

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

DISSERTATION

SUBMITTED BY

NOKUTHULA NCUBE

R122519Z

4-2 (PARALLEL)

RESEARCH TOPIC

**EMPLOYEES' COPING STRATEGIES IN AN ENVIRONMENT OF IRREGULAR
REMUNERATION: CASE OF THE GRAIN MARKETING BOARD 2005 TO PRESENT.**

Release Form

NAME OF STUDENT : NOKUTHULA NCUBE

DISSERTATION TITLE : EMPLOYEES’ COPING STRATEGIES IN AN ENVIRONMENT OF IRREGULAR REMUNERATION: CASE OF THE GRAIN MARKETING BOARD. (GMB)

DEGREE PROGRAMME : BACHELOR OF SOCIAL SCIENCES IN POLITICS AND PUBLIC MANAGEMENT.

YEAR GRANTED : 2015

Permission is hereby granted to the Midlands State University library to produce single copies of this research project and to lend or to sell such copies for private, scholarly or scientific research purposes only. The author does not reserve other publication rights and the project nor may extensive extracts from it be printed or otherwise reproduced without the author’s written permission.

SIGNED :

PERMANENT ADDRESS : 10567 KUWADZANA EXTENSION
P.O BOX DZIVARASEKWA
HARARE

CONTACT NUMBER : 0773 144 041

DATE : OCTOBER 2015

Approval Form

The undersign certify that they have read and recommend to the Midlands State University for acceptance of the dissertation entitled '*Employees' coping strategies in an environment of irregular remuneration: case of the Grain Marketing Board*' submitted by Nokuthula Ncube in partial fulfillment of the requirements of the Bachelor of Social Sciences Honours Degree in Politics and Public Management.

.....

SUPERVISOR

.....

DATE

.....

CHAIRPERSON

.....

DATE

Declaration

I the undersigned do hereby proclaim that this dissertation is a product of my own hands and the research findings and investigations have not been offered anywhere else to serve any purpose. Other related sources of information that the researcher has made use of have been fully acknowledged by means of referencing.

Nokuthula Ncube

.....

Date.....

Dedication

To my caring mother, Clarah Kubadya, who always stands by me through thick and thin, and has been a pillar of my strength, and a source of my inspiration. I love you mother, and to you this research I dedicate.

Acknowledgements

The success of this project has taken a great deal of encouragement and resolute support from a number of people, some of whom I may not be able to mention by names. Deserving special mention is my supervisor, Mrs Mutasa, who helped me unutterably to see me through this research. I would also want to express my profound gratitude to my brothers Lwaziolubanzi, Mehluli, Nyasha, my best friend Lawrence and the precious respondents who took their time to provide input to this research. I am also grateful to GMB that permitted me to conduct my research at their organization. To my mother, I am glad you are still alive to see the works of your daughter, you are my role model. Last but not least, I would want to express my deep appreciation to The Creator, my Lord and my Father. I could have done nothing without you Father, I am so grateful that you have taken me this far; and am hopeful that you will always take me through and will neither leave nor forsake me till the end and beyond.

List of Acronyms

ACA	Australian Anti-corruption Association
BBC	British Broadcasting Corporation
CSA	Civil Servants Association of Ghana
DRC	Democratic Republic of Congo
GMB	Grain Marketing Board

List of Tables

Table1: Overall Response Rate.....	38
Table2: Respondents Age Range Distribution.....	39
Table3: Causes of Irregular Remuneration.....	41
Table 4: Employees' Coping Strategies.....	43

List of Figures

Figure 1: Overall Response Rate.....	39
Figure 2: Respondents Age Range Distribution.....	40
Figure 3: Causes of Irregular Remuneration.....	41
Figure 4: Employees' Coping Strategies.....	43

List of Appendices

Appendix 1: Questionnaires to GMB employees.....59

Appendix 2: Interview Questions to GMB employees.....62

Table of Contents

Declaration	iii
Dedication	iv
Acknowledgements	v
List of Acronyms	vi
List of Tables	vii
List of Figures	viii
List of Appendices	ix
Abstract	xiii
CHAPTER 1	1
1.0 INTRODUCTION	1
1.1 Background of the Research	1
1.2 Statement of the Problem	4
1.3 Justification of the Study	4
1.4 Delimitation	4
1.5 Limitations	5
1.5.0 Official Secrecy Act	5
1.6 Literature Review	5
1.7 Theoretical Framework	7
1.7.1 Marxist Theory	7
1.8 Research Questions	10
1.9 Objectives	10
1.10 Methodology	10
1.11 Research Design	11
1.12 Qualitative Research	11
1.13 Quantitative Research	11
1.14 Target Population	11
1.15 Sampling	12
1.15.1 Sampling Technique	12
1.15.3 Merits of Purposive Sampling	13
1.15.4 Demerits of Purposive Sampling	13
1.16 Collection of Data	13

1.16.1 Research Instruments.....	14
1.16.2 Questionnaires	14
1.16.3 Interviews	16
1.17 Ethical Considerations.....	17
1.18 Chapter Summary.....	18
CHAPTER 2	19
2.0 Literature Review.....	19
2.1 Introduction	19
2.2 Conceptual Framework	19
2.2.1 Coping Strategies.....	20
2.2.2 Irregular Remuneration.....	20
2.3 Causes of Irregular Remuneration.....	20
2.3.1 Mismanagement of Funds	20
2.3.2 Legal Status	21
2.3.3 Economic Melt down.....	21
2.4 Individual Employee Coping Strategies.....	22
2.4.1 Entrepreneurship.....	22
2.4.3 Deskilling.....	24
2.5 Collective Employee Coping Strategies.....	26
2.5.1 Strikes	26
2.5.3 Slowdown	28
2.6 Practical Case Studies of Employee Coping Strategies	28
2.6.1 Qantas Slowdown	29
2.6.2 Lessons Drawn from Qantus Slowdown	29
2.6.3 Doctors’ Strike in Ghana	30
2.6.4 Lessons Learnt	31
2.6.5 Corruption at Local Authorities Case of Gweru City Council	32
2.6.6 Lessons Learnt	32
2.7 Theoretical Framework	33
2.7.1 Conflict Theory.....	33
2.7.2 Marxist Theory	35
CHAPTER 3	37

3.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION	37
3.1 Introduction	37
3.2 Presentation, Analysis and Interpretation.....	37
3.2.1 Attributes of Respondents.....	37
Table 1 Overall Response Rate; N = 60.....	38
3.3 Causes of Irregular Remuneration.....	40
3.4 Employees’ Coping Strategies	41
3.5 Least Effective Coping Strategies in an Environment of Irregular Remuneration	44
CHAPTER 4	46
4.0 CONCLUSIONS AND RECOMMENDATIONS	46
4.1 Introduction	46
4.4.2 To the Grain Marketing Board	51
4.5 Conclusion.....	51
BIBLIOGRAPHY.....	53
Appendix.....	59

Abstract

The study aims to analyse the causes of irregular remuneration, employee coping strategies in an environment of irregular remuneration and identification of the most and least effective coping strategies. Irregular remuneration is caused by various factors such as mismanagement of funds and economic meltdown. Without elimination of the causes of irregular remuneration employees are forced to engage in various activities for survival by trying to eliminate the problem or employing strategies that allow them to co-exist with the problem. These strategies that employees will implement to cope in an environment of irregular remuneration are individual in nature for example corruption, deskilling and they can be collective in nature for example strikes and slow downs. The Grain Marketing Board was used as a case study and a purposively selected sample of sixty employees was made use of to elicit information through interviews and questionnaires. The most effective coping strategies revealed by this research are strikes, corruption, entrepreneurial activities and slowdowns whilst the least effective coping strategies identified are deskilling and collective bargaining. With the negative results attached to employees implementing coping strategies the researcher listed a couple of recommendations that can aid in dealing with irregular remuneration and its causes such as reconstruction of the regulatory law so that the Grain Marketing Board is independent from political interference, Grain Marketing Board to be left to function according to the dictates of the market so that it can be profitable and clear definition of heavy penalties against unethical activities at the workplace to discourage unethical practices.

CHAPTER 1

1.0 INTRODUCTION

Zimbabwe has been marred by economic challenges since independence due to various reasons. The Economic Structural Adjustment policy adopted and implemented by Zimbabwe in 1992 landed it in an economic turmoil. The economic situation exacerbated due to other government policies and moves such entry into the (DRC) Democratic Republic of Congo war which was termed as the President's personal move for his own gain, the land reform policy which was followed by heavy economic sanctions, the Indigenisation and Economic Policy which drove away foreign investment, mismanagement of funds by government officials to mention a few. It is surprising that government enterprises survived in the midst of such economic disaster but not for so long thus the Grain Marketing Board started to feel the punch of the bad economy of the country hence its failure to pay workers. In this research the researcher seeks to investigate employees' coping strategies in an environment of irregular remuneration.

1.1 Background of the Research

Zimbabwean government elites agreed to implement new economic policies so that the regime could survive in the long run. The new policy planned by the government of Zimbabwe and its consultants was for job-creation, improvement of access to foreign exchange and fiscal deficit reduction Jeffrey et al (2002). The populace supported these new policies that were introduced before economic problems distressed the country. Sichone (2003) noted that the Zimbabwean dollar devaluated by forty percent such that price and salary controls were dissolved.

The severity plan in Zimbabwe preceded the economic difficulties as noted by Jeffrey et al (2002). Davies and Rattso (2000) purport that there was reduction of salaries, employment and inflation continued to sky rocket. The insufficiency of funds continued to trouble the economy such that footwear and textile companies closed as they failed to pay their dates that had interests that grossly accumulated. All this exacerbated the poverty that was already manning the nation. The new policies were weakened by exceeding hostile conditions mentioned above. The agricultural output was reduced by the drought of 1992 which also reduced public revenue. To worsen the already complicated economic crisis in Zimbabwe, South Africa cancelled its trade agreement thereby leading to deindustrialisation.

Public borrowing increased as a way of coping in the economic demagogue Zimbabwe was in. There was extreme ascending pressure on the exchange rate because the community was exposed to foreign competition. Companies had to restructure to avoid tumbling down. Budget for social services was cut and this led to poor education and health services. Parastatals like Grain Marketing Board were highly affected and the effects of Zimbabwe's bad economy steadily unfolded.

A website www.enotes.com noted that the need for the protection of the president's (Robert Mugabe) personal investment led to the entry in the (DRC) civil war. This intervention by Zimbabwe led to the suspension of aid of international monetary aid. With all the millions of dollars spent on the civil war in DRC and termination of aid the already crumbling economy was further debilitated, thereby leading to underfunding of parastatals and failure of government to pay its debts.

Around 1990 natives of Zimbabwe started clamoring a share of the benefits of attaining independence. The government therefore sought to address the past inequalities of the ownership of the economy by allocating wealth to the black majority whilst considering the white minority. With emergence of opposition ruling parties such as the Forum Party the ruling party saw it fit to convince people of their ability to please them so they continue to be faithful to the party through land redistribution. The government of Zimbabwe embarked on the Land Reform Policy in 2000, a step which plunged Zimbabwe in an economic demagogue leading to problems of finance being faced today like irregular remuneration of government and parastatal employees such as GMB workers.

In an environment of mismanagement of funds and political disorder the economy of Zimbabwe contracted leading to irregular remuneration of workers for example for over a decade GMB has been failing to pay workers their salaries .An internet source bulawayo24.com noted that GMB management bought thirty off road Toyota D4D vehicles whilst the company is facing monetary challenges leading to workers' strikes.The cash woes at GMB have also led to the company failing to pay famers for grain delivered. GMB is reported to have failed its employees as well as farmers.

Michael (2007) claims that issues to do with corrupt tendencies have attributed to failure of the government of Zimbabwe to ensure that Grain Marketing Board workers are paid their salaries on a monthly basis. As it stands the government of Zimbabwe owes GMB an estimated amount of twenty-two million dollars for handling fees and storage charges from previous years according to m.allafrica.com .The very fact that government owes GMB so much money and nothing is being done about it clearly points foreplay because the question at stake is why

nothing has been done by the government to pay the dues it owes whilst employees are struggling to survive without their monthly salaries yet the labour law clearly states that remuneration must be paid to employees as stated in employee contracts .GMB workers have employed various coping strategies such as strikes, entrepreneurial activities, corruption to mention a few.

1.2 Statement of the Problem

It is factual knowledge that the economy of Zimbabwe is down the drain and living conditions of people have greatly declined. Without employment life is at its worst though the situation with the employed workers seems to be the same with the unemployed because the employed are being remunerated irregularly. It is shocking how employees continue to go to work which calls for money for transport, lunch and also have to take care of their families through payment of bills such as mortgage, water and electricity bills. The research therefore seeks to investigate on how workers are coping in an environment of irregular remuneration at GMB.

1.3 Justification of the Study

The research strives to fill the information gap in Zimbabwe with regards to strategies employed by workers to cope in an environment of irregular remuneration, reference made to the Grain Marketing Board.

1.4 Delimitation

The population for this study is employees' from GMB that are being remunerated irregularly. The research aims to unveil employee coping strategies at the Grain Marketing Board thus

employees who did not employ coping strategies are excluded from the study. The investigation will focus on a sample of sixty people drawn from the Grain Marketing Board Harare Headquarters.

1.5 Limitations

1.5.0 Official Secrecy Act

The researcher is likely to face the challenge of respondents not giving out useful information because of the Official Secrecy Act which limits people on information given to the public. The researcher is to utilize questionnaires to curb the above limitation because questionnaires preserve anonymity such that sensitive information will be given out for the purposes of this research yet respondents will be unidentifiable for their safety at the work place.

1.6 Literature Review

There are few pieces of writings on worker's coping strategies in an environment of irregular remuneration. To cope is to deal with or attempt to overcome problems according to the Merriam Webster dictionary. There is no one single article or book that captures how workers attempt to overcome the problem of irregular remuneration. Worker's coping strategies are articulated separately by different scholars, hence the difficulty in cooperation of information from various pieces of writings. This research seeks to cover that gap in literature by writing about worker's coping strategies in an environment of irregular remuneration in Zimbabwe using the case of the Grain Marketing Board. Strikes are a means of workers coping strategy in an environment of irregular remuneration. London sailors in 1768 were the first users of the term strikes when they removed topgallant sails of ships. Strikes can be defined as employment disputes or work

stoppage. The first historical incident of a strike was when craft workers of the Royal Necropolis in Egypt in the twentieth century stopped work because they had not been paid for their labour (John (1984).Daumas (1969) purports that the Egyptian authorities raised the wages and paid the dues they owe to the artisans. Thus striking is an effective way of coping with irregular salary payment as it yields good results.

Marther (1974) noted that strikes that constitute all employees within an entity are general strikes. Strikes can also be confined to a particular department within an organisation and exclude other department within the same organisation. Strikes also serve to pressure the government to address employment problems that employees will be undergoing. Whatever the cause maybe over the years strikes have proven to be a way in which workers concerns are heard like the issue of stalled salaries.

Another coping tactic to address irregular remuneration is collective bargaining. Collective bargaining is a procedure of compromise between employers and employees to come to an agreement on the conditions of work. Employees are usually represented by trade unions they are registered. David (1980) noted that the agreements from collective bargaining are concerned with safety concerns, wage scale and hours of work. Section 74(2) of the Zimbabwean Labour Act Chapter (28:01) recognises the right for employee and employers' federations and trade unions to engage in collective bargaining on employment related issues. Collective bargaining is a means for avoiding irregular remuneration as employers are bound to comply with the collective bargaining agreement. Thus collective bargaining is a vibrant worker's strategy to cope with irregular salaries as employers are reminded to comply with bargaining agreements whenever they seem to be deviating from the terms of agreements.

Another unconventional tactic to deal with irregular salary is enforcement of a slowdown as noted by Stephen (2002), where employees abide by the laws in a manner that hampers efficiency and output and refuse to work overtime. The question raised by such a strategy is to what extent does this criterion work in relation to addressing the problem at hand which is irregular remuneration and how long this criterion has to be implemented for a change to occur.

Smolar (2009) noted that a sickout is a strategy employed by workers to address the problem of irregular salaries. Sick out is whereby aggrieved employees absent themselves from work because they would have given an excuse of being sick. Sick outs are usually executed in countries where striking is forbidden. In Zimbabwe and United States fire fighters, the police and nurses are groups forbidden to strike by the law to safeguard the safety of the public thus they engage in sick outs.

1.7 Theoretical Framework

Theory attempts to discern, appreciate, clarify and forecast actions or occasions. Fajana (2000) noted that theories assist in the appreciation of difficulties in the world. There is no practice without theory with the absence of there is no practice hence theories are important according to Luthans (1998). The importance of theories is to give an intricate outline within which intricate information in the world can be organised Hyman (1975). This research shall look at the Marxist theory of Employment Relations and the Conflict theory to explain employees' coping strategies to stalled salaries such as collective bargaining, striking, slowdowns to mention a few.

1.7.1 Marxist Theory

Marxism is a general theory that explains employment relations in the context of a capitalist community. The Marxist theory describes the environment at the work place as a struggle for

power. The struggle for power emanates from the existence of a stratified society with two different classes those who own means of production and labour. Hyman (1975) noted that those who are in control of the means of production are the employers whilst those who provide labour are the employees.

The Marxian view is that there are varying interests between employees and employers. Employers are interested in paying the least possible amount for the labour they receive and increased productivity whilst employees are interested in receiving the highest possible income for little labour they offer to employers. This is applicable to the GMB crisis of irregular remuneration where employees have gone for months without salary because of the preconceived interest of the management which seeks to pay little money or no money at all for labour provided by employees leading to irregular remuneration and exploitation of employees. Thus the Marxist perspective on employment relations is applicable to this research.

The theory suggested mechanisms of dealing with exploitation at the work place that can result to irregular remuneration. Trade unions were identified as genuine organisations that must represent employees through the process of collective bargaining and morale support to fight against exploitation that can come in the form of irregular remuneration. The Marxist theory of employment relations also pointed out that strikes are a justified means of fighting exploitation. Salamon (2000) supported this view by stating that employees must influence events in the direction they want. Thus the Marxist theory is relevant to this study as it states some of the coping strategies such as strikes that employees implement to cope in an environment of exploitation for example irregular remuneration.

1.7.2 Conflict Theory

This research is going to look at the conflict theory of employment relations which was propounded by Alan Fox .The conflict theory is of the view that an organization is a union of groups that have different values and interests and objectives. In light of the description of the conflict theory, conflict is considered as inevitable within the workplace. This is so because employees seek to gain the highest payable income yet the employer is reluctant to pay much for labour. This theory is applicable in understanding employee coping strategies in an environment of irregular remuneration as it shows how employees are always in pursuit of their own interests which are against employer's interest of increased production.

The conflict theory postulates that conflict is considered as normal within the work place. Rose (2008) supports the above stated view by emphasizing how individual members have their own goals which can coincidentally clash thereby explaining why employees have to employ coping strategies like strikes and slowdowns when their individual goals are violated or clash with employers' goals of paying the least possible amount to employees or minimising expenditure through irregular remuneration. Thus the conflict theory is comprehensive in explaining why employees end up employing different coping strategies in an environment of irregular remuneration.

In addition, the conflict theory asserts trade unions as legitimate entities that seek for the achievement of employees' plight. Trade unions are there to help employees to bargain for their interests. However it is not always the case that trade unions will be able to reach an agreement with the management that can be in favour of the employees hence compromise is always an option for getting some of the interests of the employees from the management.

However the weakness of this theory in relation to the objectives of this research is that it fails to explain the majority of employee coping strategies when employee values and interests are violated even though it explains why there is conflict between employees and employers.

1.8 Research Questions

1. What causes irregular remuneration at the Grain Marketing Board?
2. What are the coping strategies that workers have employed to cope in an environment of irregular remuneration?
3. What are the least effective and most effective ways of dealing with irregular salaries?

1.9 Objectives

1. The research is going to investigate the causes of irregular remuneration at the Grain Marketing Board.
2. The research is to also investigate methods employed by workers to cope in an environment of irregular remuneration.
3. Least effective ways as well as most effective ways to deal with irregular salaries will be determined by the study.

1.10 Methodology

Methodology is a set of assumptions used to conduct a research according to O' Leary 2004. This chapter expatiates on the methods and tools used to accomplish the research objectives. Both qualitative and quantitative methods of research are employed. Questioners and interviews are articulated as tools for gathering information.

1.11 Research Design

A research design is a strategy for operative examination that draws verdicts from varied hypothesis to comprehensive techniques of gathering data and analysis according to Creswell (2008). A research design is defined by Bryman and Bell (2011) as a plan that must be followed in the analysis of data and implementation of research method. Therefore a research design is the blue print on how research questions are answered and objectives of the research fulfilled.

1.12 Qualitative Research

Qualitative research is data presented through words and pictures O'Leary (2004). Patton (2002) noted that qualitative research method is most useful when one is keen to understand experiences of others. Thus this study has employed qualitative research method to unveil the causes of irregular remuneration, employees' coping strategies in an environment of irregular remuneration and to establish the least and most effective methods employed by GMB workers. Questionnaires and interviews are used to support this methodology.

1.13 Quantitative Research

Quantitative research relies on the collection of quantitative data for example numerical figures. It focuses on hypothesis, theory testing and when little is known about a topic. Quantitative research is to be utilized in this research to obtain useful information from GMB employees to understand the aspect in question.

1.14 Target Population

Target population is the total assortment of people selected by the researcher to contribute towards a research to answer research questions and achieve research objectives. Target population refers to basic essentials in a research created to make a sample portion that is important in the solicitation of useful information in a research. The part of people the researcher generalizes is the target population. The population targeted by this research is GMB employees from Harare headquarters.

1.15 Sampling

A sample is a small part of anything designed to show the style, quality and nature of the population according to Wegner (1993). The research is to use a sample of sixty Grain Marketing Board employees, from GMB Harare Head Quarters. The sample will be chosen using purposeful sampling. The research is limited to such a sample because of the scope of the study.

1.15.1 Sampling Technique

Sampling technique is basically a shortcut for investigating a larger population. Raj (1972) defines a sampling technique as a process where a certain percentage of a population is selected from a large percentage and information is drawn from the smaller percentage and generalised to represent the larger percentage of the population. The sampling technique to be used in this research is purposeful sampling because of the complexity of the objectives of the research which require well informed respondents to give information that is useful in the area under study that has never received a holistic research. Thus to cover the gap in literature concerning workers' coping strategies in an environment of irregular remuneration ,causes of irregular remuneration as well as least and most effective coping strategies, this research utilizes purposive sampling.

1.15.2 Purposive Sampling

Purposive sampling is also known as judgment sampling. The researcher selects the sample representative based on personal opinion and purpose for the research. Thus the chance of inclusion of some people is high whilst for some it is very low based on the selection criterion.

1.15.3 Merits of Purposive Sampling

1. It is less time consuming and less costly than simple random sampling procedure.
2. When the investigator is free from bias it ensures proper representation of a larger population.
3. Purposive sampling avoids irrelevant information by selecting a population most likely to give out useful information.
4. It accommodates intensive study of selected sample.
5. It gives better results if the investigator has sound judgment in terms of selection criterion for the sample.

1.15.4 Demerits of Purposive Sampling

1. There is threat of bias of the researcher to influence the selection.
2. Purposive sampling gives no equal chance to the universe to be part of the sample.
3. It is unsuitable for the large samples as it will be difficult to apply selection criterion on many people.

1.16 Collection of Data

Data is accessed from both primary and secondary data sources. Primary data refers to first-hand information that is not distorted. Primary data is to be collected through interviews and

questionnaires because it is more close to reality to achieve the set objectives of this study. Secondary data is second hand information that is gathered by someone else and used for research by other people according to Wegner (1993). This research shall make use of secondary sources of data such as reports, journals and text books.

1.16.1 Research Instruments

A research is conducted to answer questions. This is done through gathering of information which can be primary or secondary data. This chapter states and justifies the research instruments used to gather information namely questionnaires and interviews.

1.16.2 Questionnaires

A questionnaire is an instrument for data collection in normative surveys. An internet source, writepass.com cited that Oppenheim (1992) defines a questionnaire as an instrument for assembling and recording data about a specific subject. As such questionnaires were used to collect information on workers' coping strategies in an environment of irregular remuneration. Masuku (1999) noted that questionnaires consist of preset questions given to a respondent to get clarification in an area of interest. A questionnaire must state its purpose, how the findings will be utilized and when feedback on findings will be given. Main themes of the literature review must be addressed by a questionnaire. The questions must be easy to understand and clear. To get varied information from GMB employees both closed and open ended questions are made use of. To get more insight on various strategies employed questionnaires are distributed at GMB Harare Head Office. The questionnaires will allow the GMB employees to state what they think and know has been causing remuneration challenges at their work place and coping strategies employed to cope in the unfortunate environment of irregular remuneration.

The researcher chose questionnaires as a method for collecting data because of the reasons that follow;

1. Questionnaires preserve anonymity of respondents because identity is not an option in answering questionnaires. Anonymity is one of the important ethical considerations, thus questionnaires were used in this research. Kumar (2011) noted that since there is no face to face interaction between respondents and interviewer, anonymity is assured.
2. The researcher is assured of honest information from the respondents due to the aspect of anonymity.
3. Respondents complete the questionnaires in their own time unlike interviews which are conducted at a specific time scheduled.
4. For people who are spread across a wide topographical area questionnaires are easy to distribute.
5. Distribution of questionnaires to many people is at a low cost though post.

However questionnaires have the following disadvantages;

1. Kumar (2011) noted that questionnaires exclude certain people from the study for example the illiterate since one can answer questionnaires when able to read and write.
2. Some respondents return questionnaires without responding or may not return the questionnaires.
3. The researcher may fail to get clarification on certain aspects raised by the respondents whilst answering open ended questions.

To researcher warranted the following in a bid to minimize the above stated faults;

1. The researcher used simple language to avoid being misunderstood.
2. With consultation of respondents, the researcher set a specific date for collection of questionnaires.
3. Respondents were given additional space to fully express themselves to answer both closed and open ended.

1.16.3 Interviews

To compliment questionnaires distributed to respondents, the researcher conducted interviews to get vivid information on employees' coping strategies in an irregular remuneration environment and the causes of remuneration that is irregular. The management of verbal exchange is called an interview. Interviews were conducted to allow the interviewer and interviewee to seek clarification on unsatisfactory areas. The interviewer gave introductory remarks which included stating the purpose of the interview and assuring confidentiality to the GMB employees interviewed. The interviewer had preset questions that were clear, precise and easy to understand. Interviews have the following advantages to justify why they were conducted;

1. It accommodates everyone including the illiterate and the elderly unlike questionnaires.
2. Interviews allow clarification on grey areas thereby yielding relevant information. Thus the researcher obtained first-hand information that is vital because of the discretion for clarity.
3. Interviews are a darling to respondents who prefer talking to writing, thus interviews are preferable to questionnaires.
4. Interviews give room to the researcher to be actively involved and in control of the research.
5. Interviews make it easy to explore complicated issues.

However interviews have the following flaws;

1. Interviews are time consuming and expensive.
2. It requires training in verbal communication so that the researcher can solicit high profile information.
3. Interviewees may feel intimidated by the researcher and then give biased information unlike questionnaires that allow a person to express themselves without intimidation from the interviewer.

The following exigent approaches were put to practice to curb the above mentioned flaws;

1. A timer was set for interviewing each respondent to allow the interviewer and interviewee to be conscious of time.
2. The researcher researched on the area of verbal communication so that the interviews could acquire useful information.

1.17 Ethical Considerations

Ethical considerations well thought out during the conduct of this research follow below;

1. Seeking approval from appropriate authorities before collecting data pertinent in the area under study.
2. Guarantee of anonymity to respondents was given.
3. The researcher sought approval from respondents to conduct interviews and record respondents. When they refused to be recorded and quoted the researcher fulfilled their requests.
4. A copy of the project was promised to respondents.

5. All the information used gathered from respondents was used for the intended purpose of completing this research.

1.18 Chapter Summary

Employees have come up with various strategies to cope in an environment of irregular remuneration even though they have failed to eliminate the problem completely. Some of these coping strategies are detrimental to the progress of the organisation for example corruption. This chapter outlined the background of the problem which explained the history of the problem under investigation and highlighted the statement of the problem. The chapter justified the study of employee coping strategies in an environment of irregular remuneration at the Grain Marketing Board. Delimitations and limitations such as the official secrecy act were also articulated in this chapter. Literature and theories such as the Conflict and Marxist theories of employment relations were expressed to draw lessons from experiences that involve the problem in question. The research questions and objectives were clearly stated to act as a guide to the unfolding of the inquiry. The objectives of the research and questions will review the causes of irregular remuneration, coping strategies implemented by employees to cope with the problem of irregular remuneration as well as the least and most effective strategies. The methodology to be followed for attainment of data and interpretation of data was briefed. Thus this chapter gave a direction of the research.

CHAPTER 2

2.0 Literature Review

2.1 Introduction

A literature review can be defined as a precarious scrutiny of a piece of writing by comparing it with the studies made previously. The chapter is to review on employees' coping strategies in an irregular remuneration environment. Kahn and Cannel (1957) noted that literature review is important because it helps the researcher to learn which methodologies have proved useful and it defines concepts of the study and allows the researcher to expose gaps in the field of study that he or she can close. This will be followed by identification of factors that have led to irregular remuneration such as mismanagement of funds, corruption, and legal status to mention a few. Thus this chapter shall look at what other scholars have written concerning the topic in question and expose the gap which this research is closing.

Given the economic situation in Zimbabwe, workers have to cultivate a range of coping strategies which enable them to survive in an irregular remuneration environment. These coping strategies are further scrutinised across a variety of scales that is individual and collective level strategies Smith and Stenning (2006).

2.2 Conceptual Framework

Conceptual framework is the identification of research variables and clarification of the relationship among variables. This section is to define key words used in the study.

2.2.1 Coping Strategies – Coping is a reaction to psychosomatic stress caused by changes in a struggle to preserve mental fitness and emotional health thus coping requires skills to adjust. Coping strategies are actions, feelings and sentiments that one uses to fine-tune to the changes that transpire in life. Coping strategies can be avoidant and usually pursued at individual level in the sense that they allow an individual to exist within the confine of the problem as if it is non-existent or problem solving usually pursued collectively to eliminate the problem or reduce the effects of the problem.

2.2.2 Irregular Remuneration

To understand what irregular remuneration refers to, it is sensible to define what remuneration alone is. A website <http://www.wordreference.com/definition/remuneration> noted that remuneration is the payment that one obtains in exchange for labour or service executed. Characteristically this comprises of fiscal rewards, also known as wage or salary. The Zimbabwean Labour Act chapter 28:01 states that wages must be paid at regular intervals as stated in work contracts. When the payment of labour deviates from the time frame set in work contracts for the payment of employees that is irregular remuneration.

2.3 Causes of Irregular Remuneration

2.3.1 Mismanagement of Funds

The Grain Marketing Board has been one of the major loss making state owned enterprises in Zimbabwe. This is so because of its dependence on government sub vote which is not mandatory and therefore may be allocated or not. As a response to the aforementioned problem GMB decided to embark on a cost reduction measure in 1997. The 1997 GMB annual

report stipulates that GMB cut its full time employees from five thousand two hundred and seven in 1990 to three thousand six hundred and forty seven in 1997. Both the low and high level workers were affected but the dismissal of high level officers led to disbursement of severance packages that were costly to GMB. Therefore the monthly salary bill remained huge such that payment of workers was a problem due to mismanagement of funds by issuing expensive severance packages. Thus GMB has had to pay its workers irregularly due to mismanagement of funds.

2.3.2 Legal Status

GMB operates under the auspices of the Ministry of Agriculture, Mechanisation and Irrigation Development. The ministry is the one responsible for pricing of grain and appointment of senior management and board of directors. This control backed by law has crippled GMB. Zhou (2012) noted that in 1994 the price of maize to be exported was forty seven percent below the price paid to farmers by GMB. Zhou (2012) also noted that between 1993 and 1994 GMB imported maize at a costly price and was forced by government to sell the grain at a lower price, thereby running losses that have resulted in payment of employee salaries irregularly. The GMB annual report of 1996 stipulates that GMB incurred a net loss of three billion Zimbabwean dollars from 1990-6. Thus the legal status that places the parent ministry over GMB is one of the factors why GMB employees have under gone the problem of stalled salaries.

2.3.3 Economic Melt down

Zhou (2012) cited that the Zimbabwe Budget Statement of 2009 stipulates that, “Between 2000 and 2008 Zimbabwe was faced with serious economic and social problems characterized by

a sky rocketing inflation rate of two hundred and thirty one percent by July 2008.” The economic meltdown crippled state owned enterprises. Due to withdrawal of financial aid by the Bretton Woods institutions in 2000 following the implementation of land reform the Zimbabwean dollar devaluated to nothing by 2008 and this heavily affected GMB which was already struggling. Hence its long history of remunerating employees irregularly.

2.4 Individual Employee Coping Strategies

2.4.1 Entrepreneurship

Most of the income maximising coping mechanisms are individual in nature because man is selfish by nature and seeks to dominate as postulated by Machiavelli in ‘The Prince’. One of these individual income- maximising coping strategies is entrepreneurial ventures. Evan etal (2005) noted that the major reason why people look for work is income earning hence in an environment of irregular remuneration employees engage in entrepreneurial ventures to earn income. However the disadvantage of entrepreneurship activities is working long hours. This has a negative impact on social life of employees as there will be little time spent with the family and friends. This is so because workers tend to spend the day at a full day job and then engage in income maximising activities like baking cakes. Long hours of work contribute to soldiering at work to reserve energy for entrepreneurial activities and in turn yield poor service delivery.

2.4.2 Corruption

The word corruption can be defined in four contexts that are economic, social, political and moral. It is of utmost importance to note that all definitions of corruption are acceptable depending with the purpose they will be used for. Gorta (2008) noted that corruption is a more

fitting word for actions that reflect violation of trust built within a relationship and an important institution. Government has the mandate to curb corruption. Historically the institutional culture of public administration which refers to the executive government is to encourage integrity of its officials has been a form of protection against corruption. Efforts by domestic personnel as well as regional personnel have over the years been combined to come up with ways eradicating corruption. Miller (2003) purports that institutions like the anti-corruption agencies have been formulated in a bid to deal with corruption. There continues to be a gap in knowledge about the reasons why corruption occurs and ways of preventing it but workers' dissatisfaction has been pointed out as one of the causes of corruption in the workplace such as irregular remuneration in the public sector in Zimbabwe that has pushed workers to formulate coping strategies which include corruption for survival. Thus this research shall close that gap by unveiling how irregular remuneration is a cause of corruption. The costs of corruption that have been unearthed include losing resources on unfertile expenditure for example bribes misdirected to people with influence and money, more time spent on self-benefiting activities instead of the public Smith (1999).

Rose-Ackerman (1996) pointed out that corruption has been the leading factor to amplified expenses when conducting business, bigoted apportionment of public titles, poor service products and reduced community welfare. Thompson (1992) purports that when corruption becomes the new normal in the public sector citizens lose trust in the government in the allocation of resources that belong to the public and the rate of efficiency is reduced. Quah (2007) postulates that a destructive institutional result for the public is that experienced and truthful workers are discouraged from getting employed by the government and the few who will be employed by the same government learn the ways in which they can be corrupt as justification

for survival in times of hardship like when the government fails to pay workers on time. An online source unpan1.un.org noted that in the public sector corruption occurs in the form of bribes. Australian Anti-corruption Agency (ACA) observed that the common forms of corruption come in the form of bribery, favouritism, fraud to mention a few, Quah (2007) noted that issues relating to workers' salaries are a major cause for corruption. Issues here referred as relating to salary include low salaries and irregular remuneration. However low salaries and irregular remuneration are not the only factors leading to corruption. This is so because well paid workers who are remunerated every month still engage in corrupt tendencies at the work place. Rose – Rose-Ackerman (1996) noted that the need to deal with expenditure housing leads to corruption despite the fact that workers will be regularly remunerated as stipulated in the contract of employment.

2.4.3 Deskilling

Bauder (2003) defines deskilling as a form of brain abuse from the perspective of human rights. Generally deskilling refers to that state when an employee decides to occupy a position at the work place below his or her job qualification. Deskilling has a negative effect on employees for example psychological problems and economic losses for the state as employees will be operating below their full capabilities. Employees struggle when they labour and no reward comes their way. A study on expatriates from Australia and New Zealand exposed that migrants choose to deskill because of various reasons such as increasing monthly earnings when one is working at an organisation where he or she is remunerated irregularly and where there is need to earn more through various jobs including jobs that below a workers' academic qualification, Siar (2012). Lorenzo et al (2007) noted Filipino nurses chose to deskill though in other countries because of

benefits such as experience in advanced technology, chance to learn other countries' culture and escape from an environment of being lowly paid as a qualified nurse and being remunerated irregularly. Such is the case in Zimbabwe at the Grain Marketing Board where workers with professional skills are choosing to work meagre jobs like printing services as a coping strategy to irregular remuneration for survival. What causes workers to deskill is the issue of both push and pull factors. Push factors being the reasons that cause one to be attracted to a meagre job below his or her qualifications such as survival in an environment of irregular remuneration. Pull factors refer to reasons that attract one to look for a job such as income that comes on time. Thus Grain Marketing Board employees have been victims of deskilling as a way of surviving in an unfortunate environment where salary is paid here and there. Astor et al (2005) noted that irregular remuneration is not the only reason or cause for deskilling. The safety and prospect of families to be successful and lead comfortable lives push employees to deskill.

However this research seeks to unveil that deskilling is a coping strategy adopted and implemented by workers to deal with irregular remuneration. Thus this research is covering a gap in literature by divulging how workers are coping without regular remuneration. Deskilling has resulted because of the need to obtain a reliable source of income. A theory proposed by American economist Michael Piore called the dual labour market theory gives reasons and explains why employees choose to deskill. Piore ((1979) purports that the growth of the economy leads to the need for more labour that is provided by desperate workers surviving in unfortunate environments like irregular remuneration and lack of safety who choose to deskill. Piore (1979) is of the view that workers who deskill perceive their state as temporary as they see themselves focusing on their qualified jobs fulltime once the push factors they would have been running from have been resolved. However the assertion that deskilling is a temporary move is

prone to criticism because some employees end up leaving their job of qualification for a lower job.

2.5 Collective Employee Coping Strategies

2.5.1 Strikes

Strikes occur when negotiations fail within the work place. Ashenfelter et al (1969) supports the view that strikes occur when the wage expectation is disproportionate with what the employee is willing to pay. Fudenberg et al (1985) noted that strikes arise when workers unsuccessfully hold out and persist to work under an expired contract. Capital is a fruit of labour and without labour there is no capital. However the situation at the Grain Marketing Board has been the opposite of the above explanation as workers have gone for six months continuously without salary at some point after labouring for the company resulting in strikes. Management has always responded positively to strikes because they impede productivity hence a resolution to make compromises in the favour of employees is passed.

2.5.2 Collective Bargaining

Salamon (1957) noted that the shaping of terms and conditions of employment which utilises the progression of negotiation between representatives of employees and management is called collective bargaining. Collective bargaining is a method that focuses on self-rule with the partners contracting voluntarily presuming responsibility for realisation of an agreement and respecting that agreement. Grain Marketing Board employees and trade unions have participated in the process of collective bargaining in the determination of receiving their wages that had been irregular for a while. Collective bargaining gives room for negotiation between employees

and employers to reach an agreement. Grain Marketing Board workers have participated in the process of collective bargaining in the determination of wages that have been irregular for a while. At one point GMB workers and trade unions resolved to settle the problem of irregular remuneration through payment of salaries in the form of grain. However the disadvantage of collective bargaining is that it can take a while for an agreement to be reached if there is compromise at all to settle a problem in question.

Legislation provides rules for the conduct of collective bargaining so that it can be conducted in good faith. When parties reach an impasse during negotiations there is intervention of third parties. Arbitration and conciliation may be conducted by institutions that are established or entities that would have resolved problems in prior disagreements related to employment relations. In Australia Employment Relations Commissions assist in the process of collective bargaining as stipulated in the law. In Zimbabwe the labour court is available to champion the issue of conciliation or arbitration. Agreements reached through collective bargaining are binding on parties to the agreements. Legislation on collective bargaining imposes obligation on the parties involved in collective bargaining to adhere to the terms of an agreement. The registrar of code of conduct requires agreements to be registered to provide legal protection to the parties. The difference between conciliation and arbitration is that the former has no force to push for settlement if one of the parties fail to agree a recommended settlement. The opposite is true for the latter. Arbitration carries a legal force. In Zimbabwe if a party is dissatisfied with a dispute resolution one can appeal before the High court against the labour court.

2.5.3 Slowdown

A slowdown can be defined as an action deployed by employees in which employees decrease performance in relation to duties to lessen production. Richard (1957) defines a slowdown as an on-job activity which workers appear to be engaged in their usual routines but limit their output to put pressure on management to make changes. Such has been the case at the Grain Marketing Board where workers have been soldiering at work to put across the message to management concerning salary that comes in three months and at times once in six months. Slowdowns are used as a substitute to strikes as there is no risk attached to it as compared to striking. Employees usually choose to slow down when they go unpaid and see the need to put pressure on management to change the prevailing situation. In the 1970s Ford employees introduced a slow down because their salaries were being passed to them irregularly according to a BBC Documentary. After the slowdown Ford management paid employees their salaries in full. Thus slowdowns have been used by employees as a means of dealing with unsatisfactory situations at the work place www.iww.org/about/solidarityunionism/directaction/. Richard (1957) noted that a slowdown is illegal when a collective bargaining arrangement is in effect and its leaders are likely to face disciplinary action. A slowdown is an irritant to management and it charges workers unions with bad faith for reduction of production instead of raising the issue causing dissatisfaction through grievance procedure.

2.6 Practical Case Studies of Employee Coping Strategies

2.6.1 Qantas Slowdown

In 2011 Australian Qantas aircraft engineers swore to use their left hands only at work as a way of implementing a slowdown. To intensify the slowdown the Qantas employees refrained from working for a minute every Friday at ten o'clock in the morning. Qantas management purported that the employees were clamoring for payment of their stalled salaries and to make matters worse they were also crying for pay rise. The act of the engineers placed the lives of passengers at great risk as they were not servicing airplanes to best of their abilities as a way of seeking attention from management for the address of their problems. One devastating incident was blamed on this slowdown. An aircraft going to Bangkok was forced to make an about-turn after the plane had made vibrations which pointed out that it had not been serviced as expected. This led to customer dissatisfaction which in turn led to reduced profits. The employee representatives stated that Qantas management should have been loyal to its employees by paying them in due time as stipulated in the employees contracts to avoid reduced productivity through slowdowns. A website, <http://www.traveller.com.au/qantus-engineeers-pledge-whacky-wronghanded-strike-actions.lhcxv> noted that during implementation of the slowdown Qantas employees faced a challenge as the management was unwilling to pay for their dues and at the same time increase their salaries. The process of collective bargaining to facilitate an agreement between management and employees took longer than anticipated. Both parties suffered as the production rate lowered whilst employees struggled with the need for salaries for their up keep.

2.6.2 Lessons Drawn from Qantus Slowdown

1. Employers should learn from the above case study that employees will always find ways to seek attention from the management so that their problems are solved. The case study

reviewed that quality of service is reduced due to the implementation of employee coping strategies in an environment of irregular remuneration as evidenced by the incident of the Qantas air plane which vibrated whilst passengers were on board and had to make a U-turn because the airplane had not been fully serviced.

2. Employee coping strategies in an environment of irregular remuneration can lead to customer dissatisfaction when a slowdown poses danger to civilians which in turn lead to reduced profits as evidenced by the Qantas Airline case study. Thus it is imperative for GMB management to consider addressing the problem of irregular remuneration to avoid such a negative after effect of strategies that employees implement.
3. Employees all over the world should take a lesson from this case study and understand that active coping strategies are useful in eliminating the problem of irregular remuneration even though precaution has to be taken to ensure that the slowdown does not affect people who are not responsible for the problem in question.
4. Another lesson learnt from this case study that employees should draw is that it takes time for management to come up with a solution that addresses an issue that is monetary related. In other words patience and perseverance pay.

2.6.3 Doctors' Strike in Ghana

In 2006 doctors at the Koforidua Regional Hospital refrained from working to back their demands for compensation of five months' wage arrears and stated that they would start working only when every penny owed to them had been paid because it had become a norm that they are not paid at regular intervals as stipulated in their contracts. As a way of countering this strike the management pointed that the strike was illegal according to the New Ghana Labour Law section

161. Ghana Medical Association (GMA) the labour union representing the doctors on strike received intense pressure from the community and government to stop the strike but clearly stated that could only happen when an agreement in the favour of the doctors was reached. To foster public support through Ghana Medical Association (GMA), doctors expressed how troubled they were of patients but were unable to give care for patients whilst hungry. The management then decided to look for a foreign consultant to help resolve the issue at hand. Civil Servants Association of Ghana (CSA) urged the government of Ghana to show fairness in dealing with the issue of doctors reacting to irregular remuneration.

2.6.4 Lessons Learnt

1. Strikes negatively impact on efficiency and effectiveness hence employers should always try to handle employees in a way that never pushes them to strike.
2. Strikes disturb application of public policies for example in the mentioned case study health workers are forbidden to strike yet they did because of the need for remuneration that is timeous and adequate.
3. The government should be aware of the economic, social and political impact of strikes as they can dishearten investors as evidenced by hiring of a consultant to help in making an informed decision towards fixing the problem of irregular remuneration of Koforidua doctors to reverse the after effects of employee coping strategies in an environment of irregular remuneration.

2.6.5 Corruption at Local Authorities Case of Gweru City Council

A research conducted on corruption in Zimbabwean local authorities by Sithole (2013) exposed that one of the reasons why employees find themselves with dirty hands by engaging in corrupt activities within the work place is inadequate and stalled remuneration. The research indicated that the selfish nature of man that leads to dissatisfaction pushes employees to engage in corrupt activities such as bribery at the work place. The study noted that one councilor indicated that corruption is like cancer as it spreads quickly and difficult to cure. Of most importance is the fact the research unearthed that even if council employees were to be paid the total amount owed to them and start being remunerated regularly they would still pursue bribery because it is a coping strategy that they have gotten used to. Mauro(1997) notes that corruption weakens regional capability to reduce poverty.

2.6.6 Lessons Learnt

1. Irregular remuneration leads to corrupt activities within the work place hence it is imperative for employers be it the government or private entities to always remunerate employees as stipulated in contracts of employment.
2. Corruption should be dealt with vigorously because employees undergoing irregular remuneration will always resort to it for financial gain at the expense of the development of the organization which will be financially burdened already.
3. Corruption discredits the ability of the government to promote sound corporate governance which in turn scares investors away. Thus a lesson drawn from the above case study is employees should always be remunerated at intervals set in their

employment contracts because once they resort to corruption as coping strategy to deal with irregular remuneration they will always be corrupt employees.

2.7 Theoretical Framework

2.7.1 Conflict Theory

Pluralist theory is also known as Conflict theory of employment relations and was propounded by Fox (1966). Conflict theory is of the view that an organisation is a union of groups that differ in terms of values, interests and objectives. The employer values service delivery in time and making profit whilst the employee values getting salary in time and both monetary and fringe benefits. These different values from employers and employees are likely to clash when the values of either of the two are undermined. Thus the fact that there are differences in terms of values and interests between employees and management means there will always be in conflict. This aspect of the conflict theory is relevant in Zimbabwe's public sector, special reference of the Grain Marketing Board where workers have been at conflict with management due to stalled salaries.

Conflict theory is also of the view that conflict arising from the difference in interests and values of employees and management is inevitable. This is so because management will always seek to pursue its own interests at the expense of employees who will always retaliate through various means. If it is an issue of delayed salaries workers can engage in corrupt tendencies that yield fast money. If caught this may lead to a complicated conflict with the management leading to lose of job or heavy penalty such as prosecution. The Grain Marketing Board has been a victim of the above scenario as evidenced by looting of fertiliser that is supposed to be given to farmers

as part of their payment for selling grain to GMB. On several occasions fertiliser meant for farmers has been spotted on the black market at exorbitant prices yet it would have been taken from farmers with assurance that their payment for grain will be made on time. This is done without the knowledge of GMB management. Therefore conflict is inevitable indeed within organisations.

Conflict theory also emphasizes on the fact that conflict is viewed as sensible and usual within institutions. This is so because once an employee has been offended or dissatisfied at the workplace it is normal and quiet reasonable for one to react as they see fit. Striking of workers at the work place shows dissatisfaction. If the management is able to address the cause of the strike and allure employees to cut off the strike and get back to work that will be a rational resolution. Collective bargaining is mentioned by the theory under discussion as one of the mechanisms to solve inevitable conflicts at the work place which involves compromise on both the management and employees. Thenceforth conflict is rational and normal at the work place.

In addition, the pluralist theory views trade unions as authentic entities which assist workers to settle for what they want with the management Rose (2008). However trade unions end up being a challenge to the management when they are representing employee needs that the management is unable or unready to deliver. If the issue at hand is to do with salary payments and the process between management and employees that is collective bargaining seems long some workers may deskill and engage in menial jobs to reach their monetary target for survival. Rose (2008) also noted that conflict theory is more relevant than unitary theory in analysing the relationship between employees and employers because of the existence of many workers unions representing employees.

2.7.2 Marxist Theory

Hyman (1975) noted that struggle for power is central in employment relations. He justified his assertion by locating two classes of people who are present in a society. These two classes are the capitalists who own the means of production and the proletariat who are the owners of labour. It is against this background that the Marxist theory notes that employees and employers are always in conflict which is a similar notion to the conflict theory. The capitalists who in this case the employers seek to buy labour at a cheap price to maximise profits whilst the employees or proletariats sell labour at a high price for survival. Conflict is viewed as a means to an end, the end being removal of inequalities. Thus employees and employers are always at conflict.

The Marxist theory of employment relations is also of the view that employees and employers always have different interests. The owners of the means of production are interested in making profit whilst the labourers are interested in maximising wages or salaries. This denotes that employees and employers will always have interests that are opposing. Thus there will always be tension between the capitalists and proletariat.

In addition, the theory stresses on the aspect of exploitation and notes that inequalities from the society are carried to the work place. To champion the aspect of exploitation the Marxist theory supports collective action such as strikes as noted by Rose (2008). Thus the Marxist theory is a radical approach to employment relations.

2.8 Chapter Summary

This chapter reviewed pertinent literature which relates to the problem in question to point out the gap which this research is filling. The causes of corruption were articulated and employee

coping strategies in an environment of irregular remuneration were scrutinised to establish the strategies that are most and least effective. The chapter presented various case studies of coping strategies implemented to deal with irregular remuneration to understand challenges associated with each strategy and in turn draw lessons from the experiences which in turn aid in drafting recommendation in chapter four.

CHAPTER 3

3.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

3.1 Introduction

This chapter analyses, interprets and discusses the key research findings on *employees' coping strategies in an environment of irregular remuneration case of GMB*. The presentation of data was guided by research questions used. Tables, graphs and pie charts will be used to present and analyse data pertinent to this investigation.

Data presentation made analysis easy and subsequent trends and patterns were identified. Presentation of data is vivid to assist the investigator to draw assumptions on investigation questions and propose recommendations. The arrangement of data was categorised as follows: attributes of respondents, causes of irregular remuneration, strategies employed to cope in an environment of irregular remuneration and the least and most effective coping strategies. Questionnaire and interview data was presented.

3.2 Presentation, Analysis and Interpretation

3.2.1 Attributes of Respondents.

Table 1 Overall Response Rate; N = 60

Marital status	Man	Women	Percentage
Married	20	15	58
Single	5	10	25
Widow	3	3	10
Divorce	2	2	7
Total	30	30	100

Source: Fieldwork

The response rate was 100% as illustrated above by table 1 because the questionnaires and interviews were distributed and conducted personally by the researcher. Married man and women constituted 58% of the target population and in total were 35 out of 60 respondents. Single man and women were 15 that is 25% of the respondents. Widows and widowers were 6 that is 10% of the respondents whilst divorced man and women constituted of 7% of the total respondents. The table shows that everyone is faced with the challenge of irregular remuneration despite their marital status. The above data on marital status can be presented in the form of a pie chart as illustrated below.

Figure 1 Overall Response Rate

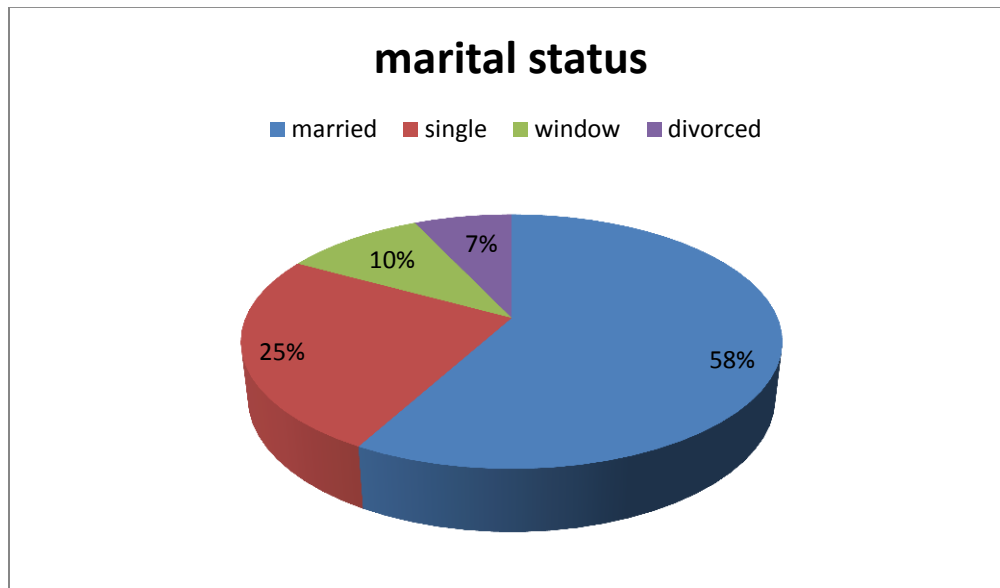


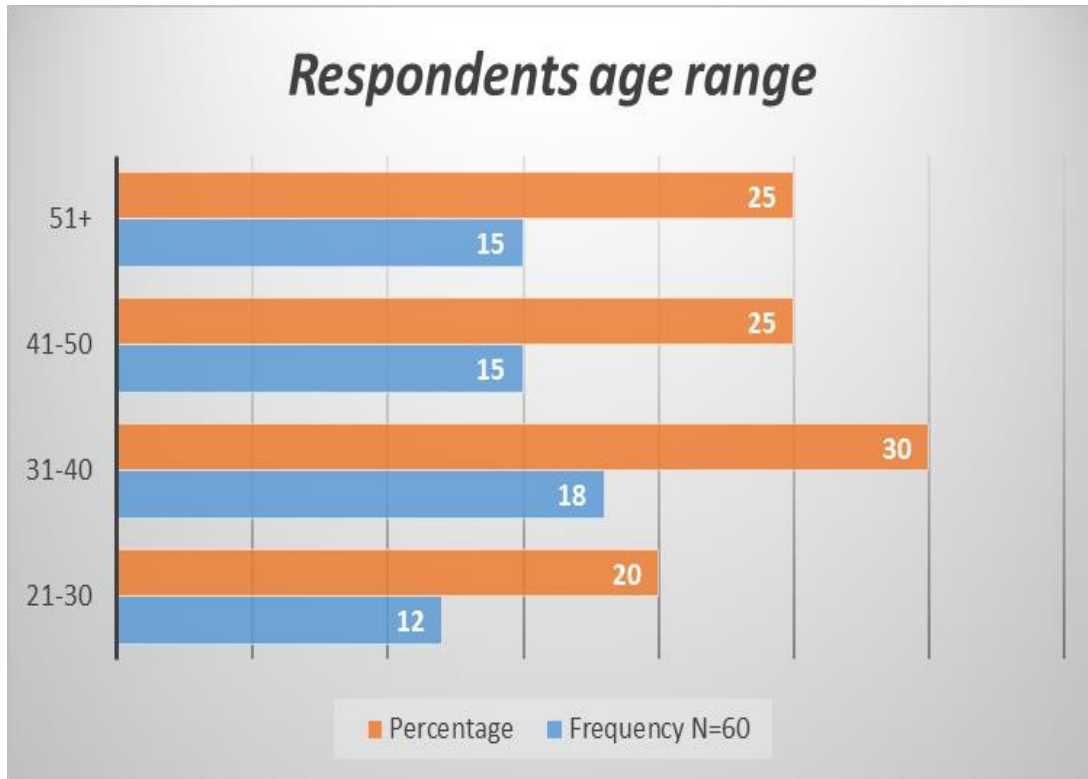
Table 2 Respondents Age Range Distribution N= 60

Age group	Frequency N=60	Percentage
21-30	12	20
31-40	18	30
41-50	15	25
51+	15	25
Total	60	100

Source: Fieldwork

Table 2 above and Figure 2 below show that the age range for the respondents was 21-51 plus, thus the respondents comprised of employees of different age groups. The majority of the respondents' age range was 31-40 which shows that information gathered was rich as it was divulged from mature people with life experiences needed for the fulfillment of the objectives of this research.

Figure 2 Respondents Age Range Distribution



3.3 Causes of Irregular Remuneration

The researcher sought to find what Grain Marketing Board employees thought were the causes of irregular remuneration at their workplace. 58% of the respondents noted that economic meltdown was the major cause of irregular remuneration at the Grain Marketing Board. Zhou (2012) noted that economic meltdown crippled state owned enterprises like GMB hence GMB respondents confirmed Zhou's notion. 30% alluded that mismanagement of funds led to irregular remuneration as evidenced by 1997 GMB Annual Report which unveiled that disbursement of severance packages to retrenched employees placed GMB in a serious economic crisis. 12% indicated that the legal status in Zimbabwe is to blame for irregular remuneration at the Grain

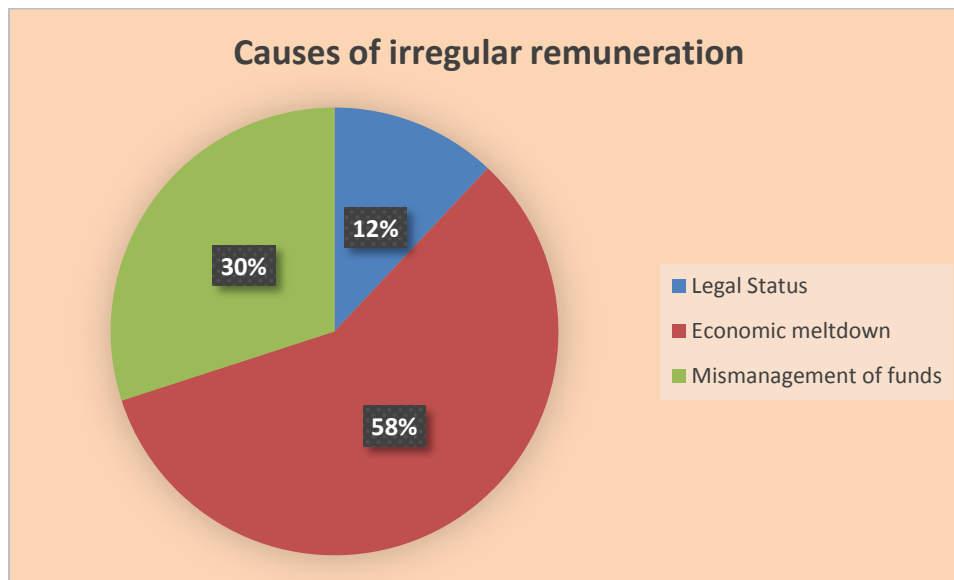
Marketing Board. The general causes of irregular remuneration at GMB according to the results of this study are presented below.

Table 3 Causes of Irregular Remuneration

Cause	Frequency	Percentage
Legal Status	7	12
Economic meltdown	35	58
Mismanagement of funds	18	30
Total	60	100

Source: Fieldwork

Figure 3 Causes of Irregular Remuneration



3.4 Employees' Coping Strategies

The researcher sought to understand how employees were coping at the Grain Marketing Board in an environment of irregular remuneration. The respondents were asked to state the strategies they employed to do away with the problem of irregular remuneration as well as strategies they

employed to continue living within an environment of irregular remuneration. 25% pointed strikes as a coping strategy. Conflict theory explains this result as it states that conflict is normal within the work place because management is always focused on productivity yet employees focus on their wages. With irregular remuneration the interest of employees is compromised hence they strike and management responds because strikes temper with their interest of productivity. 20% of the respondents listed entrepreneurial activities as a coping strategy. Entrepreneurial activities fetched a high percentage because employees work to get income and in an environment of irregular remuneration employees therefore choose to engage in entrepreneurial activities as alluded to by Evan et al (2005).

17% of the respondents noted that slowdowns are a coping strategy. The response rate for slowdowns is justified by the fact that slowdowns have proved to be a way of pushing employers to pay employees their wages. A BBC Documentary noted that Ford employees in the 1970s introduced a slowdown because of the problem of stalled salaries and it was only after the slowdown that they started getting their salaries regularly. 15% pointed out corruption as a coping strategy in an environment of irregular remuneration. Corruption is an unethical activity hence it was stated by a few respondents as a coping strategy.

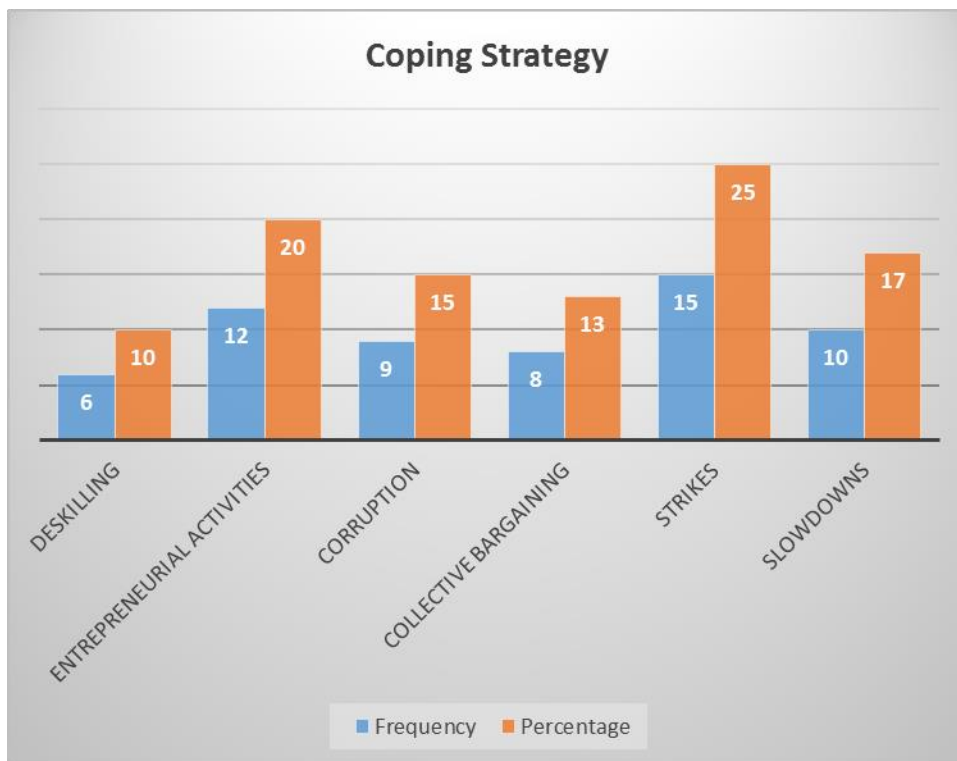
13% cited collective bargaining as a coping strategy to deal with stalled salaries. The result is due to the fact that it is not always the case that when employees and their representatives as well as employers and their representatives engage in collective bargaining they will reach to a resolution instantly. The process can be long winding hence a few consider it as a strategy. 10% mentioned deskilling as a coping strategy to address the problem of irregular remuneration. Deskilling was the least mentioned because of the pressure it puts on employees as they will be working double jobs and deskilling is considered as temporal activity according to Piore (1979).

Table 4 Employees' Coping Strategies

Coping strategy	Frequency	Percentage
Deskilling	6	10
Entrepreneurial activities	12	20
Corruption	9	15
Collective Bargaining	8	13
Strikes	15	25
Slowdowns	10	17
Total	60	100

Source: Fieldwork

Figure 4 Employees' Coping Strategies



3.5 Least Effective Coping Strategies in an Environment of Irregular Remuneration

58% of the respondents were of the view that collective bargaining is a coping strategy in an environment of irregular remuneration which is least effective. As alluded to in chapter two of this research, collective bargaining can be time consuming and an agreement to settle the problem in question may never be reached at all. Thus GMB employees pointed out that collective bargaining is one of the least effective coping strategies in an environment of irregular remuneration because of the disadvantages mentioned above. 42% of the respondents reiterated that deskilling is amongst the least effective employee coping strategies to deal with the problem of stalled salaries at the workplace. This is so because employees seek to maximize their income, with deskilling one manages to get limited income thereby justifying why employees at GMB listed deskilling as one of the least effective coping strategies in an environment of irregular remuneration.

3.6 Most Effective Coping Strategies in an Environment of Irregular Remuneration

35% of the respondents identified strikes as the most effective coping strategy. Salamon (2000) supports the Marxist Theory which justifies striking within the work place to fight against exploitation. 30% noted that entrepreneurship is an effective coping strategy thus from the study it is the second most effective strategy because it is an income generating activity. One of the respondents purported that, 'I have resorted to engaging in entrepreneurial activities like selling peanut butter and cupcakes for a living' (Anonymous 1). 20% identified slowdowns as effective thereby making them the third most effective coping strategy in an environment of irregular remuneration. This is justified by the fact that employers react positively to reduction of production within the work place hence they start giving employees their salaries as alluded to

by the Marxist Theory which emphasizes that the interest of the employers is productivity for profit making. 15% identified corruption as the most effective coping strategy thereby making it the fourth most effective coping strategy. Forms of corruption like bribery increase an employee's income as noted by the ACA thus corruption was identified amongst the most effective coping strategies in an environment of irregular remuneration.

3.7 Chapter Summary

This section presented the findings of the research that were obtained through research instruments namely questionnaires and interviews conducted at GMB Harare Headquarters. The data presented shows that economic meltdown is the major cause for irregular remuneration at GMB. The chapter reviewed that amongst the coping mechanisms stated by GMB employees' strikes, corruption, entrepreneurial activities and slowdowns are the most effective coping strategies whilst collective bargaining and deskilling are the least effective coping strategies in an environment of irregular remuneration. The respondents were asked about the way forward and this information will be used in the chapter that follows for the drafting of recommendations. The next chapter will summarise the whole research and give conclusions of the research based on the data presented in this chapter.

CHAPTER 4

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1 Introduction

The section is a recap of the whole investigation. It offers recommendations to the government of Zimbabwe and GMB to enable them to aid in the fight against irregular remuneration as a way of reducing the negative effects of the problem in question. This chapter contains the conclusion for the research conducted.

4.2 Summary

The need to understand how employees are coping in an environment of irregular remuneration inspired this research because irregular remuneration has become a common feature at various work places yet employees continue to show up at work without receiving their well-deserved monthly salaries. The research focused on the Grain Marketing Board Harare headquarters. The public has over the years been shocked by the rate of corruption at GMB hence this research clarified why this has been so as evidenced by involvement in corrupt tendencies by GMB employees as a coping mechanism to stalled salaries. The research was guided by three objectives. The researcher scrutinised various scholarly views which aided in the understanding of the causes of irregular remuneration and coping strategies implemented by employees in an environment of irregular remuneration. However there was no one article or piece of writing with employee coping strategies in an environment of irregular remuneration such that the researcher had to search through various pieces of writings to get one or two strategies. It was reviewed by this research that as long as employees are remunerated irregularly they will always employ strategies which can be detrimental to the image of the enterprise like corruption and

they will always find ways to get income that can affect productivity of the company like deskilling. The literature unearthed that strikes are the most effective in causing employers to take action in favour of employees and hence making strikes one of the most effective ways of dealing with irregular remuneration whereas deskilling was identified as the least effective coping strategy.

4.3 Conclusions

The research answered the research questions and realized the objectives of the study. The research had the following observations;

1. The investigation answered the research question on causes of irregular remuneration. The major cause highlighted by this research was economic meltdown. This is so because Zimbabwe's economy derailed as evidenced by the devaluation of the country's currency by forty percent towards the new millennium era. Pursuit for national interests by government elites also impacted negatively on the economy for example the entry into the DRC civil war which has been described as 'Robert Mugabe's protection of personal investments' which strained Zimbabwe's economy and led to suspension of aid from international institutions.
2. The research observed that in as much as the bad economy has been blamed for irregular remuneration mismanagement of available resources has been one the major causes of irregular remuneration at the Grain Marketing Board as evidenced by keeping of many workers that strain the payroll and irresponsible retrenchment that severely indebted the company through payment of severity packages as noted in chapter two of this research.
3. The research objective of investigating the causes of irregular remuneration was fulfilled by this study. Legal status was exposed as a cause of irregular remuneration as noted by

Zhou (2012) who stipulates that between 1993 and 1994 the government of Zimbabwe gave GMB a directive to sell maize below the amount it had imported the maize for hence GMB ran a loss. Thus legal instruments that empower the government to give directives to GMB have greatly contributed to the problem of irregular remuneration being faced at GMB.

4. The second objective of this study was achieved which sought to investigate employee coping strategies in an environment of irregular remuneration. The respondents identified strikes, entrepreneurial activities, slowdowns, corruption, collective bargaining and deskilling. As coping strategies in an environment of irregular remuneration. The coping strategies are individualistic in nature such as corruption, entrepreneurial activities and deskilling and also collective in nature for example strikes, slowdowns and collective bargaining.
5. The study sought to determine the most effective coping strategies. The research unveiled that strikes are the most effective coping strategy in an environment of irregular remuneration as management felt obliged to at least start paying workers after striking since strikes decrease productivity at the work place which is a major interest of the management.
6. Entrepreneurial activities were the second most effective coping strategy favoured and implemented because they proved beneficial as they are income maximizing activities that help employees fend for their families.
7. Slowdowns were identified as the third most implemented coping strategy in an environment of irregular remuneration because management is focused more on productivity than payment of workers as alluded to by the Marxist theory of employment

relations. Thus slowdowns are an effective way of coping in an environment of irregular remuneration as they bring change though not permanent to the problem of irregular remuneration at the Grain Marketing Board.

8. Corruption was the unethical and dirtiest activity with adverse repercussions involved such as prosecution of workers and expulsion from the work place. Surprisingly the investigation reviewed that corruption is amongst the most effective coping strategies because it brings income which is a scarcity at the Grain Marketing Board. The research reviewed that corruption is the fourth most effective coping strategy in an environment of irregular remuneration because it is a strategy most employees would never want to be associated with because of the repercussions it yields. If there were no laws incriminating corruption there is no doubt it would have been the number one most effective coping strategy in an environment of irregular remuneration where employees seek to get income to co-exist with the problem in question.
9. Identification of the least effective coping strategies in an environment of irregular remuneration was an objective of this investigation that was achieved. The research unveiled that the least effective employees' coping strategies at GMB in an environment of irregular remuneration are deskilling and collective bargaining probably because they don't yield much income and cause little or no change that addresses the problem of irregular remuneration.
10. In as much as workers have come up with various ways of coping in an environment of irregular remuneration, the problem has persisted. No one strategy has managed to eliminate irregular remuneration but rather employees have learnt to engage in activities that provide them with income so that they can survive in the prevailing environment.

4.4 Recommendations

After data presentation and analysis the researcher derived the following recommendations. The problem of irregular remuneration can be dealt with in consideration of the recommendations below.

4.4.1 To the Government of Zimbabwe

1. The government should reconcile and nature relations with international monetary organisations for capacitation of parastatals like GMB so that employees are remunerated timeously as stipulated in employee contracts.
2. The Grain Marketing Board should be disaggregated into two that is the Strategic Grain Reserve (SGR) and a commercial strategic business to allow GMB to make profits of its own for maintenance of infrastructure and payment of employee salaries.
3. The government should allow the Grain Marketing Board to function within the commands of the market discipline without any interference that impacts on its operations negatively leading to irregular remuneration for example the interference between 1993 and 1994 where GMB was forced by the government to sell maize at a lower price than the price they had imported the maize for thereby running a lose leading to the crisis of the day of irregular remuneration.
4. By virtue of being a parastatal, GMB heavily relies of government subsidies. Despite the economic challenges in Zimbabwe, the government must be obliged to allocate a sub vote under the parent ministry that is responsible for GMB so that it remains operational by remunerating employees on a monthly basis or according to the terms of employee contracts.

5. Government must champion the fight against corruption for prevalence of the rule of law. Laws need to be implemented and thus corrupt employees at GMB despite their positions should be vigorously dealt with so that employees take lessons and stop corrupt tendencies that derail the entity.
6. It is a prerogative of the government to promote sound public sector auditing which in turn detects resource misallocation. The government must promote the prevalence and application of the principles of sound auditing like independence of the auditor, professionalism, integrity to mention a few to shun mismanagement of funds and corrupt tendencies that in turn lead to problems such as irregular remuneration.
7. There is need for reconstruction of the regulatory framework to allow the Grain Marketing Board to be independent from political interference so that work is performed according to the standards and ethics of the institution for promotion of accountability.

4.4.2 To the Grain Marketing Board

1. During this time of economic hardships it would only make sense if GMB minimizes the number of its employees so that they manage to pay them regularly as stipulated in employee contracts. However, this should be done carefully so that there will be no severance packages that will further strain GMB for example the 1990-1997 employee reduction that severely indebted GMB.
2. It is imperative for GMB to encourage ethics within the work place through the code of conduct so that employees revert from unethical practices such as corruption that further strain the income base of the entity that is in deficit already.

4.5 Conclusion

The research scrutinized and investigated the causes of irregular remuneration, employee coping strategies in an environment of irregular remuneration at the Grain Marketing Board and established the least and most effective coping strategies. 58% of the respondents pointed out at economic meltdown as the major cause of irregular remuneration at GMB. This research noted six strategies that are being implemented by employees to cope which refers to eliminating the problem of irregular remuneration and or existing within the environment with the problem of irregular remuneration. The study reviewed that there are four most effective coping strategies namely strikes, entrepreneurial activities, slowdowns and corruption. Collective bargaining and deskilling were identified as the least effective coping strategies. The implementation of these strategies negatively impact on GMB as employees spend time implementing strategies that bring income at the expense of company's productivity and integrity. Theories in chapter two reviewed the environment within workplaces which justified why employees implement various strategies at work to call for attention so that their plight is heard by management and for sustenance of their livelihood. To complete the study the researcher provided recommendations that should be considered for implementation so that employees at GMB can be remunerated as stipulated in their contracts and to reverse the adverse effects of employee coping strategies that are detrimental to the integrity and development of the parastatal. In consideration of the nature of some of the employee coping strategies, it is imperative that GMB and the government somehow device a plan so that GMB employees are remunerated regularly so that they stop engaging in their survival strategies that are crippling the economy and the image of government employees.

BIBLIOGRAPHY

Ader, H. (2008) Phases and Initial steps in data analysis, Netherlands: Johannes Ven Kessel Publishing.

Ashenfelter, O. and Johnson, G. E. (1969) "Bargaining Theory, Trade Unions, and Industrial Strike Activity," American Economic Review, March 1969.

Astor, A., Tasleem A., María A., Vasantha. M., Folarin A., Veronica T., and Reidar K. (2005) Physician Migration: Views from Professionals in Colombia, Nigeria, India, Pakistan and the Philippines. Social Science & Medicine 61 (12):2492-2500.

Bauder, H. (2003) Brain Abuse or the Devaluation of Immigrant Labour in Canada, Oxford: Oxford University Press.

Bryman, A. and Bell, E. (2011) Business Research Methods, Oxford: Oxford University Press.

Cresswell, W. (2008) Research Design: Qualitative, Quantitative and Mixed Approaches, Thousand Oaks CA: Sage publications.

Daumas, F. (1969) Agyptische Kultur im Zeitalter der Pharaonen, Knauer Verlag, Munich.

David, M. (1980) "Strikes in Nineteenth-Century America," Social Science History.

Davies, R. (2000) The Macroeconomics of Zimbabwe, Journal African Economics Centre for the Study of African Economics.

Evans, M., Syrett, S. and Williams, C.C. (2006) The Informal Economy and Deprived Neighbourhoods: A Systematic Review, Department of Local Government and Regions, London.

Fajana, S. (2000) Industrial Relations in Nigeria: Theory and Features (2nd Ed.). Lagos: Labofin And Company.

Fudenberg, D, Levine, D. and Ruud, P. (1985) "Strike Activity and Wage Settlements," unpublished manuscript, California: University of California Press.

Fox, A. (1966) Industrial Sociology and Industrial Relations Royal Commission Research Paper NO. 3. London: HMSO.

Gorta, A. (2008) "Corruption Prevention: Researching How And Where To Intervene" Paper Presented At Empowering Anti-Corruption Agencies: Defying Institutional Failure And Strengthening Preventive And Repressive Capacities ISCTE Lisbon.

Hicks, J.R. (1932) The Theory of Wages, London: Macmillan Press.

Hyman, R. (1975) "Industrial Relations in Theory and Practice." European Journal of Industrial Relations, Vol. 1, No. 1, pp. 17–46.

Jeffrey R.A, Bradford F., and Taruvinga N., (2002) "Why Has Poverty Increased in Zimbabwe , the World Bank.

John, R. (1984) Ancient Lives: the story of the Pharaoh's Tomb makers. London: Phoenix Press.

Kahn. L., and Cannell, F. (1957) The Dynamics of Interviewing, Michigan: Wiley.

Kumar, R. (2011) Step by Step Guide for Beginners, London: Sage Publications Ltd.

Lorenzo, E., Jaime G., Kriselle, I., and Lara, J. (2007) Nurse Migration from a Source Country Perspective: Philippine Country Case Study. Health Services Research 42 (3p2):1406-1418.

Luthans, F. (1998) Organisational Behaviour (8th Ed.). New York: Irwin/McGraw-Hill.

Masuku, G. (1999) Education in the Developed World, Gweru: Mambo Press.

Mather, C. (1974) "The General Strike of 1842: A Study in Leadership, Organisation and the Threat of Revolution during the Plug Plot Disturbance". London: George Allen & Unwin Ltd London.

Mauro, P. (1999) Why Worry about Corruption?, Washington DC: International Monetary Fund.

Miles, M. B. and Huberman, A.M (1984) Qualitative Data Analysis: A Sourcebook of New Methods, Newbury Pan, and CA: Sage.

Miller, J. (2003) Police Corruption in England and Wales, London: Home Office.

Miller, S. Roberts, P. & Spence, E. (2005) Corruption and Anti-corruption: an applied Philosophical Approach, New Jersey: Pearson Prentice Hall.

Michael. (2007) "As Inflation Soars, Zimbabwe Economy Plunges". , New York: The New York.

O'Leary,Z. (2004) The Essential Guide to Doing Research, London: Sage Publications.

Oppeinheim, A. (1992) Questionnaire, Design, Interviewing and Attitude Measurement, London: Continuum International Publishing Group Ltd.

Patton, M.Q (2002) Qualitative Research and Evaluation Methods, London: Sage Publications.

Piore, Michael J. (1979) Birds of Passage. Cambridge: Cambridge University Press.

Quah, J. (2007) "Combating Corruption Singapore Style: Lessons for other Asian Countries"
Maryland Series in Contemporary Studies No 2 – 2007(189).

Raj, D. (1972) The Design Of Sample Surveys. New York City: McGraw-Hill Company.

Richard, S., (1957) Journal of Political Economy, Chicago: University of Chicago Press.

- Rose-Ackerman, S. (1998) The Political Economy of Corruption – Causes and Consequences”
Public Policy for the Private Sector Note No 74 World Bank Washington DC.
- Rose, E.D. (2008) Employment Relations, London: Pearson Education Ltd.
- Salamon, M. (2000) Industrial Relations Theory and Practice, (4th ed). London:
Pearson Education Ltd.
- Siar, S.V. (2012) The Diaspora as Knowledge Carrier: Exploring Knowledge Transfer through
the Highly Skilled Filipino Migrants in New Zealand and Australia, Centre for Development
Studies, Auckland: University of Auckland Press.
- Sichone, O. (2003) Development Policy Management Forum Bulletin: Volume X, Number 2,
April 2003. 2002.
- Smith, A., and Stenning, A. (2006) Beyond Household economies, Progress in Human
Geography.
- Smith, K. (1999) Improving the Effectiveness of Service Delivery by Fighting Corruption,
Pretoria: Unisa Press.
- Stephen, N. H (2002) Strike Breaking and Intimidation, Chapel Hill, North Carolina.: University
of North Carolina Press.
- Sithole, A. (2013) Corruption in Zimbabwe Urban Local Authorities: a Case of Gweru City
Council, Gweru: Midlands State University.
- Smolar, A. (2009) Civil Resistance and Power Politics: The Experience of Non-violent Action
from Gandhi to the Present, Oxford: Oxford University Press.
- Theobald, R. (1997) Corruption, Development and Underdevelopment, Oxford: Oxford
University Press.

Thompson, D. (1992)“The Paradoxes of Administrative Ethics” Public Administration Review
May/June Vol 52 No 3.

Wegner, B. (1993) Latin American Immigrants in Calgary, Calgary: Calgary University Press.

Zhou (2012) Three decades of public enterprise restructuring in Zimbabwe a will-of –the-wisp
chase?, Harare: University of Zimbabwe Publications.

Legal Instruments

Labour Act of Zimbabwe chapter (28:01).

Labour Act of Ghana, (2003).

Government Documents

Government of Zimbabwe, Budget Statement 2009

Parastatal Documents

Grain Marketing Board Annual Report, 1997

Grain Marketing Board Annual Report, 1996

Internet Sources

bulawayo24.com, Accessed on 15/09/15

<http://www.wisc.edu/writing/Handbook/ReviewofLiterature.html> , Accessed on 15/09/15

<http://www.wordreference.com/definition/remuneration> , Accessed 17/09/15

<http://www.traveller.com.au/qantus-engineers-pledge-whacky-wronghanded-strike-actions.lhcxv>, Accessed on 17/09/15

m.allafrica.com, Accessed on 19/09/15

unpan1.un.org, Accessed on 20/09/15

www.iww.org/about/solidarityunionism/directaction/, Assessed on 21/09/15

Appendix

Appendix 1: Questionnaire to GMB employees

My name is Nokuthula Ncube. I am a student from the Midlands State University pursuing my Bachelor of Science Honours Degree in Politics and Public Management. As a fulfilment of my studies I am required to undertake an academic research. Pursuant to this I am conducting a research on “Employees’ coping strategies in an irregular remuneration environment”. The purpose of this research is academic hence the results shall be handled confidentially and professionally. Thank you for participating.

SECTION A

1. How old are you?

a. 20 – 30 years

b. 31-40 years

c. 41-50 years

d. 51+ years

2. Sex

3. Marital Status

a. Married

b. Divorced

c. Widowed

d. Single

4. Highest level of education

a. O’ Level

b. A’ Level

- c. Diploma d. Degree

5. What is your religion

- a. Christianity b. African Traditional Religion
c. Islam d. Other (specify).....

SECTION B

6. For how long have you been working at the Grain Marketing Board?

- a. 1 – 10 years b. 11 – 20years
c. 21 – 30 years d. 31+ years

7. How did you join the Grain Marketing Board?

- a. Interview b. Appointment
c. Other (specify).....

8. Of all the years you have been at GMB did you receive your salary every month?

.....

9. If no, how long have you gone without monthly salary?

.....

10. What do you think has been the cause of irregular remuneration at GMB?

Explain.....
.....
.....
.....
.....

SECTION C

11. What strategies did you employ to start receiving your salary again after a period of no salary?

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

12. In an environment of irregular salary, what strategies did you employ to co-exist with the problem of irregular remuneration?

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

13. What strategies were least effective in coping in an environment of irregular salary?

.....
.....

14. What strategies were most effective in coping in an environment of irregular remuneration?.....

.....

15. What do you recommend to ensure regular remuneration at GMB?

.....

.....

.....

Appendix 2: Interview Questions to GMB Employees

1. For how long have you been working at the Grain Marketing Board (GMB)?
2. Of all the years or months you have been working at GMB did you receive your salary within the time frame set in your contract?
3. What do you think has been the cause of irregular remuneration at GMB?
4. What strategies did you employ to get rid of the problem of irregular remuneration?
5. What strategies did you employ to co-exist with the problem of irregular salary?
6. What strategies were least effective in coping during the difficult times of no salary?
7. What strategies were most effective in coping in an environment of irregular remuneration
8. What do you recommend to ensure regular remuneration at GMB?

