life and health that he gave to me throughout this project, without him we are all nothing and his guidance and protection we can never repay.

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DECLARATION

This research project is my original work and has not been submitted for any other college, institution, or university for academic credit.

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This research project has been submitted for examinations with my approval as the university supervisor

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ABSTRACT

Corporate uniforms generally constitute an important component of private security business establishment's brand identity. Corporate uniforms create a particular impression of a property and also plays an integral part of atmosphere created by a business enterprise. The study sought to investigate the effects of mandatory corporate uniforms on employee's attitude and morale in the case study of Trust Me Security Company. The study focused on Harare employees only. This objective of the study was to provide an insight on why employees who were mainly security guards did not want to be seen in their corporate uniforms away from their workplaces.

Simple random sampling was used in determining sample size from a population of 600 where 50 employees were used as a sample. Probability sampling was also used. Data collection methods used were surveys and observations while the tools were hand delivered questionnaires, face to face interviews, document analysis and observations. Hence a total of 50 questionnaires were administered to the staff of Trust Me Security Company. Out of which 40 were recovered and fully answered and used for the study. The collected data was analysed with use of statistical tools and by simple descriptive analysis. A computer software package SPSS was also used to analyse the data.

The study found out that the majority of employees were not aware of the existence of organisational uniform policy, management of the organisation did not take into consideration employee's concerns regarding uniforms, the majority of employees did wear their corporate uniforms to and from workplaces with main reasons being uniform elements and comments from people, the corporate uniform affected employee's attitude at workplace and also that there was a relationship that existed between corporate uniforms and employee morale.

From the findings the researcher recommended that the organisation must have a buy-in from the employees as well as considering stakeholders views when selecting or coming up with elements of the uniform.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter highlights the main focus of the study in relation to mandatory corporate uniforms. The chapter starts by outlining the background of the study concerning the issue of corporate uniforms followed by problem statement giving rise to the need of the study regarding corporate uniforms. This chapter also reveals some research questions and research objectives and then outlines significance of the research as well as delimitations and limitations faced during the study. Finally, the chapter gives definitions of terms, list of abbreviations and chapter summary.

1.2. Background to the study

Corporate uniforms play an integral part in the enhancement of the corporate image. Apart from the corporate image, uniforms also create an environment that aids in captivating the customers thereby assisting in the sustenance of the organisational goals. As most workers, especially those in executive position mostly dress to impress or to show how successful they are, corporate uniforms comes in and tries to create a sense of uniformity. On the other hand, Middlemiss (2018) reiterated that women tend to be more interested in organisational attires as they use it to influence outcomes at work such as promotions and raises. As employees are diverse and companies come up with different corporate uniforms across the world, there is need to look at the impact of such uniforms on the attitude and morale of employees.

According to Karch and Peters (2017), most service industries in Africa including the banking sector and the hospitality sector wear corporate uniforms and these uniforms can affect the attitude and morale of employees as well as their performance. The employee attitude will determine how they will serve the customers and leads to customer satisfaction and customer retention. Uniform attributes such as appearance, functions, character and comfort also have an influence on how the employees perform their work. Some companies involve their employees in the selection of uniforms to cultivate a sense of ownership and belonging and also make them understand the importance of wearing corporate uniforms. Nath et al (2016) in their research on dress code and appearance at work concluded that there is a strong correlation between work

place attire and employee attitudes that in turn affect morale and performance of the employee wearing the uniform. Based on these results workplace attire particularly uniforms, increases the self confidence of employees and enhances their credibility. Corporate uniforms communicate a lot about the company to its customers and stakeholders and also show a high level of professionalism and reliability to customers. But on the other hand, although corporate uniforms largely influence the perception of customers, it also influences the workers as well be it negatively or positively.

Beaver (2016) suggested that wearing appropriate work attire enhances and facilitates effective role execution. This also applies in the private security sector that if an employee, that is private security personnel, is given or is wearing appropriate uniform he or she will be able to do his job effectively thus improve performance. Corporate uniforms also work as a symbol and also provides consensus in meaning to others thereby influencing their reaction to the wearing of such attire. Such symbols include corporate uniforms that communicate a corporate image and at times employers introduce uniforms for health and safety reasons. For example, work suits while operating machines and suits for bank employees. Simpson (2018) reveals that some studies have found out that an individual's sense of appropriateness for a particular role influenced their perception as to the quality of their performance in that role whereas other authors have concluded that some individuals have used specific styles of clothing to accomplish workplace objectives with business attires like suits being used to enhance status therefore having corporate uniforms may affect their attitude and morale and resultantly performance.

Trust Me Security Company, a business entity in the provision of private security services, has set policies on dress code that is their various uniforms worn according to rank and type of job in order to gain the benefits of a professionally appearing workforce. Coming up with an effective corporate dress code or corporate uniform is not an easy task as some employees at times resist uniforms and at times dress code results in rigidity among the employees (Nath et al, 2016). The aim of the company was to increase their business. As there was a lot of competition in the industry with some big companies that they had to compete with to get a market share such as Fawcett, Securico and Guard Alert just to mention a few, there was need to ensure that their

workforce is on board and have high morale and that uniforms are not an issue that can hinder the progress of Trust Me Security Company.

Wickramasinghe et al (2018) asserted that uniforms bring about an atmosphere conducive for the operation of a business which is attractive to all the various stakeholders to the business. In the security industry, the corporate uniform brings about a perception of a crime free environment to the stakeholders as the presence of uniformed security guards would be perceived to quell away any unruly elements. This would resultantly inspire confidence in some stakeholders when doing business with the concerned business enterprise.

In the same vein, Walther (2018) postulated that the involvement of corporate uniforms in business and industry by private security service providers has for years assisted in scaring off would be offenders or those bent on harming the business set up. As such a crime free environment would be created and attained upon sight of a security guard clad in uniform providing security services, thereby augmenting the going concern aspect of the business enterprise.

The concept of corporate uniform had for long been adding value to the corporate image and brand identity as suggested by Beaver (2016). As the uniformed personnel of the enterprise would be moving around the various locations and cities to and from work, the visibility of the corporate will be enhanced. Such a scenario would ultimately play a crucial role in fostering awareness on the existence of the enterprise to various stakeholders through the uniformed organisational employees.

Practically as the employees would be going about their business whilst in their corporate uniforms, particularly in the private security industry as the uniformed security personnel would be visible within and around the enterprise, customers and other stakeholders can easily identify the employees of the organisation. This would come in handy when such stakeholders need any help from the concerned employees, they can easily locate and reach out to them.

As such the corporate uniform of such an employee at his or her workstation must be befitting enough such that the employee would feel comfortable and also become confident in the execution of the duties. As pointed out by Simpson (2018) that the nature of the corporate uniform an employee would be wearing affects the employee's attitude at the workplace. The nature of the attitude will also cascade down to the morale or job satisfaction of the said employee. In the same vein Karch and Peters (2017) pointed out that some employees end up complaining to their managers that their concerns were not taken into consideration when a selection of the uniform was done.

Hence some elements of the uniform like fitting make the employees self-conscious (Karch and Peters). Resultantly with the self-consciousness would make it extremely difficult for the employees to cheerfully interact with their customers. In the same vein Alias and Bahron (2019) stressed that some uniforms elements or features make employees feel funny or silly hence will have a negative attitude towards the uniform and work in general. In such scenarios Alias and Bahron indicated that some customers and other stakeholders may make funny or innocent jokes out of the elements or features of the employee uniform. This may resultantly humiliate the employee and the scenario would culminate into negative attitude towards work hence low employee morale or would affect the employee positively if it's a positive comment.

On the other hand corporate uniforms play a crucial role in fostering positive attitude to the employee. In the service industry including the private security sector, employees with perfect fitting uniforms would be seen confidently milling around and making some paces around their work stations. The perfect uniform would have put them in the mood for work and the morale and performance of the said employees would be of upper most and customers or guests will be served satisfactorily. For example airlines such as Emirates pride themselves about the way their employees look and they make necessary measures to make sure that their employees looked good always.

A study by de Camargo (2016) postulated that the most visible aspect in the security industry is the uniform security personnel would be putting on. He further stressed that by dressing an employee in most industries was synonymous to setting up a look for the whole enterprise.

Hence when coming up with a uniform for the organisation management must be worry of and take note of attributes of a uniform such as comfortable, appearance and function and also other elements of the uniform such as design, colour, quality or material and fit. These would influence the employee's attitude towards corporate uniform.

At Trust Me Security Company it had been observed that most of the personnel especially the security guards do not wear their uniforms from home. They would carry them in satchels or various types of hand luggage and would put them on when they were about to assume duty and would also remove them as soon as they knocked off duty to put on their clothes on their way home. This had resulted in the company losing out on the benefits that came with corporate wear by employees for example brand visibility. This brought about a number of questions to both management and the researcher. It was through this research that the researcher sought to give answers to those questions. The researcher therefore embarked on a task to investigate the effects of corporate uniforms on employee attitude and morale whilst at the workplace.

1.1.2. Statement of the problem

Although the idea of corporate uniforms increases the corporate visibility, however at Trust Me Security Company most employees who were security guards would only put on their uniforms when they get to the company premises and as soon as they were done for the day they would remove the uniforms and dress in their home clothes and leave for home. It had also been established that such employees would always be carrying some satchel with their uniforms a situation indicating that they did not feel comfortable being seen around putting on their corporate uniforms. At their workstation, some of the employees in corporate uniforms, instead of being visible as per the expectations of their work place requirements, they would be seen leaning by the walls or seated in corners where they would not be visible enough to the various stakeholders of the organisation.

This phenomenon is what had intrigued this study to investigate the effects of corporate uniforms on employee attitude and morale at their workplace.

1.3. Purpose of the study

The purpose of this study was to investigate the effect which corporate uniforms had on employee attitude and morale towards work of Trust Me Security Company employees. This would help management to come up with uniform policies that would benefit both the employee and the company at large. This would also help in the improvement of employee job satisfaction and influencing how employment policy issues would be handled and crafted.

1.4. Research objectives

The main objectives of the study were

- 1.4.1 To establish the reasons why employees do not like to be seen in their uniforms away from the workplace
- 1.4.2 To establish if the wearing of uniforms by employees affected employee attitude at workplace
- 1.4.3 To examine the relationship between corporate uniforms and morale of the employees at workplace.

1.5. Research questions

- 1.5.1 What are the reasons why employees do not like to be seen in their uniforms away from the workplace?
- 1.5.2 What is the effect of wearing uniforms on employee attitude at the workplace?
- 1.5.3 What is the relationship between wearing corporate uniforms and employee morale?

1.6. Significance of the study

The research aimed at investigating how the mandatory wearing of corporate uniforms was perceived by the wearer and how it affected the morale and attitude of the employee wearing it. This research resulted in the identification of areas that needed improvement in relation to the use of corporate uniforms in order to maintain and enhance morale and positive attitude towards employees at work while wearing corporate uniforms. Through research findings, a service quality framework may be developed resulting in the company's ability to satisfy its customer's needs and expectations. Management would also find it useful based on the results of this research. The research would result in motivation of employees and a motivated workplace.

1.6.1 To the Employees

This research would be beneficial to employees as it would result in better corporate uniforms and their concerns being addressed resulting in them having a positive attitude towards their work. Being involved in decision making with management would also increase their morale and lead to increased productivity. This will also raise awareness on the value of corporate uniforms.

1.6.2 To the Customers

The company's image and reputation would be enhanced and this would lead to the customers having a good impression about the company. This would result in the customers having confidence and would also want to be associated with the organization.

1.6.3 To the researcher

The researcher would get a deeper understanding of the topic and also gain knowledge of the challenges and opportunities that employees get from wearing uniforms at work. The researcher also benefited from the practice of research writing. It is envisaged that the study will contribute to the body of knowledge in the security industry.

1.6.4 To other researchers

Fellow researchers doing studies on the similar area of corporate uniforms in organisations would benefit by using this as a basis of study. Results, findings, conclusions and recommendations would be a basis for further studies. This research would also provide empirical evidence on the effect of wearing corporate uniforms on the morale of employees at work, which would be used for further studies on the improvement of employee performance.

1.7. Delimitation of the study

The research aimed at investigating the effects of mandatory corporate uniforms on employeemoral and attitude at work. The geographic location of the study was Harare and employees were drawn from various departments and ranks of the company. This enabled the researcher to carry out the research within the time period prescribed as well as cut costs and save time.

1.8. Limitations of the study

The researcher encountered the following limitations during the conduction of the research.

- 1.8.1 Unavailability of historical data at the company pertaining to issues raised by employees concerning corporate uniforms.
- 1.8.2 Low timely questionnaire responses thus the researcher took much time coordinating it.
- 1.8.3 Top management was not willing to release some of the information that was required for the research.
- 1.8.4 Some employees did not cooperate with the researcher for fear of reprisals or backlash through failure to understand the real purpose of the study.
- 1.8.5 Some employees were not familiar with the concept at hand thus some responses did not meet the standard.

To reduce the impact of the limitations to the research, the researcher had some interactions with some employees and members of staff who had been with the organization for some time with a view to obtain historical information that pertained to the corporate uniforms in the company. The researcher also took substantial amount of time in elaborating to the management and employees, perceived to be unwilling to cooperate, on the benefits associated with the research to both individuals and the organization as a whole. The researcher also assured the concerned respondents that the information supplied was intended for the purpose of the researcher only and was going to be treated with the utmost confidentiality as there was going to be great element of anonymity.

1.9. Assumptions of the study

The research made the following assumptions;

- 1.9.1 In carrying out the study the researcher assumed that respondents were motivated and would adhere to the set instructions when they responded to the questions.
- 1.9.2 The sample used in the study was assumed to be correct and also being a true representative of the entire study population.
- 1.9.3 The respondents would supply honest, sufficient and unbiased information for the study.
- 1.9.4 In conducting the study the researcher assumed the respondents freely cooperated in supplying the required information without being manipulated.

1.10. Definition of key terms

1.10.1 Mandatory employee corporate uniform policy

This is the document in an organisation which governs the way employees dress for work. It outlines how each department and level in the organisation is required to wear a uniform while they conduct their work (Jabbour 2017). In this case workers at the reception will be required to wear during work as well as all those that work in production or dispatch.

1.10.2 Employee morale

Zondi and Mutambara (2016) defined employee morale as a description of attitude, emotions, satisfaction, outlook and feelings of wellbeing of employees during their time at their work place. If a company's employees are dissatisfied and are negative about their work environment they are said to have low employee morale and this affect productivity.

1.10.3 Corporate uniform

This is a set of clothes that is worn by employees or members of an organisation or a company while carrying out their mandates at work (Karch and Peters, 2017). In this case the clothes worn to work by employees of Trust Me Security Company to work.

1.10.4 Mandatory corporate uniforms policy

Refer to a policy by an organization that employees in a certain section, designation or department should wear uniform whenever they will be performing their duties (Flake, 2015).

1.10.5 Negative attitude of employees

According to Karch and Peters (2017) negative employee attitude refers to the adverse or undesirable feeling, beliefs and thoughts by the employee that results in him or her behave badly towards their job and in turn cause demorale and poor performance in response to the mandatory wearing of uniforms.

1.10.6 Positive attitude of employees

Karch and Peters (2017) considers this as the desirable feelings, beliefs and thoughts that an employee has. In this study the desirable feelings, beliefs and thoughts will be towards the wearing of uniforms to work which brings out the best within the employees. These thoughts enhances morale and in turn performance of employees.

1.10.7 Work environment

This refers to the geographical and locational surroundings in which an employee works. This includes the physical conditions like the office where one works, the equipment one uses as well as work processes and procedures (Karamanis et al, 2019).

1.11 Chapter summary

This chapter introduced the study as well as motivations behind the study. The introduction, background of the study, problem statement, research questions, and research objectives, significance of the research, delimitations, limitations and definition of terms were clearly highlighted. Chapter two will look at literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section provided the relevant literature derived from academic books, research papers and journal articles on the area of study. The chapter also reviewed and discussed theoretical frameworks and empirical literature on corporate uniforms and then examined how these affected the attitude and morale of Trust Me Security company employees.

2.1 Origins of corporate uniforms

De Camargo (2016) defined uniforms as a distinctive dress worn by members of the same body. Other scholars defined it as a prescribed set of clothing that enables employees to be identified as belonging or affiliating to a certain group or organisation. Generally any type of clothes that are worn by employees or people belonging to a certain organisation as they do the work of the organisation can be referred to as a uniform (Karch and Peters, 2017).

The wearing of uniforms dates back to the error of the Roman Legions and the units of the Chinese Emperor who wore a standardised armour that gave the soldiers a similar appearance as well. Thompson (2015) stated that the main use of the uniform was to distinguish in war one side from the other and to show that the person wearing the uniform was a legitimate soldier and not a spy. The use of uniforms during that era helped to achieve and foster a sense of collective identity among the wearers that was to strengthen morale.

The role played by the uniform was great and it saw it being adopted in all manner of context by the nineteenth century. For example, the police force started wearing uniforms, railway companies made their staff wore uniforms, local authorities, nursing staff, airline companies as well as children in both private and public schools. Not to be left out in the twentieth century paramilitary and political uniforms were introduced to show solidarity among wearers and to intimidate opposition (de Camargo 2016). The most popular of these were Mussolini's black shirts. Finally, in these modern days, the 21st century uniforms are popular with the military and

para-militarily organisation like the police, security guards, fire brigade as well as the health sector, schools and inmates in prisons.

2.2 Progression of corporate uniform to present day

In the modern world, especially in the business community, uniforms are being used as an effective way of advertising an organisation as well as increasing brand awareness, be it small businesses, large companies or even the informal sector. Busch (2015) a blogger at BrandTwist researched in the hospitality sector and concluded that employees who enjoyed and liked their uniforms has self-perceptions that are high, better attitudes about their work and highly satisfied about their jobs. With this progression, companies and organisations came up with various ways to enforce dress codes in their workplace (Entsuah et al, 2018). This led to most organisations coming up with uniforms or dress code policies. This is a document that is drafted showing how employees are expected to dress and appear at the work place.

It is important for every organisation to come up with a dress code or a company uniform policy stating the standards of dress that are expected by management from the employees. According to Jabbour (2017) this policy should address questions like what colour and type of shoes that are acceptable, should the uniform be tucked in or not, and whether jewellery should be worn with the uniform or not, etc. However, if the policy stipulated that certain sections, category, positions or ranks of employees in an organization are always required to be in uniforms to perform their duties, it therefore became a mandatory uniform policy. Jabbour(2017) went further and concluded that there was a correlation between performance and a uniform.

Flake (2015) concluded that implementation of a uniform system within an organisation usually leads to improved productivity as employees develop a mindset that would be professional and begin to be engrossed in their work. This mindset would lead the employee into believing that the moment he or she would be in a uniform he or she should work as this was his professional life and when in casual clothes it's time for social activities. Thompson (2015) concluded that the way employees are dressed contribute greatly to the brand identity of the firm at large. Corporate uniforms worn by employees are a part of the whole business thus there was great need to take a lot of thought into the designing and decision to come up with these uniforms. The aim of this

study was to analyse how the mandatory putting on of corporate uniforms affect the attitude and morale of employees and how they performed their jobs in the work environment.

Karch and Peters (2017) state that it was very important to have wearer feedback when deciding on a work uniform as they are the ones who would be putting them on and thus need to be happy with them. According to Karch and Peters (2017) in most organisations, the decision to come up with uniforms and the design and style thereof was usually done by top management without any input from the employees who would be wearing them. In this case the needs, views and perception of the wearer would not be taken on board in terms of functionality or appearance as the management would only be worried about how the uniform will blend in with the rest of the company (Karch and Peters, 2017). At the end of the day management end up with a uniform that would not be the employee's liking and that would create a negative attitude within an employee which would in turn affect his or her attitude and morale hence this would cascade down to performance at work. It was therefore important to come up with wearer focus groups and wear trials to make sure that uniforms are accepted.

Anita (2015) propounded that it was good practice when drafting and or upgrading the corporate uniforms for an employer to consider the reasoning behind it and to consult with employees about the issue. This would ensure acceptability of the dress code to both the organisation and the employees. Anita further suggested that cultural and religious issues should also be considered when coming up with uniform policies because some people may not be comfortable to wear some pieces of clothes due to religious reasons. Sterling and Dinning (2016), however pointed out that in some cases workers would have to wear pieces of clothing that are for safety reasons for example one cannot wear clothes that can end up getting into food if working as a waitress or wearing skirts when the job involves a lot of climbing ladders.

Mandatory uniforms do affect the employee attitudes as employees have strong feeling about the corporate uniforms they are made to wear. For example if a waitress was made to wear a very short skirt which she would not be comfortable in, this would in turn affect her confidence and she would not be able to execute her job well. She might even come to hate going to work thus her morale and performance at work would deteriorate greatly. Additionally according to Karch

and Peters (2017), an assumption could be made that some uniform features or elements could be referred to as hygiene factors as they do not give positive satisfaction but do lead to dissatisfaction when they were absent.

Nelson and Kelly (2017) also reiterated that uniforms may have an impact on all employees even those who do not regularly interact with customers. In most organisations uniforms are worn throughout the organisation thus from their research it was revealed that even those who had less contact with customers, Bell boy is a good example as he or she might felt self conscious about the way he or she was dressed.

2.3 Purpose of uniforms

Research by de Camargo (2016) had shown that there was a self-conscious identification that comes with a uniform to the wearer, for example the police force would be able to combat any demonstrations because of the power that their uniforms hold. In the same vein de Camargo continued by saying if the police were to conduct their duties in civilian clothes they would definitely find it difficult to do their duties. Uniforms can also be used as sources of disparagement and denigration (Thompson, 2015), for example the uniforms worn by prisoners. Although in the uniformed forces uniforms are used to show rank and wearers take pride in them, the main reason in prisons was to easily identify as well as to humiliate, show degradation, worthlessness and exclusion from society of the law breakers (de Camargo, 2016). In Zimbabwe one can easily identify prisoners by their khaki and white coveralls for male inmates and red and yellow dresses for female inmates.

Uniforms help to enhance the so called moment of truth between staff and customer for those employees who work in direct contact with the customers and such images of the corporate represent the culture and image of the organisation (Karch and Peters, 2017). Uniforms can create a positive impact on staff behaviour and performance that can influence customer experience. Fusion4Branding (2018) indicated that uniform features such as functionality, appropriateness, fit and comfort are important to the wearer as they make a contribution towards an employee's attitude towards work and the organisation as a whole. Some scholars suggested that uniforms usually impacted productivity and boost morale among employees and Busch

(2015) also concluded the same when he said that employees who dislike their uniforms had lower levels of satisfaction and morale which would in turn impact on their morale and productivity level. Whereas Wang (2018) suggested that the wearing of uniforms by employees could influence customer expectations about quality of service.

In a study done by Machado-Borges (2015) in Brazil he discovered that some people wore uniforms to legitimise themselves and distinguish themselves from criminals or thieves. In an incident Machado-Borges witnessed, white collar job employees suspected a woman wearing a municipal uniform who was probably a cleaner of being a thief. The lady in uniform felt insulted by being suspected to be a thief and had to ask them on whether thieves wore uniforms considering that she was putting on uniform (Machado-Borges, 2015).

There are other various benefits that come with the wearing of uniforms for both the employee and the organisation. According to Karch and Peters (2017) uniforms protect the user as well as supporting standardisation in the service encounter process. Uniforms were also used by management as visual symbols to transfer values of the firm to their employees and they could be used to show hierarchy, ranks and power within the organisation. Machado-Borges (2015) argued that although the use of uniforms had helped to produce a sense of social identity and belongingness among individuals it had also fueled social differentiation, hierarchical relations and strengthened structures of inequality.

The wearing of uniforms enable employees to engage a role in the organisation and for the organisation the provision of uniforms helps in the support of the organisation's culture and displays the kind of attitude that it expects from the employees. According to Beaver (2016), the team spirit would be enhanced by the wearing of uniforms, for example in the sporting field, team spirit would further be improved and developed through uniforms. Furthermore legitimisation and authority of employees would be enhanced if they put on uniforms (Simpson, 2017, Alias and Bahron, 2019). This is rather important in the security sector as clients need to be sure that the employee had the right to perform the job although some individuals may feel that they have lost their own personalities if they put on uniforms.

McQuerrey (2017) indicated the various advantages to both the company and the employee of having corporate uniforms. Uniforms had resulted in improved business as the employees have a greater sense of loyalty towards the company resulting in higher levels of employee performance due to high morale and a positive attitude towards work. According to McQuerrey unity among employees also resulted from having to wear uniform as they develop a sense of solidarity and team work which then boosts morale and improved performance. In most cases companies have the same uniform for all employees so the inferiority complex by lower ranked employees is removed and they would see each other as equal (Beaver, 2016). Employees came from different socio economic backgrounds thus wearing of mandatory uniforms remove this component thereby removing the evaluation of employees based on outward appearances created but their home clothes and centers focus on performance measures which resulted in more concentration on work.

McQuerrey (2017) also said that uniforms indicated a sense of professionalism which in turn improved performance, for example considering the uniforms worn by the military, police, medical and private security personnel allows people to quickly identify them as professionals. On the other hand Karch and Peters (2017) asserted that it should be noted that some employees may resist the wearing of uniforms especially if they are introduced while they are already employed. This is so because some people want to use their appearance to achieve goals and some want to stand out and this resistance would lead to a negative attitude which would then have a negative effect on their performance.

In a study by Galinsky in 2012 to test whether what a person would be wearing affects his or her performance, a group of students was used. The students were given tasks to do and half of the students were given doctor's lab coats to wear while the others were not. Those wearing lab coats were more productive than those who were not. He then concluded that picking a great outfit would affect how they feel as it was about wearing clothes that make one stylish and appropriately dressed for the job and these are the clothes that made one feel good, confident and do his or her best at work.

In his study on the influence of workplace attire on employees, Chepchirchir (2015) concluded in his findings that most employees were of the opinion that attire worn to work influenced the productivity of the employee to a greater extent. The correlation results the researcher got from the study also suggested that the relationship between organisational work attire and employee productivity (Zondi and Mutambara, 2016) was statistically significant.

Uniforms can also be used to establish and cultivate an organisation's culture. According to Malakwen (2017) organisational culture is considered as a set of values, beliefs, practices and assumptions accepted and practiced by organization and its members. In the same vein some other scholars asserted that organisational culture influence organizational morale, positive attitude, motivation, sense of identity, sense of integration and enhance coordination. In his research Malakwen observed that workplace culture was composed of numerous elements and components among them customs, business philosophy, the founder's legend, corporate wear or uniforms, habits and rites. These elements play a role in revealing the unique style of an organization thereby distinguishing it from other business entities. De Camargo (2016) further postulated that organisations in the service industry, including security service, should take note of their employee's desires and needs especially their preferred corporate wear.

Researchers argued that different societies, including organizations, may adopt different attires taking into considerate that there was a strong link between the corporate wear and the organizational culture. Therefore attention must be given to the concept of corporate attire considering that work attire draws a diverse of perception from organizational stakeholders.

Middlemiss (2018) in his research on employees liability for dress code, stated that providing uniforms to the employees served as the organinational internal symbol and helps in shaping the employees attitude towards the organization. He further asserted that by putting on their uniforms with organizational colours and symbols influence the employees as they would have an inner feeling of belonging and would wholesomely feel attached and being part of the group, that is the organization. This assertion was collaborated by Beaver (2016) in a journal of sociology of sport when he mentioned that in sporting organizations or activities, participants in

uniforms would have a team spirit hence would be compelled to work as a team for the attainment of the expected goal.

According to an online blog, salonsalonalpena (2015), corporate clothes have the ability and potential to boost employee engagement with the organisation as it would make them feel a part of the team and encouraged them to work harder. Uniforms wearing also reduce status issues and even with different ranks the fact that all wear uniforms makes them feel equal and feel better about their jobs (de Camargo, 2016).

2.4 Corporate uniforms and the private security industry

Simpson (2018) stressed that the issue of corporate uniforms in the private security industry was seen as a crucial instrument in the eyes of various stakeholders. Simpson further postulated that uniforms plays a pivotal role in distinguishing the security personnel from other employees within a business set up. Walther (2018) in her study said that public perception on an employee in corporate uniform had an influence or alter the attitude or mood of the individual putting on the uniform. Walther further asserted that such a perception in security industry make the wearer feel differentiated from the public thereby gearing him ready to deal with any anomalies or unruly elements.

As suggested by Wickramasnghe et al (2018) that in the private security industry, the provision of corporate uniforms to security personnel was perceived as an important aspect or tool that symbolised the wearer providing security services to be belonging to a certain security company in the security industry. Hence uniformed security personnel had an effect of influencing the perception of other individual's subconscious factors such as confidence, trustworthiness, honesty and intelligence (Walther, 2018). Walther further asserted that a uniformed security personnel influence the public perception by associating such personnel to a crime free environment.

Corporate uniforms in security industry may bear different colours depending on the security company as well as the place, nature of duties the security personnel would be doing or rank structure. Simpson (2018) mentioned that those security personnel placed on front desk or

reception or doing duties within the premises would usually put on bright colours. In the same vein Simpson argues that those security personnel placed on areas where entrance will be restricted including those doing cash in transit duties usually put on some dark colours. Furthermore Alias and Bahron (2019) asserted that colours on uniforms influence the wearer's mood and impression including the perception of on lookers. Alias and Bahron went on to give an example of red colour that they say was associated with stimulation and excitement, whereas blue colour was associated with comfort and security and some black or dark colours were associated with evil. Hence black or dark colours could have negative perception influences.

Simpson (2018) was of the view that in security industry the issue of corporate uniform aided in influencing the perception of an individual's legitimacy and authoritativeness. Individuals would be compelled to follow instructions given by the uniformed security personnel as they would perceive him to be in charge. In the same vein Alias and Bahron postulated that modern day private security companies are incorporating some police or military-style form of uniform and equipment an indication that they were ready to deal with any type of situation that might ensue. Some of the equipment or components such as vests, baton, handcuffs and hats had now been embedded to become part and parcel of the private security personnel uniform (Alias and Bahron, 2019). These components were worn and become security personnel armour and would become handy in assisting such personnel in the execution of their duties as well as protecting them.

Simpson (2018) also explained that there were scenarios where some ammunition maybe incorporated accompanying the equipment as part of the uniform and these create an impression of the security personnel being strong and aggressive. Therefore, the element of aggressiveness in the security personnel would invoke a perception that they were the best in the area of providing security services.

2.5 Challenges associated with uniforms

2.5.1 Why do employees not want to wear their uniforms away from their workplace?

According to research done by Busch (2015) in the hospitality and service industry it was imperative to conclude that employees who liked, loved and enjoyed wearing their uniforms had

better morale and attitude. Busch further asserted that those who hated and disliked their uniforms would end up having lower levels of job satisfaction, demoralised and usually develop bad attitudes. There are various reasons why employees dislike or are not proud to wear their uniforms. These are mainly embodied in the elements of the uniform. These elements include uniform design, appropriateness, functionality, colour, appearance, materials and fit.

2.5.2 Elements of uniforms

As stated by Karch and Peters, management of companies should take into consideration uniform elements such as material, appropriateness, style, color, comfort, fit, appearance and functionality as work attire would influence the morale and attitudes of employees thereby posing some challenges. Hence if elements of the uniform were not tailored to desired levels of the wearer, he or she may resist the uniform.

Uniform design.

Like all the other elements uniform design needs to be well thought out as a well designed uniform has a positive effect on the morale and attitudes of employees. According to Jabbour (2017) a uniform needs to reflect a number of things like the changing market place, it should exude confidence as well as a contemporary feel so as to inspire employees. Therefore if a uniform was poorly designed there would be a challenge that it would be resisted by employees and at the end some employees might not want to be seen wearing the uniform in the public domain.

Uniform functionality

Research reviewed indicates that employees require their uniforms to be functional particularly for those in service industry like security services who are usually in contact with customers as they want to be able to enjoy wearing the uniform when interacting with stakeholders. If an employee perceived and felt that he is presentable and smart in appearance, this would have a positive impact on his or her attitude when working. Uniforms should be able to survive daily wear and tear as well as not to inhibit job performance. According to Busch (2015) impractical uniforms increase stress, demoralise and make job performance difficult. Therefore if the

functionality of the uniform was lacking employees may resist wearing uniforms hence culminating into a challenge.

Appearance

As postulated by Karch and Peters (2017), appearance was one of the design elements which was crucial as it was the one that created an impression and most employees care about how they look to their peers and customers. Employees who felt that they were appealing in appearance tend to relate more to customers as their attitude would be positive (Beaver, 2016). And according to Busch (2015) an attractive uniform greatly affects self-esteem of the wearer and as a result positively influenced his or her attitude. The things that one wore usually affect how attractive and presentable one is. Therefore in scenarios where management failed to take the issue of appearance into consideration, challenges of employees resisting uniforms to evade being ashamed by being seen in such uniforms ensued.

Colour

Colours generate associations that are influential. There are some professional colours for example dark colours such as blue, grey and navy. Management could use different colours for different ranks. For example in hospitals blue, pink, green and white are used to show ranks and different job types. Studies that had been done by various scholars had shown that colours especially dark ones had a notable influence on individuals (Alias and Baron, 2019) for example the colour red has an association with stimulation and excitement whereas blue was associated with comfort and security (Simpson, 2018). Hence if the colour of the uniform failed to match the nature of the job, some employees would end up resting such a uniform. This will resultantly pose a challenge as employees might not want to be associated with the uniform, hence will not want to be seen in the uniform away from workplace.

Materials

Karch and Peters mentioned that materials that are durable and easy to clean are favourable and people usually preferred materials that are natural for example cotton. Though cotton is comfortable but it does not last that long and it does stain whereas polyester last longer but they look shabby as they easily pull and also run. Hence as mentioned by Karch and Peters that if the

material of the uniform looked shabby and does not work for the employees, they would end up shying away from wearing the uniform away from their workstations.

Uniform style

Karch and Peters (2017) highlighted that various elements of the uniform are very important. Style and colour of uniforms are pertinent issues that need to be taken into consideration when coming up with a uniform policy. Employee uniforms are referred to as important tangible service aspects that can help reduce the uncertainty for consumers as they can inform stakeholders of what service to expect from the employee. Residency hotel in the UK had a policy of making sure that their employees are moralised through their uniforms as they ensured that employees are given a uniform that was attractive, smart and comfortable as this shows that they exhibited care for and their comfort is being taken into consideration

Fit

Employee uniforms should be comfortable as uncomfortable uniforms irritate the wearer. The irritation and frustration that comes from wearing unfitting and uncomfortable clothes be it from poor design or poor fabric choice may lead to attitude problems for the employees (De Camargo, 2016). For example tight fitting clothes that are too small or baggy oversize clothes may lead to employees being self conscious and less confident in interacting with customers (Busch, 2015). According to incorporatewear.com (2017), it was important that a uniform was smart and professional as well as attractive to both the wearer and the customers as an ill-fitting, unattractive uniform would make the employee uncomfortable. Some researchers concluded that uncomfortable mandatory uniforms that restrict and severely constrain movement of employees constantly remind wearers that they do not have power thus attitude problems may arise as well as morale of the employees could take a nosedive.

Another challenge according to Machado-Borges (2015) faced by employees resulting in them resisting their uniforms was because of fear of being segregated. For example in his study Machado-Borges interviewed women who implied that being of the poor working class they would be associated with poverty and criminality. Most people in that study confirmed that when they got into shops whilst in certain uniforms, some shop attendants avoided them and ignored

them and if they asked for prices of certain items they would be told that they could not afford it and were shooed out of the shops leaving them humiliated. Another interviewee in that same study by Machado-Borges said if she was in uniform she had to shop with her money in her hands for her to get attention from the shop attendants. Some employees then preferred not to wear their uniforms away from the workplace for fear of being victimised like that.

Some employees do not like to be told what to wear as they think that by wearing a work uniform their individuality would be suppressed and this would result in them being alienated and felt uncomfortable instead of being part of the organisation. And in some cases, according to salonsalonalopena.com (2015) some employees resisted uniforms because of the way the uniform policy was executed. At times companies do not come up with appropriate clothing that had the right elements which make employees uncomfortable thus the resistance.

2.6 Mandatory employee uniforms and employee attitude.

2.6.1 Employee attitude

Attitude has had many definitions over the years. In 1975 Fishbein and Ajzen defined attitude as a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object. Whereas Campbell in 1980, managed to link attitude with the degree of consistency in a person's response to a situation or subject. In 2005 Hogg and Vaughan considered attitude as "a relatively enduring organisation of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events and symbols". These definitions have evolved over the years with the most recent definitions centering on evaluation. According to Myers (2017) attitude is a favourable or unfavourable evaluative reaction towards something or someone, exhibited on one's beliefs, feelings or intended behaviour. Offorbike et al (2018) defined an attitude as a psychological state of mind that is the way a person thinks about situations and it ultimately determines a person's behaviour. In other studies attitude is considered as a tendency or mental disposition that is expressed by evaluating an issue, object or organisation with some degree of like or dislike.

Jain (2016) stated that basically there are three components that attitude possesses that is knowledge (cognitive), feeling (affect) and behaviour. These components are not separate entities but work hand in hand influencing each other. Cognitive or knowledge component comprises of all the beliefs that an individual tend to have about the object, other individuals, objects, ideas, or issues and in this case beliefs about uniforms. Bits and pieces of information about the uniforms towards which attitude forms are beliefs and these play an important role in explaining such issues to fellow workmates. Affective or feeling components consist of our telling on the issue at hand for example feeling happy about the uniform they wear. Affects is an evaluation of an object, person or even as good or bad, desirable or not, favourable or unfavourable. Behavioral component is made up of a habit or tendency to act or respond in a certain way to the object of attitude. A favourablebehaviour happens if a person have a positive attitude towards the subject or individual and the reverse is true.

Formation of attitudes can be through Classical conditioning, Operant conditioning- positive reinforcements, Social learning or Mere exposure effect.

Characteristics of attitude

- 1) Attitudes are learned
- 2) Attitudes are relatively stable
- 3) Attitudes are dispositional
- 4) Attitudes possess dimensions
- 5) Attitudes helps to establish identities
- 6) Attitudes influences behaviour and the opposite is true
- 7) Attitude influence and guides our thoughts
- 8) Attitudes possess structure
- 9) Attitudes serve motivational functions

2.6.2 Does the wearing of uniforms by employees affect their attitude at workplace?

According to Thompson (2015), the major reason for the use of employee uniforms was to differentiate employees from customers as well as identification of status and to hold them accountable through the use of symbols that were easily seen. This assertion by Thompson also works in the security industry, like for example in a banking hall it would be easier to identify

security personnel in their security uniforms. Some scholars like Beaver (2016) argued that dress code influenced the behaviour of employees to fall in line with the goals and standards of behaviour set by the organisation. It had been said that putting on a uniform would change the mindset of the employee as he or she prepared to step into the role as it was once said by Karch and Peters (2017) that dress was a constant reminder that helped to remind people of a particular behaviour they ought to present.

The image that a company projects to its customers, shareholders, media and the general populace was one of the most important intangible assets an organisation can have. There are various definitions associated to corporate image but it generally referred to the net result of expenses, impressions, beliefs, feelings and knowledge people have about a company (Flake, 2016). This would greatly be affected by the attitude of its employees. There are intangible or emotional components of a corporate image which are associated by psychological dimensions that are manifested by feeling and attitudes towards an organisation by its various stakeholders. It would therefore be mandatory for the organisation to make sure that the attitude of its employees does not negatively affect their corporate image and productivity as well as achievement of organisational goals.

In this highly competitive business environment the appearance and conduct of those employees who were always in touch with the company's various stakeholders' needed to be sharp all the times. Such employees among them included frontline employees like reception staff, public relations department staff as well as the sales and marketing department staff. They also formed the face of the company and therefore needed to portray and present a good image. Hence shabby dressing or negative attitude would portray a negative impact on stakeholders. Flake, (2016) concluded that the attitude of employees played a key role in stakeholders perceptions of the company thus the need keep them moralised.

According to Wisestep (2019), most companies have found it very ideal to control how people appeared and acted as this was important for the survival of the company. This was mostly done by having a strict dress code and by having a work uniform as the case was for this security company. By controlling the way employees dress and act the company achieves goals such as

fostering adherence to company norms, maintaining a positive company image, and showing different levels of status and prestige within the organisation. The way employees appear induce a variety of stakeholder impressions and behaviours that affect the company (Chepchirchir, 2015). For example some customers associate smartly dressed employees with a profitable organisation as well as good service. Another study by Flake concluded that the appropriately dressed employees could lead to higher service quality expectations and higher consumer intentions to patronise a business as well as the fact that formality of employee uniforms can inform consumer inferences about service quality and can influence stakeholder perceptions directly and indirectly (Flake, 2016).

In his study "Living the Brand", Flake (2016) pointed out that branding do not affect the customer perceptions only but may have the advantage of affecting the easy employees think and act. Due to the fact that dress or what a person would be wearing contributes to a "sense of self", controlling appearance of the employees through how they dress and in this study through mandatory wearing of uniforms was an effective way of influencing the employees attitude. For example one study by Duggum and Ayaga (2015) revealed that store clerks wearing uniforms were more likely to follow rules set by the company regarding the display of positive emotions as compared to those not in uniform. It was also important to note that because of uniforms employees were representing the company and they became increasingly conscious of how they would be representing the company. Thus such uniformed employees would always keep the company objectives at the forefront of their minds as they interacted with stakeholders and fellow employees thus improving their attitude towards them.

Reputation of a company greatly relies on the how the stakeholders perceive the organisation based on how the company employees interact with them. This is why most companies now require their employees to live the brand by requiring them to not only comply with dress and conduct standards but also through how they act (Flack 2016). This is so because they may lose what they have spent years building in seconds if they do not control how their employees look and behave with its various stakeholders.

2.7 Mandatory corporate uniform and employee morale

2.7.1 Employee morale

There was no consensus on the definition of employee morale as many writers have come up with different definitions although its importance and relevance was highly recognised by all. The Business Dictionary defined employee morale as the depiction of emotions, satisfaction and overall attitude of employees towards a workplace. Zondi and Mutambara (2016) defined employee morale as the feelings, attitudes and psychological state of wellbeing of employees at their places of work.

Morale was defined as the overall outlook, attitude, satisfaction and confidence that employee feel at work and this cannot be given to an individual by the employer but the employer can provide a conducive environment for the employee to feel moralised. Morale would be high when employees are satisfied and positive about their work environment and when they are confident that they can meet their set objectives as well as company goal (Devi and Ravi 2018). According to Lüleci and Corük (2018), high morale results showed that the employee was satisfied with his work, puts effort, was creative and takes initiative, was committed to the organisation and focuses on the achievement of organisational goals and objectives rather than personal goals.

Whereas Sania (2015) views where that low morale leads to a number of problems for the organisation like high skiving, high labour turnover, industrial action and leading to poor company performance. Sania also reiterated that productivity was directly linked to employee morale as happy employees have high morale and dissatisfied one have low morale.

Shaban et al (2017) defined morale as an elusive quality which included feelings, emotions, perception and the mental attitude of individuals or a group towards an organisation which enables the employee to realise that the maximum satisfaction of his drives coincides with the fulfilment of the objective or concern. They further went on to say that the overall tone or climate that prevails in a group, company, association or society was what was called morale. In the context of the study at hand employee morale was the overall attitudes of employees of Trust

Me Security Company collectively towards all areas of their work, be it the job itself, their superiors, fellow workmates, working conditions, and the general administration of the organization including corporate wear.

Venkatachalam and Sakunthala (2015) stated that morale was a widely used term which they defined as esprit de corps, a feeling of enthusiasm, zeal, confidence in individuals or groups that they would be able to cope with tasks assigned to them. Morale was a combination of superiors, his organisation, his fellow employees, his remuneration among other things. If combined feelings, emotions, sentiments, attitudes and motives leads to a certain behaviour on the part of an individual or his group and this was what was referred to as employee morale.

Basically morale could be viewed in two dimensions that is high morale and low morale (Venkatachalam and Sakunthala, 2015). When all the employees displayed favourable attitudes towards the achievement of the common goal of the organisation through team spirit, enthusiasm, loyalty, dependability without resistance or frustration it showed that there was high morale in the employees. On the other hand if the employees' attitudes hinders the organisation from attaining its objectives. This could be seen if employees displayed certain behaviours such as bickering, disobedience of orders given, apathy, pessimism, laziness and lack of zeal or interest in their job.

Morale had the major effect of influencing the desire of an employee or group of employees to work and cooperate towards the fulfillment of the people's best interests as well as the organisation at large. All employees from top to bottom that is from the executives down to the shop floor workers could be affected by morale and this in turn will affect all the stakeholders of the organisations like consumers. Employee morale was one of the most important factors that affect the performance and productivity of a company (Zondi and Mutambara, 2016). If employees have low morale this may result in reduced concentration at work leading to errors, dissatisfied customers due to poor customer service as well as missing of deadlines as well as high levels of absenteeism (Hassink and Fernandez, 2015).

Other results of low morale are high labour turnover, lack of cooperation from the employees, high degrees of wastage, spoilage and occurrence of strikes or industrial action, lack of sense of belongingness, stressed workforce, and increase in cases of workplace conflicts be it interpersonal or among departments. On the up side high morale could be a good driver of company productivity and take the company to high places. High morale may lead to organisational loyalty from employees, workers would have a great will for the company to achieve its goals, employees show good discipline as well as conformity to orders given, rule and regulations, organisational stamina would be strong, employees portrayed a high degree of interest in their job, organisational pride by the employees and a display of high degree of initiative by the employees.

2.7.2 Is there a relationship between mandatory corporate uniforms and employee morale?

Shaban et al (2017) stressed the importance and significance of morale and states that it should be a high priority for any organisation as positive employee morale influences group productivity hence reduced amount of supervision. Moralised employees would work with limited supervision, there's willing cooperation, good discipline of employees as well as loyalty to the organisation and its leaders (Devi and Ravi 2018). It was therefore important for Trust Me Security Company leadership to come up with the programs to ensure and improve employee retention, motivation and positively influence the attitude of the employees in as far as issue relating to their corporate uniforms.

In their study, Cassar and Meier (2018), described employees' feeling of belonging and being connected to fellow employees as an aspect which brought meaning to the job referred to as social extension of oneself. The theory on social identity further supports this assertion by arguing that employees who identify with other employees and aims and objectives of the company puts more effort, coordinate their efforts better and have a positive morale towards their work thus being more productive.

Busch (2015) concluded that well designed uniforms could built employee self confidence and morale as in most cases employees believe that they are more credible when putting on a uniform than when they are not. This then translate to the achievement of set goals. The residency hotel

(2018) stated that uniforms helped in boosting employee morale, self esteem and kept them motivated to keep on achieving goals.

Behaviors at workplace are greatly affected by attitudes. Employers may use various incentives to promote and reward good employee attitudes. According to Leonard (2018) it was essential for the management to understand the difference between behaviour and attitude and their relationship to an employees' success and performance at work so as to understand how to solve problems such as negative team morale, poor efficiency etc.

Employees can have positive or negative attitude about a specific task, products or services, coworkers or management, uniforms, or the company as a whole (Offorbike et al 2018). According to Offorbikeetal positive attitudes results in workdays becoming enjoyable and tasks being performed at a higher standard without complaints. A situation whereby an employee views negative customer service call as an opportunity to change the narrative for the customer from a bad experience to a good one was an example of positive employee attitude and bad attitudes results in apathy to daily tasks (Offorbike et al 2018). In the vein, Leonard (2018) opined that bad employee attitude leads to tasks being completed at substandard levels.

2.8 Theoretical Framework

There are a number of theories that were propounded by various scholars that relate to the issues of attitude and morale of employees in relation to their workplaces. These theories in a way showed that issues to do with morale and attitude have a huge impact on the achievement of goals and objectives of an organisation. Therefore there was need for emphasis on positive morale and attitude as these influences the productivity of employees, enhances willing cooperation, reduces employee turnover, loyalty to the organisation and leaders as well as good discipline among employees.

2.8.1 Theory of planned behaviour

According to Martin (2018), the theory of planned behavior was concerned with some of the reasons why people acted in certain ways. When faced with an issue or a situation, human beings would end up selecting one option depending on circumstances. But questions could arise as to

what could have motivated one to act in the way they did or could have pushed one to dwell on a particular option or simply what it was that would have compelled one to make a particular decision. Martin (2018) further reasoned that some psychologists and thinkers in their study of human behavior acknowledged that there were various aspects that influenced the human behaviour. Hence several assumptions and theories have ensued through the study of human behavior.

This theory of planned behavior was propounded by Leek Ajzen in 1985 but had been modified from two theories namely Theory of Reasoned Action propounded by Martin Fishbeun and Leek Ajzen in 1980, and theory of information integration by Norman Anderson (1971). Although the Ajzen's theory support major assumptions of its two predecessor theories, it went on to suggest that one's behaviour beliefs would have a direct effect on one's attitude towards certain behaviour. However one's behavioral beliefs would be centered on whether certain behaviour was favourable or unfavourable. It went further to say that as a person's behavior was influenced by some internal and external factors which included some key individual's behaviours and expectations around that particular person and the level of those people's expectations plays a greater role in determining that person's decision to behave in a particular way. Like in the case of putting on corporate uniforms to and from work, although a particular employee might want to put on his or her uniform, the way some coworkers would be behaving would have a net effect on that particular employee's decision in order to acquiesce or comply with their actions.

2.8.2 The Theory of attitude

Attitudes refer to inclination or trend and tendencies to waiting either positively or negatively to a certain situation, idea, matter or a person. Attitudes include opinions and beliefs and are based on one's experience that may emanate from the upbringing and attitudes contribute immensely on one's behavior. In some way attitude curtails interactions among people and has a great impact in the work environment. Therefore a change in one's attitude would and has an influence on other people's behaviour and become a thing of concern to management and the general operations of the entire organisation.

Hovland et al (1953) are some of the major proponents of attitude change theories that was developed from persuasive communication effects. In this theory Hovland and team argued that opinion changes may cause a change in attitude and they also mentioned that this would depend on the availability or non availability of some incentives such as rewards. New opinion acceptance, that was formation of attitude, depend on some incentives on offer during the communication process.

In a Balance Theory of attitude change that was propounded by Heider (1958) articulated that an imbalance in beliefs would result in the creation of stress hence pressure would ensue for a change in attitudes. Heider elaborated that a balance would exist when the sentiments (admiration, approval and liking) or unity (affiliation, sameness and proximity) among beliefs concerning people or events are positively or negatively equal. In the same vein there would be an imbalance if the two (sentiments or unity) are not equal or similar in nature.

Another theory relating to attitude change is the Theory of cognitive dissonance propounded by Festinger. In the theory Festinger postulated that change in attitude resulted from conflict in beliefs. Dissonance strength was determined by an array of factors and therefore this would determine effort needed in changing attitudes. Hence to attain a change in attitude such factors must be manipulated.

In recognition of the above theoretical bases in attitude change, mandatory corporate uniforms worn by employees at their workplaces had a direct bearing on the employees' behaviour in line with their expected outcomes. This assertion would be collaborated by the fact that uniforms on their own provided some non verbal cues to various stakeholders hence would have a net effect on the wearer's attitude change.

2.8.3 Herzberg's Two factor Theory

This theory put an emphasis on the motivator- hygiene factors that were used to explain motivation in an organisation with great focus on satisfaction and dissatisfaction. From the theory it was concluded that some aspects of a job satisfies the employee therefore motivation whereas some cause dissatisfaction and thus demotivation and reduced morale. Herzberg defined

motivational factors as those aspects which encourage people to perform and provide employees with satisfaction and thus positive morale. Hygiene factors which brings upon positive moral include aspects of the working environment such as working conditions, interpersonal matters, organisational policies.

2.9 Empirical evidence

Frances et al (2018): Attitudes of Public health nurses and neighborhood health program participants about nurses' working apparel

A study was conducted by Frances et al with a sample size of 175 public health nurses from the city county department of health and hospitals in Denver, Colorado and 249 mothers who were participating in a neighborhood program to find out their attitudes towards the working apparel of nurses. The study concluded that 95% of the nurses preferred their current working attire and if given a choice they would like to continue using it as they were accustomed to wearing them though they preferred to have some say in the decision making process on uniform policy. Some were concerned that the public would not be able to identify them if their uniform were replaced by other clothes. Pediatric nurses were an exception though as they preferred to wear their street clothes. This could have been because they saw themselves or were perceived by their colleagues as superior as they had a unique situation in the agency as they were graduate nurses who had received special training in pediatrics and the agency had not put in place provision for recognising this. Thus they had frequently expressed dissatisfaction with this situation and they tended to wear their street clothes to differentiate themselves. Results also indicated that the mothers preferred that the nurse caring for their children be in uniform and this was because they were able to identify the nurse as well as for security reasons.

Karch and Peters (2017): The impact of employee uniforms on job satisfaction in the hospitality industry.

The main aim of the research was to assess the impact uniforms had on employee job satisfaction in the hospitality industry. A sample of 196 employees was used where primary data was collected through questionnaires across various actors in the hotel industry in Hong Kong, Austria and China. The study concluded that wearing of uniforms by employees in the industry

influenced their job satisfaction. The research also concluded that manager's focus on uniform elements like style, material and appropriateness positively influence employee motivation or job satisfaction, hence uniforms that were well designed significantly influenced job satisfaction. It was therefore recommended that managers may pay attention to uniform elements.

Malakwen (2015): The influence of workplace attire on employees productivity in the service industry: A Case study of Nairobi Serena Hotel

The main objective of the research was to establish the role played by workplace attire in as far as the professionalism of the organisation was concerned. The research was also aimed at establishing whether the attire and appearance of employees can influence customer perspective. A sample population of 261 Nairobi Serena hotel employees was used and questionnaires were administered. Malakwen concluded that employee appearance together with workplace attire in the hotel and service industry provides a positive organisational image and also can affect either positively or negatively the productivity of the employees.

Nath et al (2016): Dress codes and appearance at work: body supplements, body modifications and aesthetic labour.

The research was aimed at examining the perception of employees and their experiences in relation to dress codes and their appearance in aesthetic labour that relates to the modifications made by employee's face and voice. The research sample consisted of 33 participants and they used interviews as the data collection method. The research also touched on the problems that companies face when dealing with dress code as well as appearance of employees at the work place. Nath and his colleagues concluded that dress code and employee appearance plays a crucial role in the branding of an organisation and its representation. In addition the research findings led to the conclusion that body supplements and body modifications such as tattoos and piercings result in diverse employee and employer opinions in relation to dress code and appearance at the workplace. Hence it was recommended that the company should conduct employee training and enforce dress code policy so as to preserve employee professional image and the identity of the company. And what better way to apply this recommendation than to introduce mandatory corporate uniforms.

De Camargo (2016): A uniform not uniform: an ethnography of police clothing, performance, gender and subculture in neighborhood policing.

The aim of the study was to examine the way some police officers managed their image, identity through the uniform and its related elements. The study was carried over a period of four months. The researcher acknowledged that the police had over the years been designing and re-designing some features and aspects of their uniforms. In the study the researcher stated that on top of exterior physical appearance, the uniform also played a role in influencing the character and behavior of police officers when going on their day to day routine duties. The researcher amongst some conclusions, concluded that some elements of the uniform like colour of the uniform worn, according to ranks structure of the police officers, had a major influence on their attitude hence their performance during the course of their duties.

Entsuah et al (2016): The impact of dress code on organisational image. A Case study of Prudential bank ltd, Takoradi branch in Ghana.

The research was done to explore the reasons why employees refused to conform to the corporate dressing as stipulated in the organisation's policy requirements as well as the effect of such corporate dressing on image and reputation of the organisation. A sample of 30 employees of Prudential Bank, Takoradi branch was selected to take part in the study. The research concluded that some employees might not be willing to adhere to compulsory dress policy as this would hinder them from showcasing their personalities and wealth. Since all the employees would be putting on the same uniform it would be difficult for them to be differentiated and stand out from the crowd hence they tend to refuse to wear the uniform. It was also discovered through the study that some employees do not want to wear the same clothes on a daily basis. Hence it was recommended that the organisation should have a dress code policy suitable for their employees and also source employee input in making such decisions.

2.10 Gap analysis

The main thrust of this study was to establish the effect of mandatory wearing of uniforms on the attitude and morale of employees at Trust Me Security Company in Harare. The majority of reviewed literature indicated that there was a connection between uniform and employee attitude and morale. However it had been noted that no study of this nature and kind had been done in

Zimbabwe particularly in the private security sector concerning mandatory corporate uniforms thus creating a gap. Due to this fact in the reviewed literature, this research sought to address it thereby filling the gap in the body of knowledge.

2.10 Chapter summary

This chapter covered some research works done by other researchers prior to this study. The chapter also dwelled on theoretical framework, empirical evidence as well as the analysis of the gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter laid out how the research was conducted. The chapter focused on research paradigm, design, instruments of research, data sources, data collection procedure, research population, data reliability and validity as well as research methods together with ethical considerations.

3.2 Research Paradigm

The term paradigm according to Kaushik and Walsh (2019) refers to the philosophical assumptions or the basic set of beliefs guiding the actions and also defining the worldview of the researcher. This was introduced by Thomas Kuhn in 1970 and was used to discuss and understand the generalisations, beliefs and values of a community of specialists. Ragab and Arisha (2017) defined a paradigm as a collection of related assumptions concerning the world shared by various scientist communities in proving conceptual framework for studies. Such a research paradigm was crucial as it played a role in shaping any methodology approach in exploring the research questions.

The study adopted pragmatism research paradigm. Pragmatism is now a widespread philosophy as it facilitates the use of mixed research methods. Pragmatism according to Maorouf (2019) is all about "what works", that is it was mainly oriented towards solving practical problems in the real world instead of basing on the assumptions about the nature of knowledge (Shannon-Baker, 2019). Pragmatism focuses on obtaining the necessary data to answering research questions in a study thereby rejecting the pre-established methods design. This research philosophy is based on the practical outcome of the study and it also rejected the forced selection amongst research philosophies. According to Rezev and Borges (2018), pragmatism can use quantitative and or qualitative methods and the only thing that influences the researcher's decision is the purpose of

the study and the choice of methods is based on the reflections of the researcher and the consensus generated in the community about the best paths to follow in any given situation.

The paradigm is also flexible to researchers to employ any methodological approaches they deem suitable to have meaningful contribution in articulating the research questions. It is also focused towards solving practical problems in the real world. It was against this background that the researcher decided to use the paradigm in investigating the effects of mandatory corporate uniforms on employee attitude and morale on a case study of Trust Me Security Company.

However there had been some criticism on pragmatism as a philosophy and its justification of mixed research. For example this had been criticised because it lacked the definition of what works in research methods and Biddle and Schafft (2015) criticised pragmatism for ignoring the role of values in research. Biddle and Schafft also went on to criticize the use of pragmatic paradigm as the researchers use any method with the belief that the philosophy which a research method was based on would not be linked to the practical benefits of the method. Another researcher argued that pragmatism does not address the issue of differing assumptions of qualitative and quantitative paradigms as the assumptions suggest that both paradigms were not studying the same phenomenon thus making mixing the methods for cross validation and triangulation not logical (Maorouf, 2019)

3.3 Research design

According to Kirumbi (2018), a research design is a set of methods and procedures used in collecting and analysing measures in the variables specified in the research problem. A research design could be defined as methods and techniques that a researcher chooses to use in collecting and analysing data in the research problem.

The researcher adopted a descriptive research design. According to Setia (2016), the descriptive research design involves the observation and describing of the behaviour of a subject without influencing it in any way. This method was often used by social scientists and psychologists to observe the natural behaviours without affecting or influencing them and also used in market

research to judge the habits of customers as well as companies wishing to judge the morale of its staff.

3.3.1 Justification of descriptive research design

This research design helped in giving answers to questions regarding who, what, where, when and how in relation to a particular research problem (Chumney, 2017). As said by Smit and Onwuegbuzie (2018), this research design centred on existing relationships, ongoing procedures, views which were held as well as developing trends or effects that are clear. According to Gunn (2017), descriptive research procedure was viewed as less prone to errors and gives an exact description as to what has been seen by the researcher. However as pointed out by Gunn, description research has its own flaws and disadvantages. The major disadvantage of descriptive survey procedure was that of independent variable which the researcher cannot manipulate in order to observe how its changes can influence or affect dependent variable.

3.4 Research method

The researcher adopted a mixed research method that comprise of both quantitative and qualitative research for collection of data. The choice of this research method was based on the fact that the research was centered on the subjective views of how employee attitude and morale towards work was affected by wearing of uniforms in the work environment. According to Ragab and Arisha (2017) mixed research method is a method that employs both the quantitative and qualitative for collecting data and also the analysis of that data. This method was used to get an insight on the underlying opinions, reasons and motivations of the people with regards to wearing mandatory corporate uniforms.

3.4.1 Justification of mixed research method

This method made use of data that was mixed in both text and numericals and used alternative tools that are statistical and analytical. It was that method in which the researcher used both the qualitative model in one part of the research and the quantitative research model on the other part of the research and the models also complimented each other. Mixed research method encompassed a scenario whereby the researcher in a study combined quantitative and qualitative research methods or techniques in the same study.

When both techniques are used in the same study, they will complement one another and the data obtained would be complete hence making it easier for analytical purposes (Ragab and Arisha, 2017). The combination also made it easier to test hypothesis and theories and enhanced validity and reliability of the study. The combination results enabled a greater understanding of the phenomenon under the study as there was interdependence of the methods used in research and therefore the results obtained complemented each other hence accurate results and easier understanding.

3.5 Research population

Rahi (2017) defined population as an identified set of objects, events, people or animals that in principle require same measurement. Further, defined a research population as all individuals or objects that usually have a common and binding characteristic or trait. In this study the population was delimited to the employees of Trust Me Security Company in Harare, a company that provide security services. The population size consisted of 300 Trust Me Security employees comprised of security guards of various ranks, management and any other support staff of the company.

3.6 Sampling methodology

Sampling is the process by which members of a population are selected to participate in a study or research so as to contribute as sources of primary data, (Etikan et al, 2017). Sampling is done mainly because the whole population would be too big to work with. For example, using all the employees of Trust Me Security Company was not feasible and was going to take a lot of time and resources therefore the use of samples. There are basically two types of sampling methods that is probability and non-probability sampling. In this research both types of sampling were used in the form of stratified, simple random sampling and convenient sampling. Research findings, reliability, validity and overall quality of a research were greatly reliant on the sampling method selected. There are a number of advantages that accrue from the use of sampling such as; cost saving, more accurate findings would be obtained, acceleration of data collection, making a research of any type and size manageable and provides an opportunity to efficiently process the data collected.

The researcher made use of stratified random sampling technique. This is sampling by dividing the population into two or more homogenous groups (strata) based on attributes that result in the sample representing specific sub groups of data. This method was applied to the whole population and strata were formed based on the position (rank) of the individual in the organisation. For example, at Trust Me Security Company there were ordinary guards, administration staff and supervisors. This method helped to reduce sampling error as well as ensure greater and adequate level of representation of all subgroups.

Random sampling method was then applied in the strata to come up with individuals who participated from each stratum. When using this method every element of the population under study had an equal chance and opportunity of being selected into the sample. Etikan et al (2017) stated that the design of a sample must be such that all elements in the sample should adequately represent the entire population therefore it was important to use a bigger sample in order to reduce chances of errors being made. The selection of managers to take part in the study was done using purposive selection. Purposive selection was a strategy in which people, activities or particular settings were deliberately chosen so as to provide data or information that cannot be collected from other choices. This was based on the individual's understanding of the study as well as the ability to provide useful data.

Convenient sampling as a technique entails the researcher choosing samples or respondents that can easily be accessible and that can be readily be available at a lower cost and information would also be gathered quickly. In this study, the researcher employed this technique by selecting those respondents that were convenient to the researcher.

3.6.1 Sample size

A sample is a part of a large population selected by the researcher to represent the target population. Chumney (2017) defined a sample as a subset of a population from which data and information is to be collected. So the group of people that was set aside during a research study that would be used to apply the research instruments to collect data was what was called a sample. Sampling was useful because in most cases the population would be too big making it difficult or impossible for the researcher to test every single individual in the population.

Sampling has the advantage of saving money, effort and time in research studies. In this study samples were taken from each level at Trust Me Security Company as they were the ones who had to put on the uniforms.

In coming up with the sample size the researcher employed Yamane (1967)'s simplified formula. Level of confidence used was 95% and a standard deviation of 0.5 with a margin of error of +/- 10%.

$$n = N/(1+N(e^2))$$

$$n = 300/(1+300(0.1^2))$$

$$n = 50$$

Where N = population, e = margin of error

A sample of 50 was obtained

Therefore 50 questionnaires were administered to ordinary guards, supporting staff as well as to supervisors. Interviews were conducted on 5 management employees and observations were done on desk staff as well as ordinary guards at their respective work stations.

3.7 Sources of data

The data that was gathered consisted of primary and secondary data.

3.7.1 Primary data

This was data collected for the sole purpose of the study at hand. The researcher collected primary data from the employees of Trust Me Security Company. A guided approach to data collection was used in this study through the use of structured questionnaires, interview guides and observation guides. The administration of questionnaires, observation and personal interviews was used to collect primary data.

3.7.2 Secondary data

This refers to that information that was already in existence before the current research or study was conducted and the existence of the said secondary source of data was different reasons. Secondary data was used to reveal historic perspectives on how the issue of corporate uniforms influenced the employees' attitude and morale at the work place. Secondary data was obtained

from online articles, journals, company documents and related books on the topic. Secondary data had the advantage of being readily available and cheap to obtain. The data also acted as a guideline giving the researcher direction by assessing similar study's or researches that had been done prior to the current study. On the other side there are disadvantages that come with using secondary data. The information could be outdated as compared to current existing trends and such data may have limited materials that could be used.

3.8 Research instruments

These are research tools used in the collection of both primary and secondary data. Questionnaires were used by the researcher to collect data from Trust Me Security Company. The researcher also made use of interviews and observation of the employees as they worked in collecting data for the study.

3.8.1 Questionnaires

Rahi (2017) considered a questionnaire as structured in such a way that make it easy for collection of primary data as it contains a written set of related questions whose answers are crucial for the research process. The way the questionnaires are designed if done properly must be such that the respondents would find it easy to respond to the set of questions and have the eagerness to provide accurate and full information. Hence questionnaires in their design must be clear and respondents must find them easy to understand. Open ended and close ended questions were used. The use of open ended questions was meant to make respondents to think freely and clearly without feelings leading them and also to enhance participation of respondents. Although answers to open ended questions were difficult to analyse and present, the researcher used them because he wanted to capture the perceptions of the employees. Closed questions were used in the questionnaires to avoid deviation from the matter under consideration.

The questionnaire consisted of four sections, which were the administrative section which consisted of the researcher's research identity and reason for the study. This was followed by the demographic section which asked information about the respondent's demographic characteristics such as gender and period of service in the organisation. The next segment aimed at gathering information on the relationship between morale and employee uniforms. Lastly the

researcher had a section on the relationship between attitude and mandatory wearing of uniforms and a general impact of the mandatory wearing of corporate uniforms on the attitude and morale of employees. The administration of the questionnaires was done by hand delivery to the respondents. The researcher collected the questionnaires after a week and started collating the results.

Questionnaires were considered as a less costly means of surveying a large section of the population and it was also efficient as it reduces the time used to conduct the research. Questionnaires were a convenient means to reach respondents who cannot be approached easily. By using questionnaires respondents could be assisted in the line of thinking thereby reducing responses considered farfetched. A questionnaire could also afford respondents sufficient time to come up with adequately thought responses. To the researcher, it was easy to analyse the data obtained through the use of questionnaires. Bias could also be done away with the use of questionnaires since the researcher would get responses without the use of middlemen. On the down side, questionnaires were a slow means of getting feedback as much time was needed for their distribution and collection. Some respondents may incorrectly interpret the set of questions and these do not allow for follow up questions for clarity. Some respondents may not be able to adequately express themselves through writing and does not afford the researcher the chance to probe further.

3.8.2 Interviews

This is a conversation between two or more people and the purpose will be getting information from one another to fulfill a certain objective or purpose. Rahi (2017) stated that the way interviews were structured was such that all the respondents would answer to the same questions verbally. Interviews are conversations with a purpose which are used to gather information that requires individual perspectives and experience, sensitive topics, topics were surveys cannot be implemented and gathering in-depth information about a topic (Gunn, 2017). Interviews could be done over the phone, face to face and due to technological advancement, interviews can be done over the internet through video conferencing and skype.

Interviews enable the obtainment of immediate feedback from the respondents and by interviewing respondents the researcher can probe further and obtain adequate information as well as clarification on certain areas if need be. Interviews enable the observation and use of non verbal cues in communication. Interviews also allow the measuring of attitudes by the interviewer. On the other hand Interviews may prove to be costly as the interviewer, in this case the researcher, might need to travel in order to reach the respondents. The respondents might also be influenced by the interviewer thereby giving or providing biased responses. Some respondents might not feel comfortable to give away information especially sensitive information on a face to face basis.

The researcher used an interview guide and interviewed management of Trust Me Security Company. The interview guide was sent to management through emails before the interview date so as to prepare them for the interview. On the interview date the researcher asked questions and recorded the responses.

3.8.3 Observation

According to Smit and Onwuegbuzie (2018), observation was an approach involving the collection of data in one's senses, mostly looking and listening in a systematic and meaningful way. Observation is a technique in qualitative research where the researcher observes participants' ongoing behaviour in a natural situation. There are various types of observation such as controlled, naturalistic, participant, overt and covert observation. The researcher applied the naturalistic observation method whereby he observed participants in their natural surroundings in order to capture the spontaneous reactions that are not influenced.

3.8.4 Documents and records

The researcher also made use of information that was already in existence. Sources such as data bases, meeting minutes, reports, attendance logs newsletters, publications, journals and text books were used to collect data. Although this had an advantage of providing data and information readily available as well as being economic, it unfortunately provides incomplete data and at times the data was outdated.

3.9 Ethical considerations

There were various ways in which the researcher complied with ethical considerations. Ethical considerations determine the quality of responses the researcher would get from the respondents in the study. Ethical considerations mostly involved the permission to carry out the research, respondent participation, all stakeholders and the way the research was conducted. The following ethical considerations were adhered to.

- 1) Consent was sought and obtained from the organisation
- 2) The researcher also obtained consent from respondents and participants after giving them the necessary information for them to come up with an informed decision. According to Botshe (2016) there was certain information that should be communicated in the consent for so that participants would make informed decisions such as the purpose of the study, rights participants, voluntary participation and anonymity.
- 3) People who took part in the study were not subjected to any stress, embarrassment or loss of self esteem (Voosloo, 2018).
- 4) Participants were assured of their anonymity and that the responses obtained would not be used for any other purposes other than this study. This was communicated before an interview was conducted.
- 5) The participants voluntarily participated in the study and no one was paid either in cash or kind to take part.

3.10 Reliability and validity

Reliability refers to a scenario where an instrument being used would correctly measure what it was expected to measure. Haradhan (2017) asserted that reliability relates to a measurement that would result in consistent, trustworthy and precision of results. The results must be without bias but with same values. Huyashi et al (2019) postulated that reliability refers to a scenario whereby an assessment tool gives consistent and stable results that would be error free.

3.10.1 Validity

Validity is the extent to which results obtained would be considered as truthful, hence assesses the overtime consistency of results of a study (Hayashi et al, 2019). Validity could also be considered as the extent to which some researchers uses certain modalities to check the accuracy

of study findings (Livingstone, 2018). On the same note Ragab and Arisha (2017) asserted that validity has two crucial areas that are internal for credibility and external for transferability. Internal validity refers to whether similar research could be conducted and same results of the study being obtained. In this research internal validity was employed by use of clearly defined research objectives and also the pre-testing of the research instrument was done on elements separate from the research sample to avoid giving respondents some clues. External validity indicates if the results obtained in the study could be transferred to another group of interest in other studies.

3.10.2 Ensuring reliability and validity

There are various strategies that can be used to ensure the reliability and validity of data during and after a study. To ensure reliability of the research instrument in relation to the collected data and findings, the researcher used simple, short and precise questions that the respondents could easily understand. The researcher also relied on peer review whereby he roped in some peers in checking and verifying research instrument before dispatching them to the respondents. The checking and verification was based on the questions for poor wording so as to avoid misinterpretation. The researcher also conducted a pilot test before embarking into the field in order to assess how the respondents will respond. As a way of also ensuring reliability of research instrument, a measure of test-retest also called retest reliability was also used in the research. This is whereby the administration of the same test twice over a period of time to a group of individuals.

On ensuring validity of the collected data the researcher made use of triangulation. According to Ragab and Arisha (2017) triangulation is the convergence and corroboration of results from different methods to increase the validity of research findings. The researcher achieved this by using various methods of data collection for data triangulation. Triangulation was beneficial in this study because it reduced the short falls of single source research as the sources used complemented each other, provided data that could not be found in one source and it enabled the researcher to draw information from different sources.

3.11 Data analysis

In the analysis of the data the researcher employed various tools and ways on both the quantitative and qualitative data. In analysing the quantitative set of data the researcher employed the sort piling method by manually counting the questionnaires and then piling them up according to categories. Each pile of the questionnaire was then calculated to obtain the percentage rate. The researcher also used some statistical tools such as tables, graphs and pie charts with the aid of excel spreadsheets as a way of presenting and analyzing the data. These made easy the categorization and comparison of the data for presentation and analysis purpose. SPSS version 20 was used for statistical analysis.

Qualitative data was analysed through content analysis. This comprised arranging the data scripts into groups according to the kind of responses that were obtained as well as observations made. The scripts were then reorganised and scrutinized again and smaller groups with similar concerns, answers, recommendations and suggestions were created. The analysis was done by identifying recurring patterns in the data collected and conclusions made.

3.12 Chapter summary

This chapter discussed and explained the methods used in data collection as well as the research methodology. The chapter also made some highlights on research design, target population, sampling, ethical consideration, data validity, data reliability as well as research methods and concluded with data analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter explained how data was presented and analysed. The gathered data and its results were presented below using tables, pie charts, and graphs for easy understanding and interpretation.

4.1 Data Presentation

Primary data was collected from the field by use of questionnaires. The researcher dispatched 50 questionnaires to Trust Me Security Company Harare employees who encompassed ordinary guards, supervisors and managers. Some interviews were also conducted on some managers and supervisors of Trust Me Security Company as a way of collecting primary data. The researcher also made some follow up observations on some respondents whilst they were on their respective natural workstations. The Table below illustrates a response summary of the primary data collected by use of questionnaires.

Table 4.1: Questionnaire Response Rate

Category of Respondent	Questionnaire dispatched	Completed and returned questionnaires	Questionnaire Response rate
Security officer	4	3	75%
Inspector	5	4	80%
Corporal and Sergeant	11	9	81.82%
Ordinary Guard	30	24	80%
Total	50	40	80%

Source: Primary data (2020)

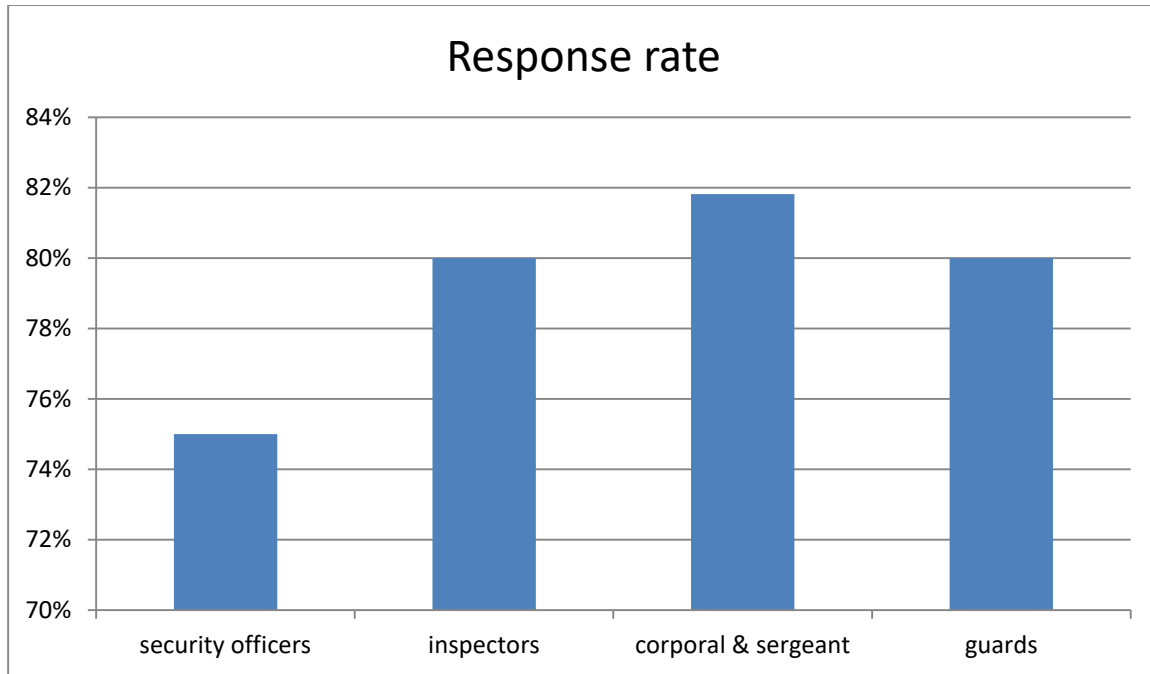


Figure 4.1: Questionnaire Response Rate

Of the 50 questionnaires that were dispatched 40 were completed and returned translating to 80% response rate. The response rate was high hence reliable as a true representative and reflection of the majority of Trust Me Security Company employees. As stated by Rahi (2017) that a response rate above fifty percent was sufficient and also that any response rate above sixty percentage was considered satisfactory. Hence in this study the 80% response rate was viewed as satisfactory.

4.2 Interview Response Rate

Directors and managers of Trust Me Security Company were interviewed for the purpose of obtaining data for this study. For the intended 5 interviewees, only 3 were accessed and interviewed. Hence the interview response of (3/5) 60% was obtained and according to the view of Rahi (2017) the 60% was considered satisfactory for the purpose of this study. On the other hand the (2/5) 40% was targeted but could not be reached.

Table 4.2: Interview Response Rates

Input	Frequency	Percentage
Target and reached	3	60%

Targeted but not reached	2	40%
Total	5	100%

Source: Primary Data (2020)

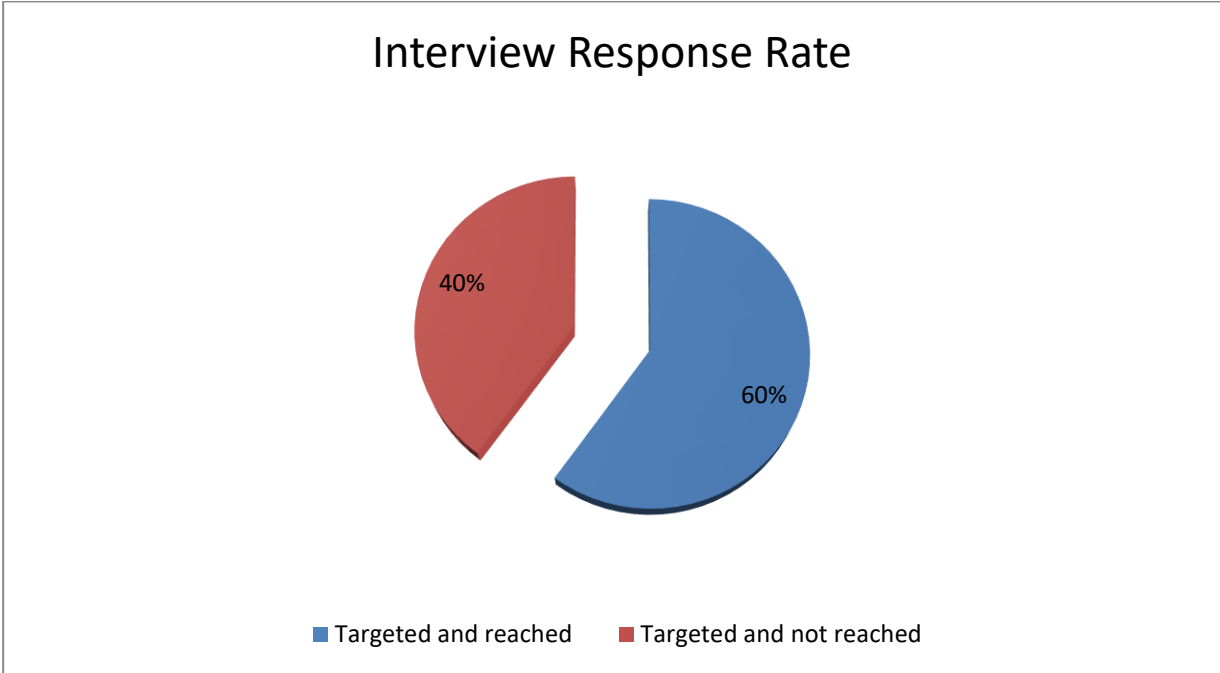


Figure 4.2: Interview Response Rate

4.3 Demographic Characteristics of Respondents

Both males and females were considered as respondents in this study. Males constituted (26/40) 65%, whilst females constituted (14/40) 35%. The aspect of gender played a pivotal role in this study as it assisted in revealing how the attitude and morale of Trust Me Security Company employees was affected by the corporate uniforms from a gender perspective. Uniforms tend to be unisex thus the need to have gender balanced so as to assess the impact of the uniform on both the men and the women.

Table 4.3: Gender of Respondents

Respondents	Number	Percentage
Males	26	65
Females	14	35
Total	40	100

Source: Primary data (2020)

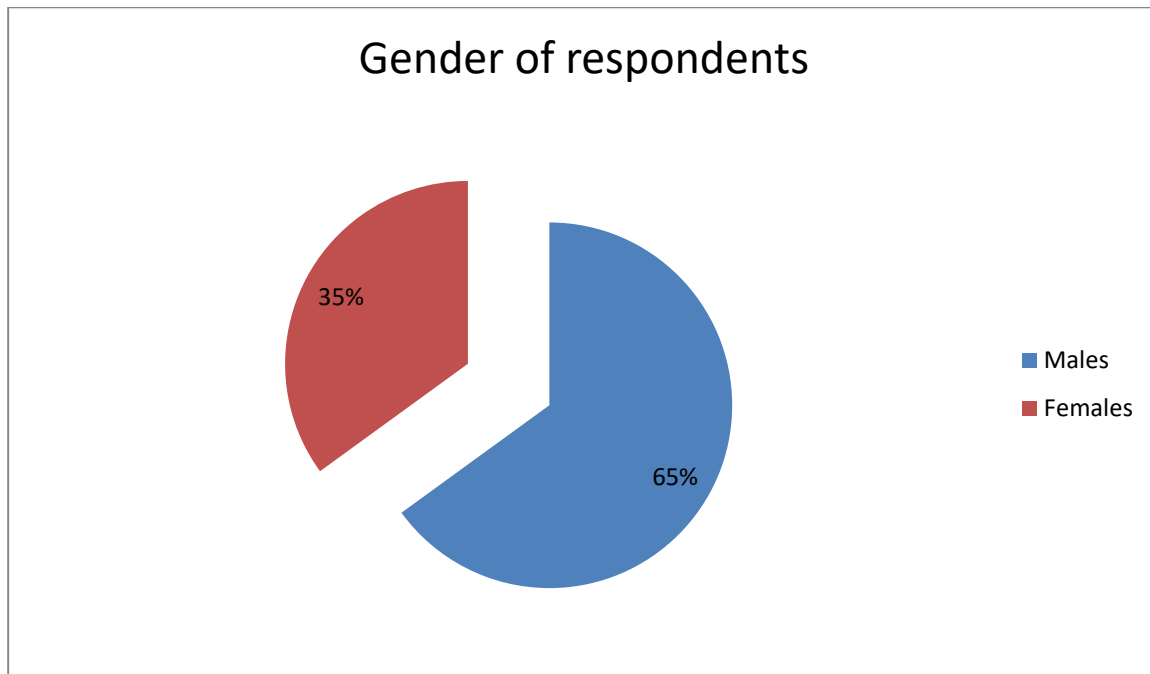


Figure 4.3: Gender of Respondents

4.4 Age of Respondents

In the study the researcher grouped respondents in age groups as follows; 18-25,26-35,36-45,46-55,55years and above. Through the information obtained from the completed questionnaires, it was obtained that a greater percentage of respondents fell in the 26-35 categories. The category of group of 46-55 and those above age 55 years constituted very few people. By grouping the respondents into various age groups, the researcher wanted to capture the views of all the age

groups. The percentage of age groups in this study were; 18-25;15%, 26-35;50%, 36-45;20%, 46-55 ;12.5% and 55 and above 2.5%.

Table 4.4: Age of Respondents

Age group	Number	Percentage
18-25	6	15
26-35	20	50
36-45	8	20
46-55	5	12.5
55 and above	1	2.5
Total	40	100

Source:Primary Data (2020)

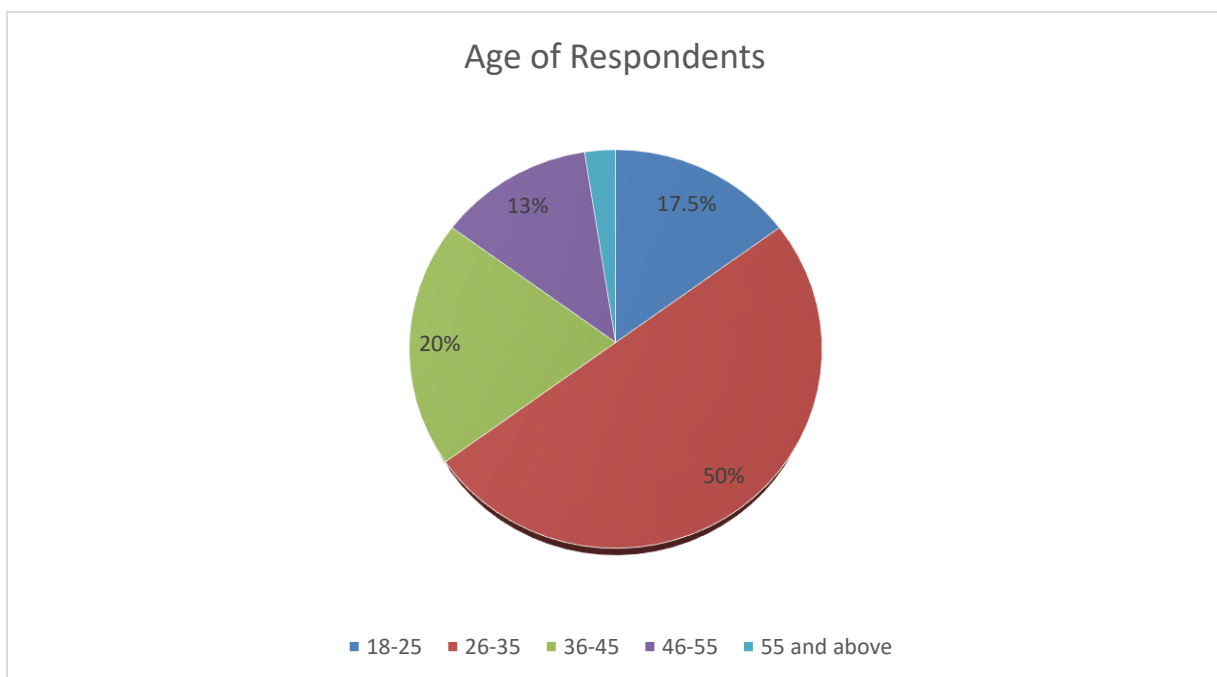


Figure 4.4:Age of Respondents

4.5 Respondents Level of Education

In the study respondents level of education was considered to be important in assessing the rationality of the respondents. Through results of the study it was noted that every employee of Trust Me Security has attained the basic education. Therefore the questionnaire was structured in such a way of categorizing the respondents level of education and the results obtained were as follows; no education (0/40) 0%, grade 1-7 (3/40) 7.5%, ordinary level (22/40) 55%, advance level (4/40) 10%, certificate (6/40) 15%, diploma (4/40) 10%, first degree (1/40) 2.5% and post graduation (0/40) 0%. Through the results obtained it was noted that the majority of the respondents have done ordinary level of education.

Table4.5: Respondents level of Education

Education level	Number	Percentage
None	0	00
Grade 1-7	3	7.5
0'level	22	55
A 'level	4	10
Certificate	6	15
Diploma	4	10
First degree	1	2,5
Post grad	0	0
Total	40	100

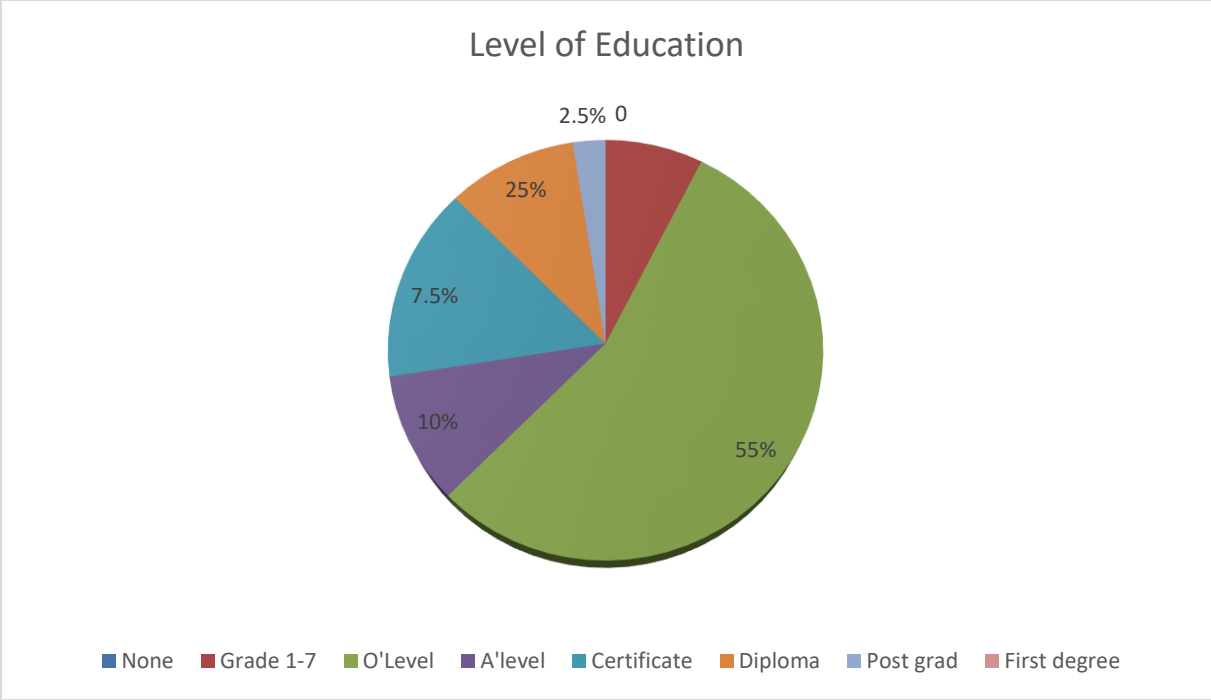


Figure 4.5: Level of Education

4.6 Respondents Marital Status

The researcher considered the importance of marital status in this study hence the respondents were grouped into 5 categories of marital status. The categories being the married ones, single, the engaged, divorced ones and those on separation. It was established through the completed questionnaires that the percentage of the marital status were; married (14/40) 35%, single (8/40) 20%, divorced (9/40) 22.5%, engaged (3/40) 7.5% and separated (6/40) 15%.

Table 4.6: Respondents Marital Status

Status	Number	Percentage
Married	14	35
Single	8	20
Engaged	3	7.5
Divorced	9	22.5
Separated	6	15
Total	40	100

Source: Primary Data (2020)

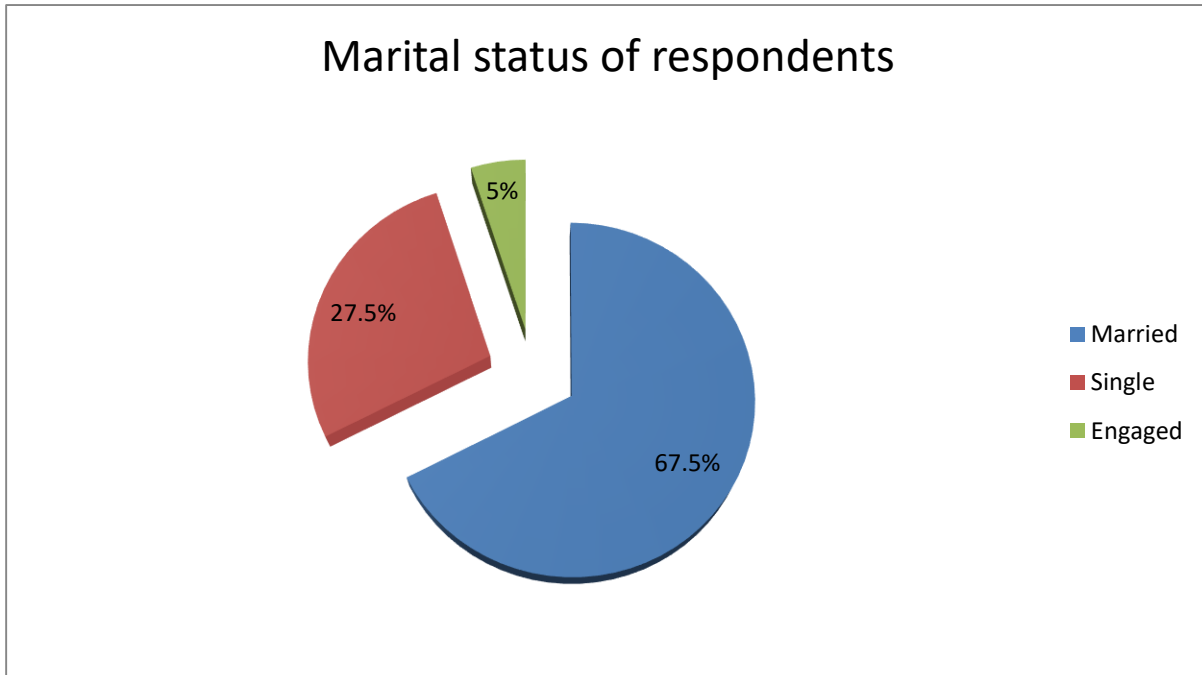


Figure 4.6: Marital Status of Respondents

4.7 Duration in employment

Duration of employment of Trust Me Security Company was also considered and surveyed to determine for how long the employees had been operating whilst in corporate uniforms at Trust Me Security Company. The respondents were grouped according to the duration they had in employment and the results on finding in respect of the categories was depicted as follows; below 1 year (6/40) 15%, 1 to 5 years (12/40) 30%, 5 to 10 years (14/40) 35% and above 10 years (8/40) 20%.

Depicted below on the table is duration in employment of the respondents.

Table 4.7: Duration in employment

Length of service	Number	Percentage
Below 1 year	6	15
1-5 years	12	30
5-10years	14	35
Above 10 years	8	20
Total	40	100

Source:Primary Data (2020)

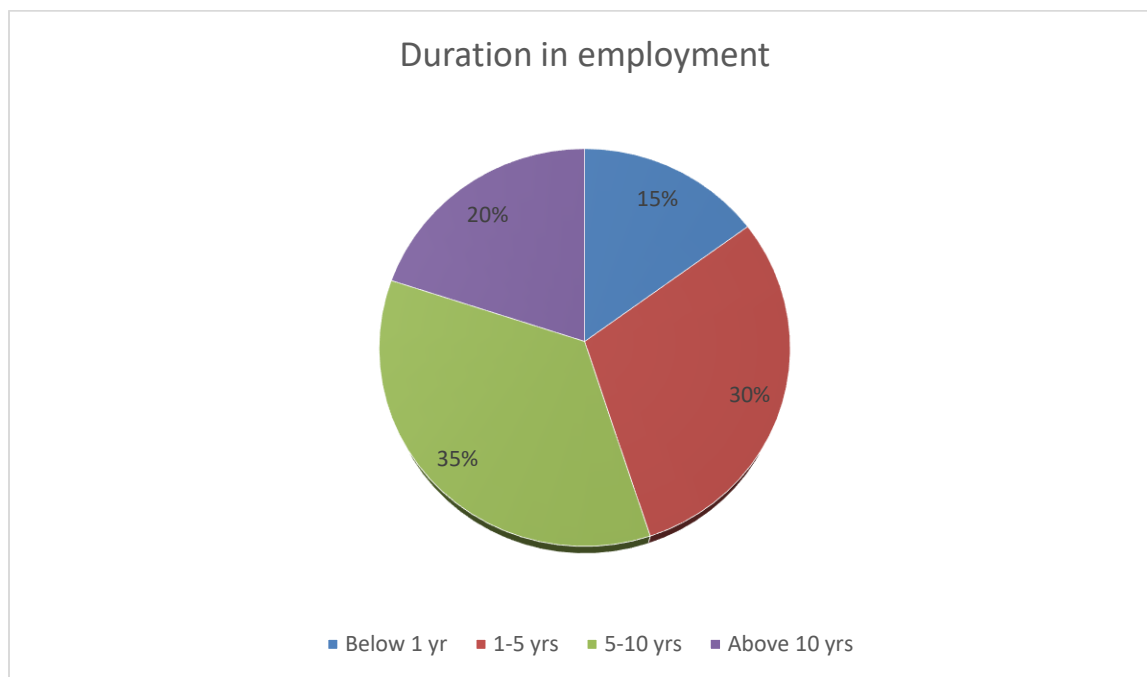


Figure 4.7: Duration in employment

Source: Primary Data (2020)

4.8 Knowledge of existence of uniform policy

The study also sought to find out whether Trust Me Security Company employees had knowledge of the existence of the company's uniform policy. Information obtained from the survey indicated that the majority of respondents 67.5% had no idea as to whether the company had a uniform policy in place. However 25% were aware that the company had a uniform policy in place and these were mainly administrative and supporting staff of the company and 7.5% were of the view or indicated that the company had no uniform policy in place.

Table 4.8: Knowledge of existence of uniform policy

Category	Number	Percentage
Have knowledge	10	25
No idea	27	67.5
Don't have	3	7.5
Total	40	100

Source: Primary Data (2020)

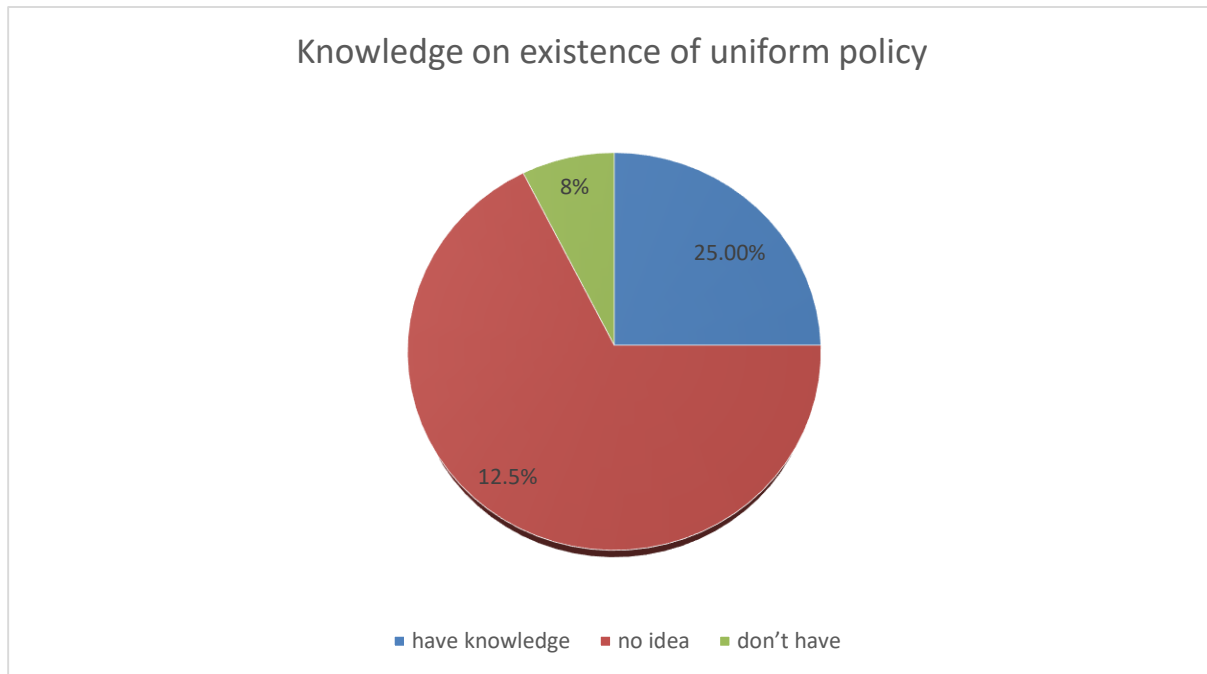


Figure 4.8: Employee knowledge on uniform policy

The above tabulated information indicated that the majority of employees, that is 67.5%, did not have an idea as to whether the company had a uniform policy in place. Further analysis of the collected data indicated that such respondents were mainly ordinary security guards of the company who did not attend any induction on the company uniform policy. In the same vein the results obtained also indicated that 75% of the respondents did not attend any induction regarding company uniform policy whereas 25% of the respondents did attend the induction on company uniform policy.

Table 4.9: Employee induction on uniform policy

Category	Number	Percentage
Attended	10	25
Did not attend	30	75
Total	40	100

Source: Primary Data (2020)

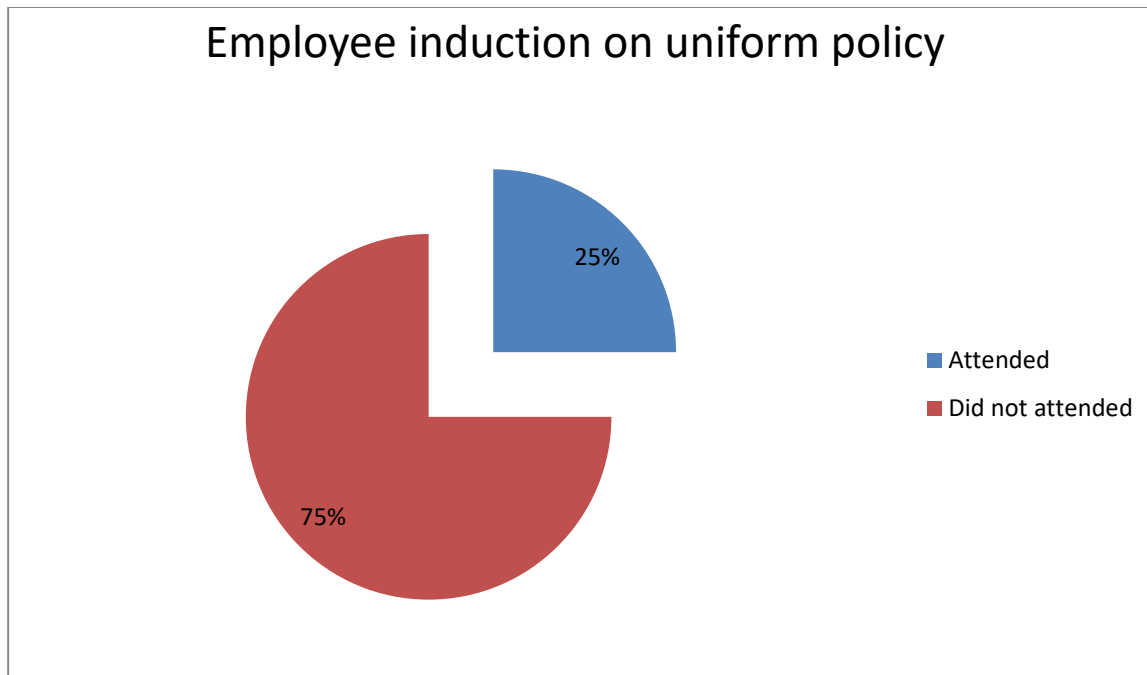


Figure 4.9: Employee induction on uniform policy

The researcher also asked the interviewees during the interview sessions, as part of data gathering process, as to whether the company had a policy and whether the employees were aware of the existence of such a policy. Interviewee [1] indicated that the company had numerous policies in place including the uniform policy and that all employees must read and understand upon signing employment contract therefore he was of the view all the employees were very aware of the existence of such a policy. Interviewee [2] acknowledge that though the policy existed and that it was imperative for every employee to be aware of such policy as it governed any issues to do with organizational uniforms and attire but further mentioned that some employees might not be conversant with the contents and dictates of such policies as they would mainly be concerned with just getting employment. Interviewee [3] said that though the policy was in place most employees especially security guards took it for granted.

The researcher also asked the 3 interviewees, who are also part of company management, during the interview sessions in view to establish whether all the employees who worked in uniform had undergone induction on the company uniform policy. Interviewee [1] confirmed that a greater percentage of the employees had gone under the induction prior to assumption of duties whilst

interviewee [2] confirmed that not all the employees had undergone the induction and further confirmed that when employees were recruited as a group they would undergo the induction process but those recruited on individual basis, when the need arises, would not undergo the induction individually soon after the recruitment process but would wait till a sizeable number had been attained. The interviewee also said that they would also look at the background or employment history of the employees in the private security industry to assess the need for induction on uniforms. Interviewee [3] stated that she was not sure about that and will get full information after checking with the administration staff but also said was sure that employees were inducted in all the aspects that had to do with their work and uniforms.

The study concurs with that of Enstuah et al (2018) that stressed on the importance of uniform or dress code policy which all the employees should be well conversant with and they also postulated that it was the duty of the organizational management to ensure that employees were well acquainted with the dictates and requirements of such a policy. Jabbour (2017) also agreed that an organization must have a uniform policy in place that address issues like type and colour of shoes to be worn with the uniform, should the uniform be tucked in or not and what ranks or sections of employees should wear the uniforms. In his study Jabbour (2017) stressed the importance of all the employees to have full knowledge on the existence of such policies in order for the uniformed employees to effectively yield the expected results.

4.9 Do employees wear their uniforms to and from work?

The study sought to establish the reason why Trust Me Security Company employees do not like to put on their corporate uniforms whilst they would not be at their work stations. Through the information obtained from the questionnaires, it was established that (32/40) 80% of respondents do not put on their uniforms when going to and from their respective work places whilst (8/40) 20% of the respondents indicated that they wore their uniforms whilst going to and from work as tabulated below.

Table 4.10: Do employees wear their uniforms to and from work?

Respondents	Number	Percentage
Wear their uniforms	8	20
Do not wear their uniforms	32	80
Total	40	100

Source:PrimaryData (2020)

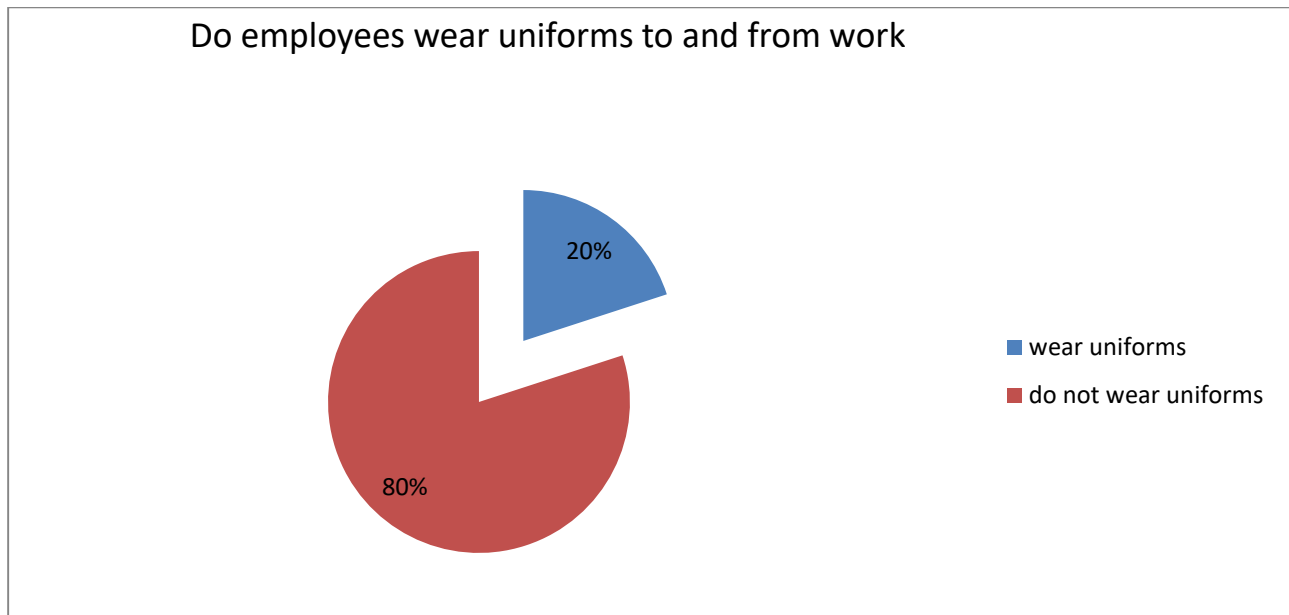


Figure 4.10: Do employees wear their uniforms to and from work?

Further analysis of the information showed that those employees who do not wear their uniforms to and from work were mostly ordinary security guards whilst those who put on their uniforms were mainly administrative and supervisory staff who also had knowledge on the existence of an organizational uniform policy. A further scrutiny of the information obtained indicated that the majority of such individuals who disliked putting their uniforms to and from work were in the age group of 26 to 35 years and had been employed by the company for period ranging from 1 to 5 years. The researcher also discovered, through the information extracted from the questionnaires, that those individuals who disliked wearing their uniforms away from their

respective work places, the majority of them have no knowledge of the existence of the organizational uniform policy and have also not undergone induction regarding the uniform policy.

The researcher also took substantial amount of time to observe Trust Me Security Company employees at their work stations. The researcher noted that on arrival at their workplaces, the majority of the employees observed particularly lower ranked guards, would not be wearing their corporate uniforms but would be carrying some bags and satchels containing their uniforms. The employees would then wear their uniforms at their work places or at places where they will parade for duty. The researched also observed that the same scenario would also take place when the employees knocked off duty. They would take off their uniforms, pack them in their satchels and bags, put on their ordinary clothes and left for their respective homes.

In the same vein, during the interview sessions with the company managers the researcher sought to establish from the interviewees on whether they had knowledge on whether their employees wore their uniforms away from their workplaces or not. The Interviewee [1] confirmed that since their policy stipulates that every employee who performs his or her duties whilst in uniform should always put on the uniform when going to and from work, it was his assumption that their employees were doing exactly that. The same interviewee further mentioned that some unruly elements could not be ruled out as some people had a tendency of always being deviant. Interviewee [2] however voiced that possibilities were that there might be some of their employees who do not wear their uniforms away from their workstations considering that majority of security guards especially the young ones would be shy to be associated with the private security industry in the eyes of their friends and peers or for any other personal reasons. Interviewee [3] confirmed that she was aware that there were some employees who do not wear their uniforms to and from their workplaces as per their policy requirements but also mentioned that some of these employees were not comfortable to be seen putting on their uniforms for personal reasons.

From the findings of the study it became real that the majority of the employees at Trust Me Security Company did not wear their uniforms when going to and from their various work places

for various reasons among them elements of the uniforms and comments from other people. Such assertions concurred with what Karch and Peters (2017) opined that most employees valued how they looked in front of their peers and other individuals like customers. This was also supported by Busch (2018) who said that an attractive uniform greatly affect self esteem of the wearer and therefore determine how attractive and presentable the individual would be. Karch and Peters concluded by saying that if the material or design of the uniform looked shabby and does not work for the employees, they might end up shying away from wearing the uniform away from their workstations.

4.9.1 Why do employees not wear uniforms away from work place?

An analysis on the information obtained from the questionnaires showed that those respondents who indicated that they do no wear their uniforms whilst away from their work stations were not contented with the elements of their uniforms. The elements of the uniform encompassed colour, design, quality and fitting. The respondents also indicated that they received negative comments from other people among them ordinary man on the street and in some cases their clients.

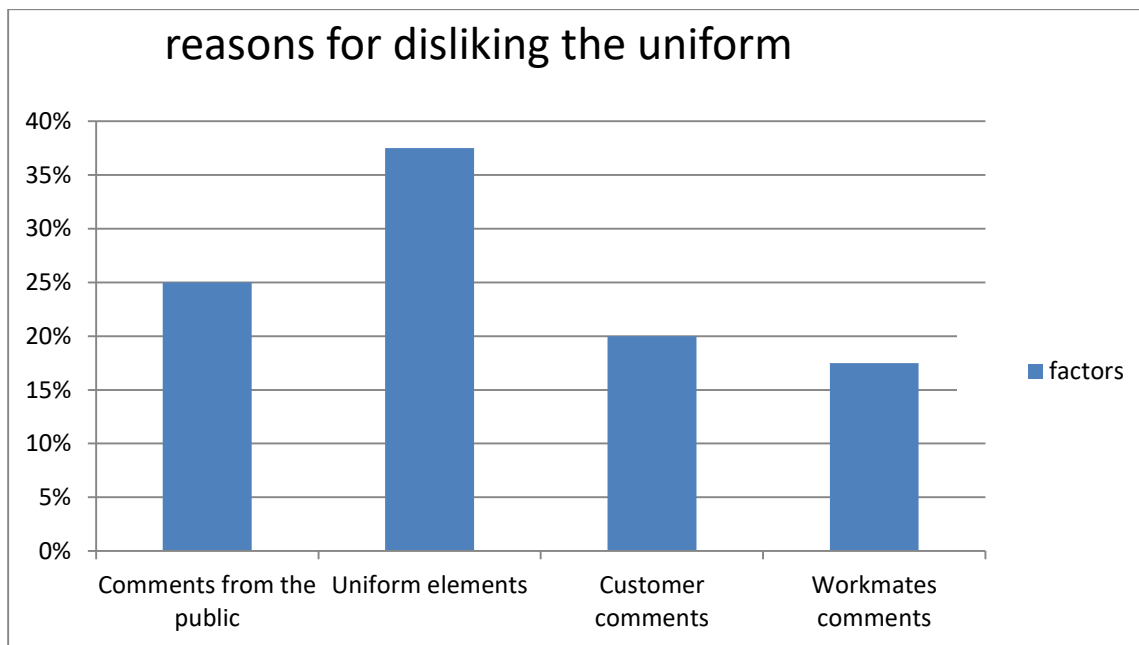


Figure 4.11: Reasons for disliking the uniform

The above graphical presentation showed employees reasons for disliking their uniforms, the researcher discovered that (10/40) 25% cited that comments by general members of the public towards their uniforms whilst (15/40) 37.5% pointed out some features or elements of their uniforms whereas (8/40) 20% said comments from some of their clients and (7/40) 17.5% indicated that some comments from work mates on their uniforms contributed to their dislike of the uniform. On the other hand those who wore their uniforms away from their workplaces some indicated that they were undecided on the elements of their uniforms, that was colour, design, quality and fitting.

These findings are related to findings by Karch and Peters (2017) that highlighted that various elements of the uniform such as style and colour were very pertinent issues that need to be taken into consideration as they lead to some employees avoiding to be seen in public wearing such uniforms. De Camargo (2016) also mentioned irritation and frustration that comes from wearing unfitting and uncomfortable clothes be it due to poor design or poor fabric choice could lead to attitude problems for the employees and he gave example like tight fitting clothes that are too small or baggy oversize clothes could lead to employees being self conscious and less confident in interacting with customers hence might end up avoiding being seen in the public whilst in the uniform.

4.10 Does wearing of corporate uniforms by employee affect attitude at workplace?

This part of the study focused on how mandatory corporate uniforms at Trust Me Security Company affected the employee's attitude towards the uniform itself and the work in general. The table below gave a summary of findings on respondents' attitude regarding their corporate uniforms.

Table 4.11: Corporate uniform effect on employee attitude

Nature of attitude	Number	Percentage
Positive	4	10
Moderate	8	20
Negative	28	70
Total	40	100

Source: Primary Data (2020)

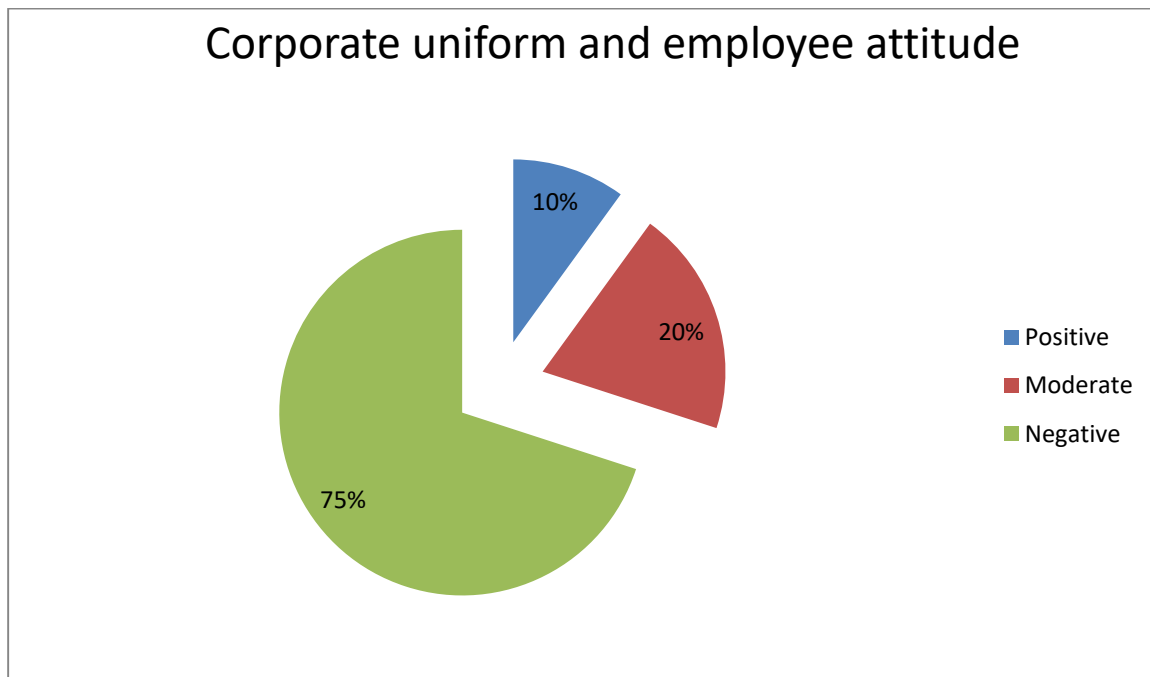


Figure 4.12: Corporate uniform and employee attitude

4.10.1 Positive attitude

As depicted by the above table, (4/40) 10% of the respondents indicated positive attitude towards their uniforms and work. It was noted that of the 4 respondents who indicated positive attitude, 3 expressed more positive attitude whilst 1 expressed strongly more positive and none expressed extremely more positive.

4.10.2 Moderate attitude

Of the 8 respondents who indicated moderate attitude, 3 indicated slightly negative while 4 indicated neutral and 1 showed slightly positive.

4.10.3 Negative attitude

Information gathered from respondents through questionnaires showed that 28/40 respondents expressed a negative attitude towards their mandatory corporate uniforms, translating to 70%. Of these respondents 5/40 expressed extremely more negative while 12/40 expressed strongly negative and 10/40 showed more negative.

A further analysis on information gathered relating employee attitude at work place indicated that there were various factors that led to mood adjustment. Among an array of factors, it was noted that (10/40) 25% expressed that comments by general members of the public towards the uniforms they wore affect their attitude. Whilst (15/40) 37.5% indicate that features or elements of their uniforms affected their attitude whereas (8/40) 20% said comments from their clients influenced the swing in their mood and (7/40) 17.5% pointed out that some comments from work mates on their uniforms contributed to their negative attitude at their workplace.

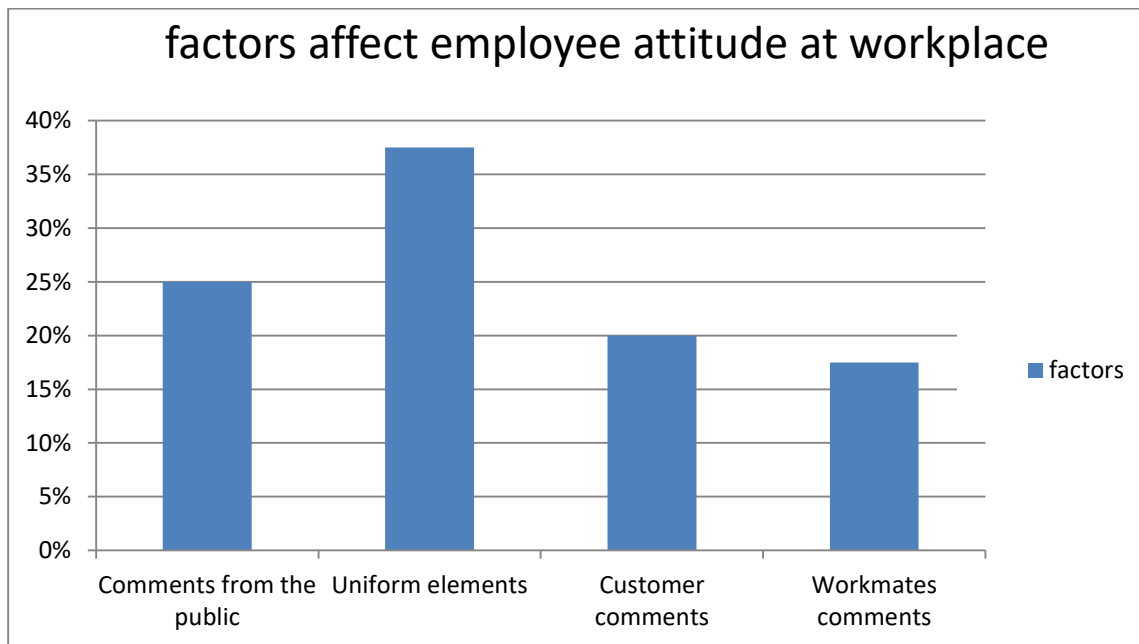


Figure 4.13: Factors affecting employee attitude at workplace

As the researcher observed some respondents at their various workplaces he also noted that some employees, whilst in their uniforms, would be seen pulling and tugging their uniforms thereby indicating elements of being uncomfortable with the attire they would be putting on culminating to negative attitude.

During the interview process the researcher asked the interviewees if they had any issues or received any complaints from their clients and other stakeholders regarding their employee attitude towards work and related issues. Interviewee [1] confirmed that complaints were received from time to time from their clients but however these would be treated as some elements of indiscipline, hence the concerned employees would be reprimanded or undergo disciplinary procedures for such unwanted behavior.

Interviewee [2] acknowledged that they received some complaints from their clients relating to the employee's attitude at their various workplaces but however ruled out any link of the attitude problem to the employee uniform. The interviewee also stated that attitude challenges were not unique in their organization as it was a widespread phenomenon in most organizations where human kind would be involved.

Interviewee [3] postulated that if the uniform does not benefit the employees there could be some attitude swing in the employees towards their work. She further said that they were yet as an organization to receive any complaints from employees regarding their corporate uniforms. She however was of the opinion that there should be a difference between the uniform worn by the males and the females instead of having a unisex uniform. This was so because men and women have different tastes when it comes to uniforms as well as the fact that men and women were built differently thereby requiring different designs of clothes.

The results that the researcher obtained also corresponded with Beaver (2016) who stated that dress code influenced the behavior of employees and perhaps change the mindset of the employee. Such an assertion was collaborated by Karch and Peters (2017) who asserted that a uniform or dress code acts as a constant reminder to employees of a particular behavior they

were suppose to show or present, hence if the uniform or dress code appeared to be shabby to the concerned employee a negative attitude would ensue. Flake (2016) also came up with a related finding when he stated that what a person would be wearing contributes towards what he termed a sense of self, hence wearing of uniforms played a crucial role in influencing the attitude of employees or the wearer. Hence Flake (2016) concluded by saying shabby dressing would manifest a negative attitude within a uniformed employee.

4.10.4 Testing association between corporate uniform factors and employee attitude at workplace

The researcher used the SPSS software when he statistically tested to establish if there was an association between corporate uniform factors, such as uniform elements, comments from members of public and work mates, and employee attitude at Trust Me Security Company. The Cramer's V test was used to test the association between the two variables and the results were as follows:

Solution:

Null Hypothesis: corporate uniform factors and employee attitude at workplace variables are independent

Alternative hypothesis: corporate uniform factors and employee attitude at workplace variables are (not independent) inversely related or directly related

Test Statistics

Cramer's V test score, calculated p-value and alpha=0.01 (critical value)

Decision Rule

Reject Null hypotheses if calculated p-value was less than 0.01.

Symmetric Measures

		Value	Approx. Sig.
Nominal by	Phi	.906	.000
Nominal	Cramer's V	.641	.000
N of Valid Cases		40	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

The Cramer's V test result of 0.641 obtained in the above table showed that there was a strong relationship between corporate uniform factors (independent variable) and employee attitude (dependent variable) at workplace. It therefore meant that if corporate uniform factors were skewed against employee expectations the employee attitude at workplace decreases or became negative and the opposite would be true. Since the associated calculated p-values (0.000) was less than 0.01 then it therefore showed that there was enough evidence to conclude that corporate uniform factors and employee attitude at workplace were directly related. This showed that the relationship was significant.

4.11 Is there a relationship between corporate uniforms and employee morale?

The study sought to establish if there was any relationship between mandatory corporate uniform and employee morale at Trust Me Security Company. The company had a corporate uniform policy that stipulates the reasons for the uniform, nature of duties employees perform whilst in uniform and other reasons related to business like promoting the corporate image through visibility of uniformed employees. Through the existence of such a policy employees were expected to comply by being seen dressed in the corporate uniforms to and from work and also whilst they performed their duties.

From information obtained from the questionnaires distributed to Trust Me Security Company employees, the researcher observed the following information regarding the relationship between mandatory corporate uniform and employee morale. Of the respondents (12/40) 30% agreed that the relationship existed, (18/40) 45% strongly agreed, (5/40) 12.5% were undecided and (3/40) 7.5% disagreed on the existence such a relationship and (2/40) 5% strongly disagreed. These findings were depicted on the graph below.

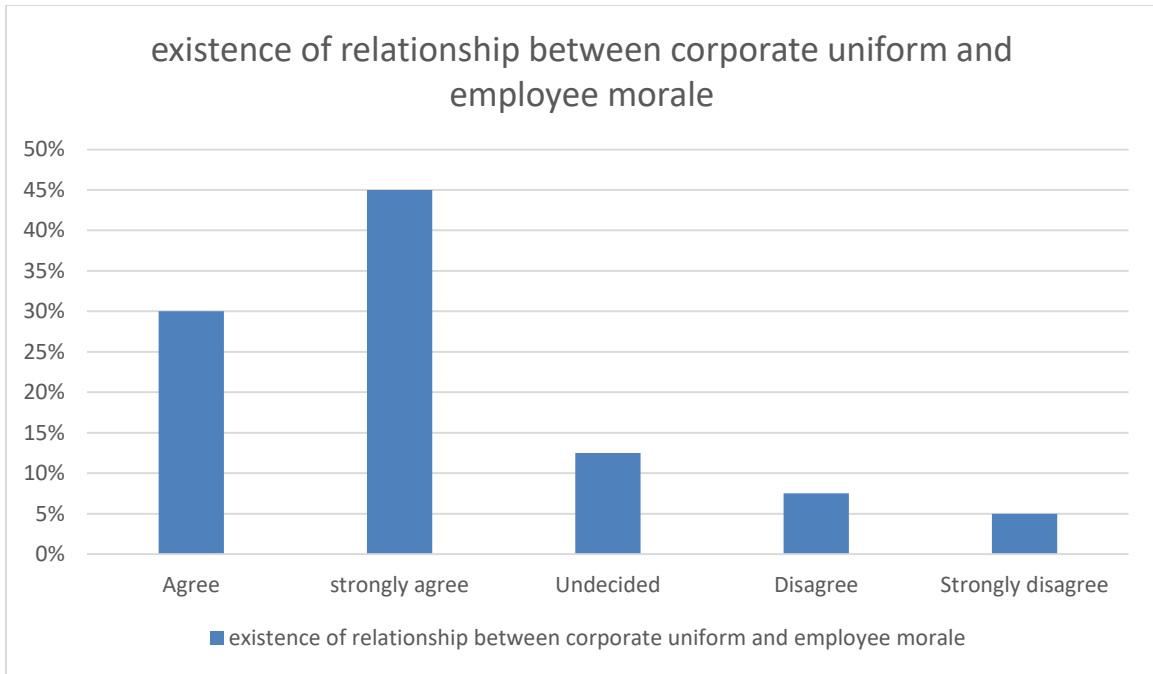


Figure 4.14: Existence of relationship between corporate uniform and employee morale

It can be observed from the above graphical information that 30% and 45% of respondents agreed and strongly agreed respectively on the existence of the relation between mandatory corporate uniform and employee morale. Summation of the 2 percentiles gave a percentage above the average indicating that the relationship between the two variables does exist.

A further analysis of the questionnaires indicated that those who indicated an existence of the relationship between mandatory corporate uniform and employee morale expressed that they were either demoralized or very demoralized. The following information revealed the level of Trust Me Security Company employees' morale whilst in uniform at their respective workplaces. According to the collected information (15/49) 37.5% indicated that they were demoralized while (18/40) 45% expressed to be very demoralized whereas (4/40) 10% showed that they were moralized and (3/40) 7.5% were very moralized as a result of the mandatory corporate uniform as shown by graphical presentation below.



Figure 4.15: Level of employee morale at workplace in corporate uniform

A deeper look on the findings on level of employee morale showed that those employees who were demoralized and very demoralized at their workplaces whilst in corporate uniforms also had some negative attitudes at workplace because of their corporate uniforms. Those respondents also pointed to the aspects of comments from members of the public regarding their uniforms as well as some elements of their uniforms, all these culminating to low levels of morale and negative attitudes towards their corporate uniforms and also their work in general.

The researcher also observed that whilst at their work places in corporate uniforms, some employees would either be seated in some corners of the buildings, leaning by the walls or would be in areas that appeared to be a bit secluded, indicating some elements of being uncomfortable. This was contrary to the expected requirements of their workplace conduct that required them to be visible enough all the time to the client and stakeholders, hence indicating some morale issues at the workplace.

In the interview sessions, the researcher sought to find out from the interviewee if the company had some challenges regarding employee morale in relation to employee uniforms. Although interviewee [1] acknowledged having employee morale problems, but he said that he viewed

employee morale as a challenge in almost every organization especially in situations where the economy of the country would be performing badly. On uniform issues and employee morale, interviewee indicated that in most private security organizations some security guards would want their uniforms to appear as those of executives hence the morale issues were not unique to Trust Me Security Company.

Interviewee [2] indicated that although employee morale was also amongst some of the challenges the organization faced, he disassociated the challenges from their corporate uniforms and cited that their uniforms were tailored by professional tailors hence would not have an effect on employee morale. On the other hand interviewee [3] was of the view that if their corporate uniforms were not designed and tailored to the employee satisfaction the net effect would impact on the employee morale. Hence the interviewee postulated that there was a relationship between corporate uniform and employee morale and also that Trust Me Security Company would not be an exception in that regard.

The research findings also concurred with findings of Busch (2016) who concluded that a well designed uniform could build self confidence and morale amongst some employees. The Residence Hotel (2018) also concurred with such assertion and said that the nature of uniforms particularly uniform elements such as design, colour, fit and materials, played a role in influencing employee morale and levels of motivation. This therefore implied that there was a relationship between corporate uniforms and employee morale and this could be tested statistically as illustrated below;

Method of Analysis

The analysis of the two variables was done using the SPSS Software. Trust Me Security Company uniform (independent variable) was correlated with employee morale (dependent variable) at 99% confidence level. The following results were obtained:

Solution:

Null Hypothesis: Corporate uniform and employee morale variables are independent

Alternative Hypothesis: Corporate uniform and employee morale variables are (not independent) inversely related or directly related

Test Statistics

Spearman’s rho, calculated p-value and alpha=0.01 (critical value)

Decision Rule

Reject Null hypotheses if calculated p-value was less than 0.01.

Correlations

		Corporate uniform	Employee morale
Spearman's rho	Corporate uniform	1.000	.833**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	40	40
Employee morale	Employee morale	.833**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

The Spearman's test result of 0.833 obtained in the above table showed that there was a strong positive relationship between corporate uniform and employee morale variables. It meant that if corporate uniform did not satisfy the employees then employee morale would decrease and the opposite was true. Since associated calculated at 99% confidence level p-values of 0.000 was less than 0.01 then there was enough evidence to conclude that corporate uniform and employee morale were (not independent) directly related. This therefore showed that the correlation was significant.

From the above analysis the researcher safely concurred with the findings of Karch and Peters (2017) who concluded that manager's focus on uniform elements like style, material and appropriateness positively influence employee motivation or job satisfaction, hence uniforms that were well designed significantly influenced the morale and attitude of employees. Results on

why employees did not wear their uniforms in public also tallies with what Frances et al (2018) found out in their study where it was concluded that nurses frequently expressed dissatisfaction with the situation about their uniforms and tended to wear their street clothes to differentiate themselves.

De Camargo (2016) concluded that some elements of the uniform like colour of the uniform worn, according to ranks structure of the police officers, had a major influence on their attitude hence their performance during the course of their duties. These conclusions concurred with the findings of this research as analysed above.

4.12 Chapter summary

This chapter presented and analysed the data that was obtained directly from respondents through the administration of interviews and questionnaires as well as the observations done by the researcher in a bid to establish the views of employees at Trust Me Security Company who were respondents in this study. The respondents expressed their views in regard to the effect of mandatory corporate uniform on employee attitude and morale towards work. Responses and observations were sorted, tallied and analysed then findings were presented in the form of tables, graphs and pie charts. The following chapter provides the conclusion, summary of findings as well as recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter of the study covered the summary of the results obtained as well as the conclusion in which the researcher gave his opinion on the effects of mandatory corporate uniforms on the attitude and morale of employees at Trust Me Security Company. The chapter also touched on the recommendations which the company may adopt and undertake to improve employee attitude and morale using corporate wear as well as other areas for further studies concluded the study.

5.2 Summary of Key Findings

The response rate of the study was above satisfactory levels. The rate of response was at 80% and a good 30% above the average 50% for questionnaires and 60% for the interviews. Of the population sample the majority (65%) were males probably due to the nature of the industry which was mainly male dominated. The modal age group was 26 to 35 years. 35% of the respondents had been working for the company for between 5 and 10 years and a 55% of the population had an 'O' level education as their highest academic qualification and most of these were ordinary guards and a higher qualification of degree for support staff and those in management.

The study revealed that the majority of the respondents (67.5%) were not aware that the company had in place a corporate uniform policy. Whilst a few (25%) of them knew about the policy and were those in administration and the remainder were oblivious to its availability.

Reasons why employees do not like to be seen in their uniforms away from the work place

From the study the researcher also discovered that 80% of Trust Me Security company employees in the research population sample despised to put on their uniforms when going to and from work. Employees were observed coming and going from work with bags containing their uniforms and change into uniforms as they assumed their duties and took them off when they knocked off duty.

A number of reasons for not wearing uniforms in public were given by the respondents. The uniform elements such a colour, design, quality, material, functionality and fitting were mentioned as the major reasons for not liking the uniforms. Other reasons included negative comments from clients and members of the public, as well as comments from fellow workmates resulted in them to hate the uniforms.

Effect of wearing mandatory corporate uniforms on employee attitude at the workplace

On the issue of how employee attitude was affected by the mandatory wearing of corporate uniforms, the majority of the research population indicated that they were negatively affected. The researcher tested statistically using the Cramer's V test to ascertain as to whether there was an association between corporate uniform factors and employee attitude at workplace. A result of 0.641 (64.1%) was obtained and it showed that there was a significant positive relationship between the two variables.

Existence of a relationship between wearing of corporate uniform and employee morale

From the information obtained from the questionnaires distributed to Trust Me Security Company employees, the researcher observed that the majority of the employees agreed that the relationship between mandatory corporate uniform and employee morale existed. Such a relationship was also tested statistically using the Spearman's test where a result of 0.833 (83.3%) was obtained which also indicated that there was a strong positive relationship between corporate uniforms and employee morale.

5.3 Research Conclusions

The main thrust of the study was to investigate the effects of mandatory corporate uniforms on employee's attitude and morale a case study of Trust Me Security Company. The study was guided by the objectives of the study which were establishing the reasons why employees do not wear their uniforms away from the workplace, to establish if the wearing of uniforms affects employee attitude at workplace and to examine the relationship existing between corporate uniforms and employee morale at workplace. The study focused on Trust Me Security Company Harare employees only.

- 5.3.1** The study concluded that although Trust Me Security Company had a corporate uniform policy in place, some employees mainly the ordinary security guards were not aware of the existence of such a policy. It was also concluded that the majority of respondents whose nature of duties required them to be in uniform did not attend any induction or training on the uniform policy when they joined the company, hence such employees were deprived off the knowledge on the importance of such uniforms to the organisation.
- 5.3.2** The study also concluded that the employees were demoralised whilst in uniform at their workplace. This came from the comments the employees got from general members of the public and some of their customers they provided security services. Such comments were a result of the elements or attributes of the uniform such as design, colour, quality and fitting. All those elements of the uniform made the respondents to feel uneasy or uncomfortable whilst in their uniforms hence they would not want to be seen in such uniforms away from their work stations.
- 5.3.3** Through the study it was also established that the management of Trust Me Security Company neither solicited for employee contribution nor got feedback from employees on issues to do with corporate uniforms that the employees would be required to put on in the execution of their duties hence the uniforms would be more or less imposed on them. Therefore if the elements or features of the uniform were not appealing to the concerned employees and other on lookers, the results would be employee's negative attitude and low morale at their workplace. This would in turn negatively affect the employees in the discharge of their duties hence the business would suffer the consequences.
- 5.3.4** The researcher also concluded that there was a strong positive relationship existing between mandatory corporate uniforms and the employee attitude and morale. The conclusion was drawn from the data collected from Trust Me Security Company employees which the researcher also tested statistically to prove such a conclusion. The respondents who were employees of the company indicated that they had negative attitude towards their uniforms and their work in general. Such a negative attitude cascaded down to the employee morale whilst in corporate uniforms at their workplaces.

Resultantly an employee who had negative attitude towards the uniform he or she was putting on would not perform the work to the expected levels hence this would affect the business of the company. The same applied to a demoralised employee's performance and conduct whilst at the workplace would be below the expected levels and the business would suffer at the end.

5.4 Recommendations

Through the findings of this study, it was established that there was a relationship between mandatory corporate uniforms and the employee attitude and morale at Trust Me Security Company in Harare a company that provide that provides security services. The researcher therefore recommended the following:

- 5.4.1** The company should inform the employees about the existence of the organisational uniform policy and employees must undergo an induction on the uniform policy for them to appreciate the purpose served by the corporate uniform. This would then circumvent ignorance on the part of employees hence the company would be in a position to deal with any deviant behavior that might be exhibited by employees.

- 5.4.2** The company should also take into consideration or solicit for other stakeholders views such as customers when selecting or coming up with elements of the uniform so that such stakeholders would always want to be associated with the company providing security services to their business. This would help in attracting more business and contributing greatly to the company's prosperity.

- 5.4.3** The organisation must have a buy-in from the employees on the suggestions, views and opinion of employees on the elements of the uniform since they would be the ones who wear the uniforms. The elements of the uniform include design, functionality, fitness, quality, colour and fitting so that they would love to be associated with their uniforms all the time thereby positively influencing their attitude and morale whilst at their workplaces. This would also improve the visibility of the company as employees are very good brand ambassadors.

5.4.4 The organisation should regularly or periodically change or redesign their uniforms in consultation with the relevant stakeholders in line with the existing trends in the environment thereby embracing change. Fashion was constantly changing therefore it would be imperative for the company to cope up with such changes and not be stuck with demoralised employees.

5.4.5 The company should create online interface platforms, such as facebook, twittter and instagram, for interaction with their relevant stakeholders like suppliers, customers and employees, in order to get regular feedbacks. This combined with an open door policy would help the company in achieving its set goals and objectives.

5.5 Suggestions or Areas for further study

The research focused on the effects of mandatory corporate uniforms on employee attitude and morale on Trust Me Security Company employees in Harare. The dependent variables on corporate uniforms were not exhausted in this research. Hence it would be recommended that further researches be done encompassing other dependent variables such as employee performance, satisfaction, production and profitability.

Since the current study mainly focused on a sample obtained from Harare Trust Me Security Company employees, the results and conclusions obtained therein could not be generalised to other security companies or other Trust Me Security Company employees outside Harare. Therefore larger samples could be used covering other security companies to establish how mandatory corporate uniforms would affect employee attitude and morale in the private security industry.

As the research was centred on period extending from 2015 to 2019 considering that it was the current data, further studies could also be done on a wider range of years covering 10 or 15 years period. This would play a crucial role in confirming or refuting the findings or conclusions contained in this study.

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LIST OF APPENDICES

APPENDIX 1.RESEARCH QUESTIONNAIRE

456, Magondi Lane, Glen-Norah A

Harare

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+263772529622

Dear respondent/participant

I am conducting a research on the effect of mandatory corporate uniforms on employee morale and attitude on employees of Trust Me Security Company as a requirement of the Bachelors of Commerce Honours Degree in Business Management with the Midlands State University.

You are kindly requested to participate in this very important study by completing the attached questionnaire, which should not take more of your precious time. There is no need to write your name on the questionnaire, since your responses are confidential.

Answer by tickling in the appropriate answer box. Your contributions will be greatly appreciated.

If you have concerns, please contact me on the details above provided on the address.

Researcher: R177094T

Section A

1. Gender

Male Female

2. Age

18-25 years 26-35years 36-45years

46-55years 55years +

4. Educational background

None Grade 1-7 O'level A' level

Certificate HND/Diploma First degree

Other(s) specify

5. How long have you been working at company

1 year & below 2-6 years 7-10 years 10years &above

Section B

1. Uniform Policy

6. Does your company have uniform policy in place?

Yes No No idea

7. Did you attend any induction on uniform policy when you joined the organisation?

Yes No

8. If yes to above question, did you make any contributions about the corporate uniform

.....
.....

9. Does your organisation consider your feedback on the corporate uniform?

Yes No not sure

Section C

Employee perception on corporate uniform

10. Does the nature of your duties require you to put on uniform whilst at workplace?

Yes No

11. If yes to the above, do you put on your uniform whilst going to and from work

Yes No

12. If no to the above question give reasons

.....
.....

13. How do you perceive the colour of your uniform?

Appealing Ugly Undecided

14. How do you perceive the design of your uniform?

Satisfactory Unsatisfactory Undecided

15. What is your perception on the quality of your uniform?

Good quality Bad quality Undecided

16. Do you feel comfortable whilst putting on your uniform?

Yes No

17. If the answer is no to the above question state your reasons

.....
.....

Section D

Corporate Uniform and employee attitude

18. Does the corporate uniform affect your attitude towards your work?

Yes No

19. How would you classify your attitude towards your corporate uniform?

Positive attitude Moderate Attitude Negative Attitude

20. Based on what you have ticked in above question, how would you further rate by scoring your attitude category on these levels. (further rate what you have ticked above only)

a) Positive attitude

More positive Strongly more positive Extremely more positive

b) Moderate attitude

Slightly negative Neutral Slightly positive

c) Negative attitude

Extremely more negative Strongly more negative More negative

21. What are the factors that affect your attitude towards your corporate uniform?

Members of public comments elements of the uniform

Customer comments workmates comments and views

Section E

Corporate uniform and employee morale

22. How do you feel when putting on your uniform at work?

Demoralised Very demoralised moralised very moralised

23. Do you agree that there is a relationship between mandatory wearing of uniforms by employees and the attitude and morale of the same employees in the execution of their duties at the workplace?

Agree [] Strongly agree [] Undecided [] Disagree [] Strongly disagree []

24. What other relevant issues in relation to mandatory employee uniform and employee attitude and morale of Trust Me Security Company do you think you can add

.....
.....
.....

25. Do you have any additional comments you would like to share

.....
.....
.....
.....
.....
.....
.....

APPENDIX 2. Interview Guide

- 1) Is there a uniform policy at Trust Me Security Company?
- 2) How did the company come up with the policy?
- 3) Were employees consulted?
- 4) Give reasons for the answer in 3
- 5) Do employees wear uniform to and from work?
- 6) If no to 5 above give reasons why
- 7) Does the attitude of employees differ when they are wearing uniforms and when they are not?
- 8) Do you think that mandatory wearing of uniforms affect the morale of employees?
- 9) What are the improvements if any that needs to be done on the Trust Me Security Company corporate uniform?
- 10) What's your recommendation on how companies should implement uniform policies to improve employee morale and positive attitude?

Thank you for your time and co-operation