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BY

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Question

Unionism and the education sector in Zimbabwe 1980 to 2015. Case study  
ZIMTA Warren/Park Mabelreign District.

**DEDICATION:**

*Special dedication to His Excellence my father Mhizha Samuel and Her Excellence my mother  
PriscaMhizha*

MHIZHA EDWIN

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## **Abstract**

The paper examines Trade Unions the role they have been playing in promoting good working conditions passable remuneration for employees in Zimbabwe since 1980 till date. The idea became necessary in view of the unending political, economic, social, educational, and electoral problems bedevilling trade unions resulting poor performance. The country Unionism commenced the colonial error with the aim and objective of protecting employees from exploitation and oppression by employers since there is conflict of interest between employers and employees. Employees' motives are driven by profit and employee's motivation is driven by salary maximization and incentives. Trade Union acts as mediators between the employer and employees in work environment and has played a pivotal role in bettering employees in Zimbabwe. The aim of the study was to assess the effectiveness of trade unions in presenting the interests and grievance of workers. However, there is gnashing of teeth and an outcry from employees over poor representation by trade unions, corruption and political interference and concentration by union leaders giving a blind eye to workers grievances. It aims of this study to rejuvenate the ills bedevilling trade union operation and poor representation of employees. The research would be qualitative in nature and target Warren Park/ Mabelreign District as the area for a case study. The research targets people who are formally employed in both public and private sector and trade union officials and are relevant people since they are the ones facing these challenges. The outcome of the study can be used as a panacea to the problems affecting the environment of work in Zimbabwe in coming up with measure and policies that arrest these challenges.

**Key words:** unionism, workers representation, political interference, trade union, grievance.

## **ABBREVIATIONS**

<b>ZIMTA</b>	<b>Zimbabwe Teachers Association</b>
<b>PTUZ</b>	<b>Progressive Teachers Association</b>
<b>ZCTU</b>	<b>Zimbabwe Congress of Trade Union</b>
<b>ZFTU</b>	<b>Zimbabwe Federation of Trade union</b>
<b>ZANU PF</b>	<b>Zimbabwe African National Union Patriotic Front</b>
<b>MDC</b>	<b>Movement for Democratic Change</b>
<b>ESAP</b>	<b>Economic Structural Adjustment Programme</b>

## **CHAPTER ONE**

### **1.0 INTRODUCTION.**

It went down memory lane to the colonial era and recalls the birth of Trade Unionism in Zimbabwe when Africans were being oppressed in farms and mine of the whites. Oppression culminated collective resistance by union leaders namely Burombo Benjanim, Joshua Nkomo and Abraham Tuwala amongst many other leaders. Trade unions developed into political parties ZAPU and ZANU and since then politics and unionism were interwoven. Trade unions were formed with the objectives to represent workers and broaden their voice since there is strength in numbers. Politics and unionism marriage spilled over to post-colonial Zimbabwe. However, with the dawn of independence ZANU PF politicised unions attention shifted attention more to politics than workers grievance. The turn of the new millennium unionism faced wide spread condemnation from workers and stake holder as a result of poor representation and deteriorating condition of work in the education. From such a stand point this paper therefore seeks to analyse the effectiveness of unionism in executing their duties from 1980 to 2014.

### **1.1 BACKGROUND OF THE STUDY**

Workers representation is a worldwide phenomenon and formalised unionism commenced in the 18<sup>th</sup> century. Macintyre (1979) propounded that the artisans, skilled, prosperous and the most secure of workers who first organized themselves in defencing of working and living standards. Union movement in Zimbabwe dates back to the period of colonialism and the establishment of capitalist relations of production. Colonialism formalised employment in the Southern Rhodesia, faced with serious labour crises, the colonial regime resorted to forcible ways of recruiting labour using the law, direct and indirect means. Taxes were introduced as a means to force locals into wage employment. Hut and poll taxes were introduced in 1894 and the tax instrument did not produce the intended outcome and failed to ensure a steady flow of labour. The abuse of workers by settler employers galvanized workers into forming labour movements, which were precursors of nationalist parties. Faced with low wages, poor working conditions and forced labour (chibaro) workers responded by deserting their employers and chose to resort back to subsistence farming. Raftopolous. B & Phimister. I (eds) (1998) Worried by the resistance of locals to wage employment, employers had to recruit

from other countries such as Malawi, Zambia and Mozambique to create a non-resistance, stable work force and additional measures were taken in the form of a repressive measure. Masters and Servants Ordinance of 1901, which made it a criminal offence to break a labour contract, Pass Laws were passed in 1904 to limit the movement of workers as well as to help enforcing employment contracts. The laws effectively put workers under the control of their employers and culminated stiff resistance from unionists like Burombo Benjamin and Abraham Tuwala. Although various pieces of legislation were enacted to deprive Africans their right to land, the most far reaching were the Land Apportionment Act of 1930 and the Land Tenure Act of 1969. Sutcliffe, J. (2003) these measures were aimed at frustrating any move which was against labour resistance and facilitate colonial interests of forcing the sons of the soil to work. These measures were meant to deprive the blacks of their sole source of livelihood and make them dependent on wage employment. The Industrial Conciliation Act (ICA) of 1934 legitimated the formation of white trade unions while making black unions illegal which means blacks were not represented. At this juncture education sector was dominated only by whites and missionaries as teachers, blacks whom had qualified to be teachers were countable and were not regarded as employees but servants, black employees were still administered by the Masters and Servant Ordinance of 1901.

The existence of trade unions during the colonial period and post-independence period has seen the labour movements in conflict with the government in a bid to bargain for better working conditions and remuneration. Trade Unions in Zimbabwe have since their birth interwoven with politics and in both colonial and post-colonial eras has played a pivotal role in political happenings of the day. As it was in the years of white domination, unions put more focus on political status quo of the day than the welfare of employees. Sachikonye, (1996) the leadership of the budding ZCTU was pro-Zimbabwe African National Union - Patriotic Front (ZANU-PF) and its Secretary General Albert Mugabe was related to then Prime Minister of Zimbabwe Robert Mugabe. Ironically, the state created a kind of solidarity with workers that both protected and suffocated workers. Women during the colonial period were oppressed and in many sectors were not allowed to be employed a condition which necessitated the birth of trade unions to represent workers. Labour had played an important role in the liberation struggle in Zimbabwe, yet tensions with the nationalists over its organizational autonomy remained and spilled over into the post-colonial period, with the nationalist regime co-opting the labour movement into state power in order to curb its autonomy and force conformity to the party-defined project of national liberation

(Raftopoulos 2000). Sachikonye (1996) in Tarugarira suggest that at the dawn of independence, the labour movement was weak and divided. The fragmentation of the labour movement in both thought and action was expressed through wild cat strikes between 1980 and 1987. The Zanu PF regime in a bid to establish a strong regulatory framework for labour played a pro-active role in the formation of ZCTU soon after independence and played a pivotal role in the formation of ZFCTU when the ZCTU leaders formed MDC in 1999. Thus, the ZCTU was for all purpose and intents, an extension of the ruling party. The union was construed as the labour wing of the ruling party, just like the youth league and the women league Saunders (2000).

The reorganized labour centre established a critical distance from the state and brew into an opposite force. They went to argue that the significant of the MDC's emergence is that it represents the success of broad alliance politics, bringing together trade unionists, intellectual's, the urban middle class, rural producers, commercial farmers and the section of the industrial class. The alliance based on a widespread disillusion with the government economic mismanagement, the demand for economic reforms and criticism of corruption Raftopoulos and Sachikonye(2001).As put across by Saunders (2001) the labour movement marriage with capital, poor administration and other irregularities undermined its functions and credibility. On the formation of the MDC, high-ranking ZCTU officials assumed active roles in politics, controlling the entire top leadership positions of the sprouting political party. Notable among them were Tsvangirai Morgan who became the President of the new party, Gibson Sibanda Vice President, Gift Chimankire, Isaac Matongo, and Lucia Matibenga. The significance of the founding of the MDC lay in that it was the first working class based political organization in independent Zimbabwe. Thus, in terms of leadership, the ZCTU could not be distinguished from the MDC. Precisely so, President Mugabe declared that his government regarded the ZCTU as an opposition political party. For almost two decades since 2000, ZIMTA , PTUZ and other unions have been bargaining for salary increment and better working conditions but up to date nothing tangible and meaningful has been achieved. Civil servants are not allowed to strike and in as much as teacher are allowed they fear to lose their job since the unions proves to be weak to pressure the government to fair labour practices. The labour movement demand liberalization of the industrial relations spheres, particularly free collective bargaining and the right to strike.

## **1.2 STATEMENT OF THE PROBLEM**



Since the inception of ZIMTA, members of the union are crying fetid over poor representation specifically on remuneration and condition of service. The Ministry of Primary and Secondary Education has admitted that some of the unsatisfactory conditions under which teachers live and work have to be improved in order to make progress in providing quality teaching and learning in all sectors. Of interest Trade unions and the government are at loggerheads have more than a decade of gnashing of teeth bargaining over teachers' incentives and Salaries. Teacher on several occasions during the period in question have gone on strike and go slow complaining over the failure by government to meet their demands resulting in poor quality of education in Zimbabwe and massive exodus of qualified teachers to neighbouring countries.

### **1.3 OBJECTIVES**

#### **Main Objective**

1 To examine the effectiveness of ZIMTA as a trade unions in representing teachers in Zimbabwe.

#### **Other Objectives**

1 To determine the extent at which trade unions ZIMTA has manage to achieve its member's interest.

2 To examine challenges affecting unions operations in Zimbabwe.

3 To assess the extent at which politics has affected unionism performance.

4 To assess why employees working conditions are deteriorating when trade unions exist.

5 To assess extend at which poor representation of teachers has contributed to poor quality of education in Zimbabwe.

6 To determine the reason behind disunity amongst trade unions.

7 To determine how independent unionism is in Zimbabwe.

### **1.4 .Research Questions**

#### **Main Question**

1 Has trade unions managed to properly and full represent employees in Zimbabwe.

### **Supporting Questions**

1. Are trade unions primarily concerned with protecting the special interest of a small and dwindling wage-earner population or are they voicing the grievance of a wider popular constituency?
2. What is your view on the assertion that trade unions participation in politics serve the narrow selfish interest of union careerists concerned with creating the right conditions for their own climb to power?.
3. Can trade unions capable of developing political responses that go beyond the immediate issues of employment and wages?
4. To what extent has poor remuneration and working conditions for teachers has affected the quality of education in Zimbabwe?
5. What are the areas of weaknesses or failures of ZIMTA in its year's operation?
6. What must be done to improve the quality of working conditions and education in Zimbabwe?
7. Has unionism benefited employees for the last decade?
8. Are trade unions capable of offering voice and leadership to a wider range of popular force?

### **1.5 RATIONALE AND MOTIVATION OF THE STUDY**

The research arose at a time when the teacher and other employees are lousy loudly over poor representation, corruption and political bickering and back biting by trade unions shifting attention more on political issues than representation of employees. In Zimbabwe education has deteriorated during the last decade and has lost its value and recognition from other international learning institution mainly because of poor remuneration and working conditions for teachers. This is as a result of massive exodus of skilled teachers to neighbouring countries like Botswana, Zambia, Mozambique and South Africa in search of greener pastures. So a scrutiny of the contribution of trade unionism particular ZIMTA in the education sector in representing workers is required in coming up comprehensive measures and solution to arrest the challenges facing teachers and the bulk of employees in general.

## **1.6LIMITATIONS**

These are challenges probable to be encountered in carrying out this research which may dislocate and falsify the outcome of the research. Participative response from teachers and union members in as much as is prerequisite in the research is an area of constraint since the expected participants would try to divorce themselves from releasing sensitive information that involves political heavy weights in fear of victimization and committed and concentrate to their core duties hence difficult to obtain a good participative response.

## **1.7DELIMITATIONS**

The research is covering the education sector in Zimbabwe particularly Warren Park/ Mabelreign district. Attention will be on 5 secondary schools which are Dzivareskwa 1, Dzivaresekwa 2, Kuwadzana 1, Kuwadzana 2 and Warren Park High and 5 primary schools which are Westlea, Kuwadzana 1, Kuwadzana 4, Gillingham and Avonlea in the district. An emphasis is put on these schools because there is an outcome of poor representation and corruption by teachers unions.

## **1.8Definition of terms**

### **Trade Union**

A trade union is an organized association of profession formed to protect and further rights and interests of both employees and employers. The idea behind the formation is to collectively represent and bargain with employers concerning issues affecting employees in the working environment. Trade unions formation and operations are backed by legal instruments, the constitution, labour Act and statutory instruments and mass action in form of strikes and stay away is the last resort when negotiations rich a deadlock. Trade unions enter in tripartite negotiation forum with the government as a regulator and employer and the employers as emphasised by the Kadoma Declaration. None the less the existence of trade union in Zimbabwe have culminated more bargaining powers for employees whom during the colonial and post error were deprived of their rights.

## **Motivation**

Motivation has been defined as the psychological driving force or voltage that gives comportment purpose and direction and a predisposition to behave in a purposive manner to achieve specific unmet needs (Buford, Bedeian, & Lindner, 1995). Higgins (1994) an internal drive to satisfy an unsatisfied need and the will to achieve. (Bedeian, 1993) motivation is operationally defined as the inner inspirational force that drives individuals to accomplish personal and organizational goals. Motivated employees help organizations survive and are more productive resulting in quality service delivery and less complains from employees.

## **Unionism**

According to Raptolous and Sachikonye (2001) it is an association and activities of workers in a sector for the purpose of obtaining and assuring improvements in working conditions through their collective action. In other words itthe principle or policy of forming and adhering to a union or the spirit of joining hands with others to increase influence or bargaining powers.

## **Collective bargaining**

Collective bargaining is a process of negotiation between employers and a group of employees aimed at reaching agreements to regulate working conditions. The interests of the employees are commonly presented by representatives of a trade union to which the employees belong. The collective agreements reached by these negotiations usually set out wage scales, working hours, training, health and safety, overtime, grievances' mechanisms, and rights to participate in workplace or company affairs.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

Melville and Soddard (1996:18) Literature review is concerned in finding about the previous work from a range of sources. The subject of unionism and its effectiveness and relevance in contemporary world of employment relations has sparked debate and controversy amongst scholars. Many have written about this subject of unionism hence it is the core business of this chapter to discover published and relevant literature about this subject. Henceforth this chapter shall compare and give an analysis of different views.

#### **2.1 Unionism and Politics in Zimbabwe**

The effectiveness of trade unions in both thought and action is questionable concerning workers representation due to marriage between unionism and politics in Zimbabwe amongst different variable. Sachikonye,L.(ed) (1996) Union leaders unscrupulous action of corruption, incompetence and partisanship have left employees exposed with both the private and public sector employees crying foul over the existence of trade unions in name not in action. This has however made trade unions to give a blind eye to the motivational needs employees needs for the good and quality service which was propounded by Maslow a motivational theorist. From colonialism and post independent Zimbabwe a motivational workplace was never made notwithstanding the presence trade unions that represent employees. Scholars of Zimbabwean history have argued that organised African labour was subordinated to petit bourgeois nationalism and this has spilled over to the colonial government. It was no coincidence that at the time when the Whitehead regime was using a big stick to beat down the nationalist movement, it also used an apparent carrot by promulgating the amended Industrial Conciliation Act in 1959 Sachikonye,L .(ed) (1996). This Act for the first time legalized the African trade unions under very strict regulations, recognized African workers as employees but excluded workers in agriculture and domestic service. In piloting the Act through parliament, the Minister of Labour admitted, 'It could be argued that to provide for these associations is nothing more than a control measure and, let me be perfectly frank, the control was to be explicitly in the prohibition of the use of funds and facilities by trade unions for political purposes. With this act the colonial regime tried to separate unionism and politics but did not get intended results.

Teachers and other employees have lost that sense of belongingness and the action of trade unions and the government towards employees in Zimbabwe has demotivated them in ushering quality service. Unionism was born during the colonial error in Zimbabwe by union leaders like Burombo, MasochaNdlovu and Joshua Nkomo and it was from these union leaders political parties the African National Congress (ANC) , ZAPU and ZANU were formed. According to Bhebhe and Mahapa the trade unions during the colonial period organized demonstrations against low wages and unfair working conditions and served as precursors to the formation of liberation movements in Southern Rhodesia .According to (Ratopoulos, 1997) At the dawn of independence in Zimbabwe there were six labour unions namely: African Trade Union Congress (ATUC) led by Phineas Sithole, National African Trade Union Congress (NATUC) led by J.J Dube, Trade Union Congress of Rhodesia (TUCR) led by Howard Bloomfield, Zimbabwe African Congress of Unions (ZACU) led by Aaron Ndlovu, Zimbabwe Federation of Labour (ZFL) led by AbishaKapfuma, Zimbabwe Trades Union Congress (ZTUC). Efforts to form an independent single union were spearheaded by ZANU PF government through the Ministry of Labour.Tagurira, G (2001) any attempts by the federations to form their own independent body were thwarted by the post-colonial Zimbabwean Government which formed a national coordinating committee whose task was to create a single trade union body in the country. An inaugural elective congress of the ZCTU was held in February 1981 which saw Albert Mugabe being elected as the first Secretary General and Alfred Makwarimba was appointed President of the Zimbabwe Congress of Trade Union (ZCTU) all these leaders had links to the ruling party ZANU PF.

The apparent association of unionism with political parties in the post- colonial error is in extreme bluntness, akin to what happened in the early years of the rise of African nationalism. The abuse of workers by settler employers galvanized workers into forming labour movements, which were precursors of nationalist parties. A line could not be drawn between a trade union and a political movement and workers were behind nationalist politicians. Trade unionism thus nurtured nationalists and therefore unions have remained an important component of civil society, which forms the cornerstone in the development of democracy.Labourmovement had been systematically subordinated to the nationalist agenda, a position which was confirmed by its conspicuous absence in the transition talks to majority rule at the Lancaster House Conference in 1979. The ZCTU was, for all purposes and intents, an extension of the ruling party. Sachikonye, (1999) the union was construed as the ‘labour

wing' of the ruling party, just like the 'youth wing' or the women's league'. The leadership ZCTU in the early years of independence was pro-Zimbabwe African National Union - Patriotic Front (ZANU-PF). Its Secretary General Albert Mugabe was related to then Prime Minister of Zimbabwe Robert Mugabe. Ironically, the state created a kind of solidarity with workers that both protected and suffocated workers. This solidarity resulted in a number of interventions, which included legislation, providing for minimum wages, restraining dismissals and retrenchments in the private sector. ZCTU leaders considered union autonomy as progressive and a pre-requisite for better working conditions for employees.

Akwetey and Dorkenoo (2012) past relations with political parties had taught trade unions that formal political alliances could be beneficial in short term and more damaging in the long run. The ZCTU divorced themselves with this unholy alliance in mid 1980s and from that time onwards since the marriage brought unfair and unfriendly working environment because the government as both an employer and the regulator was influence ZCTU to give in to the demands of the party than the interests and grievances of employees. According to Saunders (2001) the tension between labour and government increased sharply at the end of the 1980s when it became clear that ZANU PF was moving away from the guiding principles of socialism towards liberal economic reforms. Soon after the 1995 elections, the relationship between the ZCTU and the government became very tense. Harare was rocked by demonstrations by workers, damaging and looting of property. Radicalization of the labour movement extended to commercial farms where in 1997, farm workers went collectively on strike for the first time in the history of Zimbabwe.

Zimbabwe Federation of Trade Unions (ZFTU) formation in 1998 raised suspicion, amid wide speculation that it was launched to counter and cripple the effectiveness of the ZCTU. Teacher representative union ZIMTA affiliated to ZFTU and the government funded the unions activities and programs sabotaging ZCTU and its affiliate teachers union PTUZ. The political alliance between the ZFTU and the government could not be doubted because its proponents were ZANU PF activists in the likes of war veterans and war collaborators. News about the government's intention to de-register the ZCTU spread all over, while the ZCTU accused the government of funding a rival union in a bid to destroy it. The police raided offices of the ZCTU and in the process Tsvangirai Morgan was assaulted with the government also ordering the auditing of the unions' financial books. These moves were tantamount to fault-finding missions and the adverse relationship had serious consequences for labour. On the formation of the MDC in 1999, high-ranking ZCTU officials assumed

active roles in politics, controlling the entire top leadership positions of the sprouting political party. Notable among them were Morgan Tsvangirai who became the President of the new party, Gibson Sibanda occupied the Vice President Position, Gift Chimankire, Isaac Matongo, and Lucia Matibenga. These union leaders spearheaded the formation of the party making it a norm and hereditary for marriage between political parties and trade unions. Up to date ZCTU, PTUZ and MDC are two sides of the same coin because the challenges and factionalism in MDC manifested in ZCTU and this has even weakened the ZCTU. The significance of the founding of the MDC lay in that it was the first working class based political organization in independent Zimbabwe. Thus, in terms of leadership, the ZCTU could not be distinguished from the MDC. Accurately so, the ZANU PF government regarded ZCTU and PTUZ as a wing for opposition political party MDC.

Unionism and politics history and the status core in Zimbabwe has shown that it is inseparable and this marriage of inconvenience from colonial to post-colonial period has weakened the trade unions since political parties and leaders has greater influence than trade unions. Moreover, existence of two strong parties ZANU PF and MDC has divided trade unions along partisan line with ZFCTU and its affiliate unions like ZIMTA backing ZANU PF and ZCTU and affiliate unions like PTUZ behind MDC. This marriage divides these unions in representing workers and on several occasions, PTUZ and ZCTU has called for strikes and stay away but ZFTU and ZIMTA opt for different approach in representing workers in Zimbabwe. Warhurst argues that '... by mid-1950s the largest unions were in decline and they were to be overtaken by the mass appeal of the ANC re-founded by Nkomo in 1957'.<sup>1</sup> He boldly concludes, 'The trade union movement was to be subordinated to politics and the relationship of trade unionism to politics remains unresolved. Union autonomy has not being achieved since all existing teachers unions are directly linked to two main political parties ZANU PF and MDC.

## **2.2 Labour movement during the colonial error**

Motivational theory is based on the belief that employee effort will lead to performance and performance will lead to rewards Vroom(1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Unionism was born out of the gnashing of teeth between employees and employers during the colonial rule due to double coincidence of wants between the two conflicting partners the coloniser and the colonised. Employer's motivation is driven out of maximizing profits and



minimizing expenses yet employee's motivation is driven out of maximizing incentives and minimizes responsibility and labour. This thug of war however invites trade unions to mediate, represent and protect employees from exploitation by the employer. From time immemorial in colonial era employees were oppressed and were not regarded as employees but servants by the Master and Servant Act of 1901. Blacks were forced to work in farms and mines of the white settlers in what was termed (chibaro) forced labour. Faced with stiff resistance from the black employees the White regime resorted to indirect means of forcing people to work. Faced with serious labour shortages, the colonial regime resorted to coercive ways of recruiting labour. At first, taxes were introduced as a means to force locals into wage employment. Hut and poll taxes were introduced in 1894 with initiative of creating a wage and salary dependency community. However, the tax instrument failed to ensure a steady flow of labour, since taxes could be paid in kind, locals resorted to this method of payment. Lack of motivation from the colonial government and the colonial employers created a cat and mouse relationship and this situation persisted and culminated to the rise of mass nationalism. As peasants in addition, they sold their produce to raise the money required by the tax authorities. Faced with low wages and poor working conditions, workers responded by deserting their employers. Worried by the resistance of locals to wage employment, employers had to recruit from other countries such as Malawi, Zambia, and Mozambique and even as far as Ethiopia. To create a stable workforce, additional measures were taken in the form of Masters and Servants Ordinance of 1901, which made it a criminal offence to break a labour contract. These laws were resisted by the blacks. In addition, Pass Laws were passed in 1904 to limit the movement of workers as well as to help enforcing employment contracts. The laws effectively put black workers under the control of their employers.

When it became clear, that the measures were inadequate, more brutal instruments were used, the land expropriation so as to tighten farming to indirectly force the black labour to seek for employment. Never the less various pieces of legislation were enacted to deprive Africans their right to land, the most far reaching were the Land Apportionment Act of 1930. These measures were meant to deprive the blacks of their sole source of livelihood; land, and make them dependent on wage employment since majority of the black community were peasants who relied on subsistence farming. In addition the separation of the husband from the rest of the family was calculated to keep wages low and salary was calculated excluding the family. The Industrial Conciliation Act (ICA) of 1934 legalised the formation of white

trade unions while making black unions illegal. From 1890 when the settlers came up to the time when the Industrial Conciliation Act was enacted in 1934, blacks were not represented and the colonial regime neither considered blacks as employees nor dreaming of enacting laws that caters for the blacks grievances. This meant the black workers were still governed by the Masters and Servant Ordinance of 1901 which did not regard blacks as employees.

The Act had also effect of barring blacks from skilled jobs as they could not take up apprenticeships. The Act made provisions for the setting of wages for white employees, while those for blacks were left to the whims of the employers. Extreme exploitation of employees in farms and mine made the black elites to form unions to represent themselves. Unions like the Reformed Industrial Workers Union(RICU), in 1957 the Southern Rhodesian African Employees Association (SRANC) was formed and the Rhodesian Railways Employees Association (RRAEA) led by Joshua Nkomo amongst other unions. Of importance to note is that division and ideological differences sprouted amongst the black unions and made Bango amongst other union leaders to form their unions. Nkomo of the Rhodesia Railways African Employees Association (RRAEA), felt that 'all tribal distinctions should be abolished in the interests of unity', while Burombo argued that 'if there existed complete unity, Africans could collect their registration certificates and burn them'. If this was the feeling of many trade unionists, why did that unity remain so elusive? Many reasons have been advanced ranging from ethnic and geographic differences to personality and ideological clashes between leaders and organisations. In 1957 conservative department of labour reported that there were 47 African trade unions. Following unrest emanating from widespread poverty, the Howman Commission was appointed in 1944. The commission found that blacks were generally very angry with the way they being treated. It recommended the establishment of a wage board for black workers and the need to pay a wage that was sufficient to meet the needs of the family and not a single person.

Failure to address the workers grievances and other issues culminated in the 1948 general strike which started in Bulawayo. The striking workers agreed to go back to work following promises by government to establish National Native Labour Board. The Board published Labour Regulations in January 1949, which recommended the introduction of a minimum wage, job grading and measures to improve urban housing. The strike had a long impact. In an address to the Legislative Assembly, The then Prime Minister, Sir Godfrey Huggins observed that:” We are witnessing the emergency of a proletariat and in this country it happens to be black. They are demanding a place under the sun and we have to face the

realities of the day. The 1950s was a decade of vigorous and aggressiveness of trade unions as they confront the Todd regime and in 1957. Unions started to call for strikes and in 1954 collective effort from different unions called for a mass action against poor wages and working condition which resulted in the 1954 Wankie and 1956 railway strikes. Prime Minister Garfield Todd aware of the deteriorating African standards and organized resistance of the blacks promulgated a new minimum wage rate of P6.10s from P4.15s. The salary increment was with effect from January 1958 and move by Todd evoked outcry and criticism from the white section and he was forced to resign and succeeded by Edgar Whitehead. Black employees were angry with the forced resignation of Todd because in him they had seen a savior because he advanced black and interests and this pushed the blacks unions to take a more radical stance. Many Africans had confidence in Todd because of his liberal missionary background. In Todd, they saw their leader and 'believed his government was in some sense theirs'. The reasons for these beliefs are given by N. Shamuyarira "When he became premier in 1954, he pressed for a vast increase in school places for Africans; he wanted to integrate Africans quickly into an industrial society on an equal basis. Perhaps more than these factors, his popularity among Africans and their faith in him stemmed from the way in which he never lost the contacts with educated Africans which he had built up as missionary organising schools around the whole of Shabani district. Todd was popular not only with educated people like the Shamuyariras but also with the workers, who saw him as someone who might persuade the settlers to grant them considerable reforms and also as someone who had taken a bold step of promulgating a minimum wage of £6. 10s even though the consequences were momentous.

Since the formation and throughout its life, the SRANC amongst other unions was a very successful in mobilising African support and the country's numerous grievances was less and less attended to by the settlers' regime. On February 28 1959, the regime felt threatened by the mass mobilization of the Southern Rhodesia African National Congress that it decided to ban the organization under the Unlawful Lawful Organization Act. Activities and resistance of unions leaders amongst them Burombo, Ndlovu, Bango, Nkomo and many others pushed the settlers government for the first time legalised African trade union on Industrial Conciliation Act under strict conditions. According to Ranger the settlers' regime through this act wanted to separate unionism and politics particularly mass nationalism by forbidding trade unions to associate with political parties. This act did not cover for all employees since excluded workers in agriculture and domestic services. On January 1 1960 after the ban of

SRANC the National Democratic Party was formed (NDP) and its members and leadership was the same with SRANC. It also marked the beginning of a close alliance between organised African labour and African political parties in colonial Zimbabwe, an alliance that snapped with the split in the nationalist movement in 1963. The conventional assessment, however, has generally been that African labour came to be subordinated to the nationalist struggle with the formation of the SRANC. Warhurst argues that ' . . . by mid-1950s the largest unions were in decline and they were to be overtaken by the mass appeal of the ANC re-founded by Nkomo in 1957'.<sup>1</sup> He boldly concludes, ' The trade union movement was to be subordinated to politics and the relationship of trade unionism to politics remains unresolved

### **2.3 Wages**

Sara L. Rynes, Barry Gerhart, and Kathleen A. Minette(2004) In general, there appears to be a consistent but incorrect message to practitioners that pay is not a very effective motivator a message that, if believed, could cause practitioners to seriously underestimate the motivational potential of a well-designed compensation system. In colonial and post – colonial Zimbabwe wages and salary has been a subject of confrontation between employer and employees. The wages and salary bargaining meeting and chambers date back to the colonial error to present day industrial conflicts. Wages had become the most important source of income for African workers and their families. The economic stagnation manifested itself particularly in the deteriorating living standards of the African workers as their already poor wages got even worse. At the end of 1957, the Prime Minister and Minister of Labour, Garfield Todd, aware of the deteriorating African standard of living, promulgated a new minimum wage rate of £6.10s a month, an increase of 35 shillings over the old minimum of £4.15s.<sup>27</sup> This minimum wage, which took effect in January 1958, evoked an immediate outcry from a substantial section of the White electorate, who charged that it would price Rhodesia out of the market, create mass unemployment and force many industries to close. Industry somehow survived these increases but their author, Todd, did not. His cabinet rebelled and forced him to resign and was replaced with Whitehead.

Coupled with low wages was the problem of indigenous unemployment which began to appear from 1957 and increased in later years. The 1956 census showed that there were 609 953 Africans employed in the colony. Of these 300 178 were indigenous, 42 253 from Northern Rhodesia, 132 643 from Nyasaland, 125 218 from Portuguese Territories and 9 661 from other territories. The total comprised 512 042 adult men, 52 920 juveniles and 44 991

females.<sup>35</sup> As a result of growing African unemployment, the Foreign Migratory Labour Act was introduced in mid-1958 to keep Mozambicans and other alien workers out of Southern Rhodesian towns. Even with this measure, indigenous unemployment grew, and the Federal recession led to an economic crisis in which low wages and unemployment manifested themselves. It was in this context that the SRANC and the TUC joined forces to improve the lot of Africans. In 1958 the TUC launched a campaign to organise a strike for increased wages and the Federation spokespersons began to assert the need to change the economic order. The importance of wages and salaries spilled over to the post-colonial regime as teachers and other employees and trade unions had for long been pushing for salary increment. Indeed, it is clear that many of the other factors mentioned by researchers such as Maslow and Herzberg.

The broad usefulness of money as well as its many symbolic meanings suggests that, far from being a mere low order motivator, pay can assist in obtaining virtually any level on Maslow's motivational hierarchy, including social esteem and self-actualization. The unprecedented public sector strike of August-September 1996 dealt the first major blow to the Mugabe regime, with 70,000 public sector workers striking against poor pay, poor working conditions, authoritarian industrial relations and corruption (Gwisai 2009; Saunders 2001). ZCTU's support in negotiations with the regime eventually led the Public Service Association to affiliate in September 1996 (Raftopoulos 2000), creating mutual support and cooperation between public and private sector workers from this point onwards (Saunders 2001). In the entrance of the millennium, Civil servants in Zimbabwe to date, through trade union have been bargaining with the government for salary increment since they earn below the poverty datum line which paged at \$500 a month. This has forced the civil servants mainly teachers and skilled labour to migrate to neighbouring countries for greener pastures in South Africa, Namibia and Tanzania amongst other countries. Employees have lost trust and confidence in trade unions in Zimbabwe since they have failed to push for a meaningful salary increment. Doctors for the past first three months of 2015 had been on strike demanding a salary increment which resulted in Zimbabwe Hospital Doctors Association leaders being questioned and salary slashed because of absenteeism from work. The Fiscal policy reviewed by finance Minister Patrick Chinamasa viewed that government spending is on salaries even though civil servants they earn below the poverty datum line. Poor remuneration has demotivated employees and this has resulted in mal performance of the Zimbabwean economy and the deterioration of the education sector.. Human resources

scholars are the view that for employees to work in harmony with the employer they need to be motivated so as to produce quality and quantity which satisfies the employer. James R. Lindner (1998) motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Trade union effectiveness and voltage in representing workers is eluded that is being weakened by economic meltdown and the growth of informal sector in Zimbabwe. Most people are neither indigenous people who are neither registered nor members to a trade union. This situation however is said to have crippled Trade union because when they call for action few employed people comply since the majority of the employees fear to lose their jobs because of high unemployment level in Zimbabwe. Moreover, the government of Zimbabwe and many companies at the mean time is not capable to remunerate employees accordingly because of cash shortages and poor performance of the economy. It is alleged that, this has however affected the drive by ZCTU, PTUZ, ZIMTA and ZFTU for salary increment to result in token effort.

#### **2.4 Unionism in the post-colonial Zimbabwe**

The labour movement was organisationally weak upon independence, and numerous wildcat strikes in 1980-81 were harshly crushed by the Zimbabwe African National Union government under Robert Mugabe (Saunders 2001). Labour had played an important role in the liberation struggle in Zimbabwe, yet tensions with the nationalists over its organisational autonomy remained and spilled over into the post-colonial period (Raftopoulos 2000), with the nationalist regime co-opting the labour movement into state power in order to curb its autonomy and force conformity to the party-defined project of national liberation. At the time of independence in 1980, there was as many as 6 national trade union centres, namely the African Trade Union Congress (ACTU), the National African Trade Union Congress (NACTU), the Trade Union Congress of Zimbabwe (TUCZ), the United Trade Unions of Zimbabwe (UTUZ), the Zimbabwe Federation of Labour (ZFL) and the Zimbabwe Trade Union Congress (ZTUC). The first historic after independence was the bringing together of the 52 existing unions to a congress on February 28, 1981 where the Zimbabwe Congress of Trade Unions (ZCTU) was formed. At this congress, unionists that were closely associated with the ruling party, ZANU (PF) took over the reins of the labour movement. ZCTU's relationship with the regime was paternalistic in nature, with ZANU claiming to protect workers and their rights, instituting a minimum wage and employment protections Alexander (2001); Dansereau (2003).

Despite a number of such progressive measures, including impressive public spending on health and education, the violence used against dissent and potential opposition, particularly the massacres in Matebeleland province Alexander et al. (2000), demonstrate the authoritarian tendencies of the Mugabe regime during the 1980s. The genesis of labour opposition during the 1980s reveals clear trends which would solidify in later activism. The seeds of opposition were evident throughout civil society; including intellectuals, peasants, and students Muzondidya (2009), and the labour movement had already begun to make connections between their struggles in this early period. Student anti-corruption demonstrations in 1988-89 were met with vocal support from Tsvangirai and ZCTU, representing a clear break between labour and ZANU-PF, with the latter assaulting and arresting the student leaders McCandless (2011). Labour's response to the student demonstrations also indicates early signs of the labour movement broadening the scope of its concerns beyond workers and the shop-floor, with ZCTU campaigning against corruption and successfully opposing the regime's attempts to create a one-party state in 1990 Raftopoulos (2000).

Thus, during the first 5 years of independence, the relationship between ZANU PF and by extension, government and the ZCTU was largely paternalistic. It was only after the collapse of the then executive of the ZCTU, and its second Congress held in 1985 that a more independent leadership, largely drawn from the larger and more professionally run unions that the relationship between the ruling party and the ZCTU was reduced to arms-length. Thereafter, the ZCTU steered a more independent and increasingly confrontational position. The divide between the ZCTU and government widened when the former opposed attempts by the latter to introduce a one-party state in Zimbabwe in the late 1980s following the merger between the two parties, ZANU PF and ZAPU in 1987. The early ZCTU was rife with 'corruption, embezzlement, maladministration and authoritarianism' Dansereau (2003), and this was met with much dissent from amongst the workers and affiliate unions, leading to the eventual collapse of this early labour centre Bond and Saunders (2005). The 1985 ZCTU Congress called for greater autonomy from the regime and by 1987 a new leadership had emerged from labour centre affiliates; this included Secretary General Morgan Tsvangirai from the mines and President Gibson Sibanda from the railways, who moved ZCTU towards increasing autonomy and critical distance from the regime Bond and Saunders (2005). According to Saunders (2001) the tension between labour and government increased sharply at the end of the 1980s when it became clear that ZANU PF was moving away from the guiding principles of socialism towards market-oriented economic reforms. The relationship was further strained following the introduction of the

Economic Structural Adjustment Programme (ESAP) in 1991. As the hardships arising from the market-based reforms deepened, government increasingly resorted to draconian measures to shore up its waning political support. As issues of governance deteriorated, the ZCTU increasingly became the torch bearer for alternative governance. Together with 40 other civil society groups, the ZCTU spearheaded the formation of an alternative party, the Movement for Democratic Change (MDC), whose top leadership came from the labour movement. The ZCTU played a key role in changing the political landscape of Zimbabwe in a bid to influence a radical policy shift with a pro worker stance.

Soon after the 1995 elections, the relationship between the ZCTU and the government became very tense. Harare (the capital city of Zimbabwe) was rocked by demonstrations by workers, damaging and looting of property. The unprecedented public sector strike of August-September 1996 dealt the first major blow to the Mugabe regime, with 70,000 public sector workers striking against poor pay, poor working conditions, authoritarian industrial relations and corruption Gwisai(2009). Saunders (2001) Radicalization of the labour movement extended to commercial farms where in 1997, farm workers went collectively on strike for the first time in the history of Zimbabwe.

The formation of the Zimbabwe Federation of Trade Unions (ZFTU) in 1998 raised eyebrows, amid wide speculation that it was launched to counter the effectiveness of the ZCTU. The political alliance between the ZFTU and the government could not be doubted because its proponents were ZANU PF activists in the likes of war veterans. News about the government's intention to de-register the ZCTU spread nationwide, while the ZCTU accused the government of funding a rival union in a bid to destroy it. The police raided offices of the ZCTU with the government also ordering the auditing of the union's financial books. These moves were tantamount to fault-finding missions and the adverse relationship had serious consequences for labour.

On the formation of the MDC, high-ranking ZCTU officials assumed active roles in politics, controlling the entire top leadership positions of the sprouting political party a move similar to the colonial error when ZAPU was formed union leaders took leading positions. Remarkable among them were Morgan Tsvangirai became President of the new party, Gibson Sibanda Vice President, Gift Chimankire, Isaac Matongo, and Lucia Matibenga were amongst top brass. The significance of the founding of the MDC lay in that it was the first working class based political organization in independent Zimbabwe. Thus, in terms of



leadership, the ZCTU could not be distinguished from the MDC. Precisely so, President Mugabe declared that his government regarded the ZCTU as an opposition political part. In particular, the new labour leadership facilitated a restructured labour centre and a growth in affiliates which enabled ZCTU to engage in a strong anti-capitalist critique of the Mugabe regime's move towards liberalisation in the latter half of the decade Raftopoulos(2000). Progressive Teachers Union of Zimbabwe affiliated to ZCTU and backed MDC politically while ZFTU and ZIMTA are pro-ZANU PF and unionism is divided along those lines up to date. This has however weakened the trade unions in their bargaining and campaign for better working conditions and meaningful remuneration for employees in Zimbabwe.

## **2.5 CONCEPTUAL FRAMEWORK.**

A concept is an idea inferred or derived from specific instances, unlike a theory a concept does not need be discussed to be understood Smyth (2004). Raftopoulos and Sachikonye (2001) a trade union is an association and activities of workers in trade or industry for the purpose of obtaining or assuring improvements in and working conditions through their collective action. The environment of work is a brutal arena where survival is of the fittest between the employer and employee due to conflicting interest. A good working environment should support the existence of and functioning trade unions to ensure fair play in the labour market. Trade unionism existed during the colonial era and up to date it is perceived that workers are crying over poor working conditions and remuneration yet union leaders are driving expensive cars and living a lavish life style. Union leaders Matombo, Chibebe and Raymond Majongwe amongst other union leaders has followed the path taken by their predecessors Joshua Nkomo, Tsvagirai Morgan and Gibson Sibanda who made entry into politics from unionism. It is alleged that their voices are being heard more in the gospel of politics than workers representations and Sachikonye (1996) in Tarugarira (2011) suggested that at the dawn of independence, the labour movement in Zimbabwe was weak and divided because in the penultimate stage of war of liberation the labour movement had been systematically subordinated to the nationalist agenda, a position which was confirmed by the conspicuous absence in the transition talks to majority rule at the Lancaster House in 1979. The fragmentation of the labour movement in both thought and action was expressed through wildcat strikes between the period 1980 to 1987 and this presents a dark period in labour relations in Zimbabwe. The government in a bid to establish a strong regulatory framework for labour relations played a pro-active role in the formation of the ZCTU, thus the ZCTU was for all purposes and intents, an extension of the ruling party.

It is alluded that the marriage of unionism and politics in Zimbabwe has left employees as gentle lambs led to slaughter since they lose huge amount of money which ranges from about \$10 to \$15 every month as monthly subscriptions yet conditions of work for teachers and other employees is deteriorating every day. Blyton, Bacon, Fiorito and Heery (2008) a trade union is a voluntary organization between mediating the difference but overlapping the interests of workers and employers and expressing a broader voice for workers in the society. There is a belief that there is strength in numbers and employees who are collectively represented by trade unions arguably have greater power to influence decisions concerning them. The belief that there is strength in numbers has only succeeded in creating politicians and enriching union leader and nothing tangible and meaningful employees can claim from unionism in Zimbabwe. In post independent Zimbabwe, it is alleged that ZANU PF government has tried to interfere and manipulate trade union activities, in the late 1990s have infiltrated war veterans and collaborators in the top leadership of ZFTU up to date trade unions are divided on partisan lines yet they claim to have the same objectives of representing workers.

### **1.8 THEORITICAL FRAMEWORK**

Multiple theories are propounded by theorists in explaining the employment relations between employers and employees. Thug of war shapes the working field, employees try to maximize incentives at the same time minimize labour and responsibility. Employees try to avoid responsibility and labour and motivation is a prerequisite for them to work, needs a number of incentives according to Taylor's motivational theory. According to Herzberg, man has two set of needs, one as an animal to avoid pain and two as a psychologically. Teachers in Zimbabwe as a way of avoiding hard labour and working conditions they prefers urban areas than rural areas a sinario which pushed the government to force those coming from teaching colleges and training institutions to first employed in the rural areas and transfer to urban areas after long period in the service. This Public Service Commission policy has faced criticism by trade unions in particular ZIMTA and Progressive Teachers Union of Zimbabwe as a harsh and unfavourable policy for teachers. In rural areas teachers they work more hours than in urban areas hence teachers try to excuse themselves from hard labour. As a way to motivate them to prefer rural areas the government introduced the rural allowance which teachers and trade unions are saying it is not enough.

Herzberg's second motivational psychology was essentially concerned with the employees well-being at work and sought instead to explain how to manage people properly for the good of all people at work. Herzberg' is of the view that people will strive to achieve hygiene needs because they are unhappy without them, but once satisfied the effect soon wears off, satisfaction is temporary. The Ministry of Primary and Secondary Education has admitted that the deteriorating education sector is mainly because the teachers are not happy with their remunerations and working conditions prevailing at the moment. The situation is further worsened by the fact that the trade unions representing teachers are more concerned with political issues more than representing the needs of teachers. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development which represent a far deeper level of meaning and fulfilment.

Sociologist Abraham Maslow identified a "hierarchy of needs" that governs human behaviour. Maslow argued that the basic needs are first physiological air, water and food, then safety-related shelter, job security, then social relationships, then esteem-related respect by peers, self-respect. The top of the pyramid is self-actualization, which includes the belief that a person is living a fully-realized and satisfying life. None the fewer teachers in Zimbabwe in as much as job security is guaranteed teachers have had more than a decade of bargaining for better remuneration. Maslow suggested that people tend to focus on the lowest level where they perceive a need. For example, a person without food will focus on meals and not worry as much about other things. In Zimbabwe trade unions in as much as they represent teachers they are not concerned about all 5 needs outlined by Maslow.

## **CHAPTER 111**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter will shift into the research methodology, highlighting the mannerism in which the research shall be conducted. This chapter shall outline the research design, the population of the study, the data collection tools to be used in this research as well as the data analysis techniques employed. It is in this chapter that the data collection methods shall also be outlined. This chapter will attempt to find a systematic way to address the problem facing employees in executing their duties and trade unions in representing employees in Zimbabwe and why employees have lost trust and confidence in existing trade unions.

#### **3.1 RESEARCH METHODOLOGY**

The research shall make use of qualitative research and is concerned with the phenomenon involving quality (Rajasekar et al (2013)). Creswell (2002) defined qualitative research as a process that takes place in a natural setting or environment in which the researcher can be a reflexive or lively participant in conducting the research. Rajasekar et al (2013) state that researches can be qualitative or quantitative or even both. Qualitative and quantitative research shall therefore be used to try and explain what the trade unions, employees and the employer is. Both approaches in this research shall be employed to measure the extent to which unionism has managed to achieve and meet the expected set targets.

#### **3.2 RESEARCH DESIGN**

Bell (2001) define research design as an arrangement for collecting data with the aim of combining relevance and purpose of the study so as to improve the quality of the research which can only be achieved through better understanding of the research. Orna and Steven (1995) define research design as a means of critical investigation in order to discover something specific about the problem through inquiring, collecting and finding of relevant information to solve the problem. The researcher is using Descriptive Design and a Case Study design approach as it allows for in depth account of factors relating to the achievement of the trade unions in particular ZIMTA and the other trade unions in general as multiplicity of relevant sources are used which in turn validates the gathering of relevant information. According to Singleton and Straits (1999) a research design is a detailed strategy which

consists of the statement of the problem and the plans of gathering, processing and interpreting the observations intended to provide some resolutions to the problem.

### **3.3. TARGET POPULATION**

The research will be conducted in Warren Park/ Mabelreign District in the Ministry of Primary and Secondary education and the target population will be the government employees in Primary and Secondary schools in the District who suffer the effects of poor representation, poor remuneration, poor working conditions and unfair labour practice. The study is also targeted at the Civil Service Commission as that ministry stands as the Human Resources for all government ministries and departments who are responsible for the recruitment and selection of government employees and many other employees cannot be disregarded in the study.

### **3.4. SAMPLE SIZE**

According to Erikson (2008) a sample size is a portion or subset of the population that will be used to respond to the research questions. Latham (2007) states that the sample method involves taking a representative sector of the population and using the data collected as research information. Frey et al (2000) sample is a subgroup of a population. According to Kumar (2011) sampling is the process of selecting a few from a bigger group to represent the whole population under study. The research shall therefore use Warren Park/Mabelreign district employees under the Ministry of Primary education as the sample to represent the District in particular and the bulk of employees in general. The sample population shall also constitute of officials and employees from ZIMTA, PTUZ, ZCTU and ZFCTU. Civil servants, employees from the private sector and trade unions will be used in collection of samples of data.

#### **3.4.0 SAMPLING METHODS USED IN THE RESEARCH**

The researcher shall use purposive sampling method in sampling the information which will be gathered in the field which are stratified random sampling and purposive sampling.

##### **3.4.1PURPOSIVE SAMPLING**

Purposive sampling is used in collecting data from the sample population. Purposive sampling is one whereby a researcher selects a sample on the basis of their knowledge of the population, its elements and the nature of research aims Babbie (1990). It is a sampling

technique that is under non probability sampling that deals with case selection of that are representative of the population that is usually combined with techniques under probability sampling to reduce the weakness of each technique Singleton and Straits(1999). The researcher is to implorer homogeneous sampling method which targets a small group with similar characteristic to represent the whole. According to Kumar (2011), purposive sampling can be very useful for situations where one need to reach a target sample quickly and where sampling for proportionality is not the primary concern. With purposive sample, you are likely to get the opinions of your target population. This sampling technique will therefore be used in this research in the selection of union officials and other government department employees who are members of trade unions whom have once being represented by trade unions so as to acquire relevant information to address the problem. Purposive sampling will be used to limit the researcher to Warren Park/Mabelreign District as the it is among one of the districts whose populace is hit by the unfair labour practices pandemic and would give a clear picture in the on the status of the achievement of trade unions in Warren Park/Mabelreign District.

### **3.5 SOURCES OF DATA**

This research shall make use of two key sources of data which are primary and secondary data. This will help the researcher obtain the most objective and valid information on the achievement and relevance of unionism in employment relations in Zimbabwe. Singleton and Straits (1999) state that primary data is constituted as eye witness account of events as they occur which makes the focal peak of the research. This is done through data collection techniques s such as questionnaires, interviews and field observation that is less prone to racial and political bias. Secondary sources consist of indirect evidence obtained from primary sources through earlier researches conducted which can be in reports or textbooks.

### **3.6 RESEARCH INSTRUMENTS**

The validity and reliability of any research project depends largely on the appropriateness of instruments Annum (2014). Annum states that research instruments include questionnaires and interviews. Gilbert (2002) defined research instruments as the tools or instruments used to gather data during research. In this research, questionnaires and interviews will be used in collecting data. The use of interviews is meant to give options to union leaders to answer the questions and add on their views pertaining the effectiveness and contribution of trade unions in representing workers, whilst questionnaires were meant to obtain information from

employees whom are members of ZCTU, ZIMTA and PTUZ. Questionnaires and interviews will be used as primary tools of gathering data.

### **3.6.1 QUESTIONNAIRES**

According to Gilbert (2002), a questionnaire is a research instrument consisting of a series of questions which are used for the purpose of gathering data from the respondents. The data gathered will be used to capture the objective of the research. Harper (2001) points out that a questionnaire is an important instrument for observing and recording data beyond the physical reaction of the observer which can either be structured or unstructured in with aim of recording information that is being researched upon. This research will use a combination of open ended and closed ended questions in the conducting of questionnaires. Open ended questions are questions which are constructed to give choices to the respondent in saying anything within the context of the question, whereas closed ended questions have possible answers given which limit the respondent choices in providing his or her response. Questionnaires will be answered by the employees in the Warren Park/Mabelreign District.

The use of questionnaires provided the researcher with adequate and relevant information since the respondent were people with vast knowledge in the research title. Moreover, the responded were opening minded and because of vast knowledge and experience in the employment relations gave the researcher an insight of the realities of the working environment and responded answered the questionnaire in the absence of the researcher. However, the use of questionnaire, the researcher realised that some responded refuse to give sensitive information in fear of privacy and victimization.

### **3.6.2 INTERVIEWS**

Kuman and Aaker (1999) define interviewing as direct contact between the interviewer and the respondent in a suitable environment. They are closely related to questionnaires although interviews are an independent entity. One on one interviews give more information as the interviewed people can elaborate more on issues being asked. However, in some cases some respondents may be sensitive and emotional hence the researcher conducted structured and semi structured interviews in order to get more information from the respondents. This research shall make use of interviews in order to obtain data from the research population. The researcher shall interview the DEO ministry of primary and secondary education, the

teachers in 5 primary and 5 secondary schools, union leaders and any other employees who are randomly selected.

Interview were faster and flexible when the researcher was collecting information as they probe for more specific answers and repeated the questions if the responded when they prove they misunderstood and leave room for explanation and to be given clarity on the response given. However, the researcher was affected by the influence of officials who gave bias information in trying to forward their personal interest.

### **3.7 DATA COLLECTION PROCEDURES**

As a prerequisite, the researcher considers pretesting research instruments and seeking permission from relevant and responsible authorities and makes arrangements for conducting interviews and questionnaires. The researcher will first collect data from the employees of the government in the education sector in the Ministry of Primary and Secondary education before proceeding to trade union leaders and other employees in general and then researcher shall spend a week with the Human Resources department Warren Park/Mabelreign District gathering data, making interviews. The researcher will make appointments and schedule the data collection proceedings such that it is done in a systematic manner. The researcher shall also try to be time conscious to avoid frustrating the interviewees.

### **3.8 SUMMARY**

This chapter outlined the research methodology and research design that will be in the carrying out the research. The research population, data collection, presentation and analysis were outlined in this chapter as a way to guide the researcher in the gathering of data. The research will use qualitative approaches in the case study in trying assessing the effectiveness of trade unions in meeting the needs of employees. Questionnaires and interviews will also be used in the collection of data.



## CHAPTER IV

### RESPONSE RATE

#### 4.0 Questionnaires

A total number of 30 responded were given questionnaires and 27 of the participants took part in answering questionnaires. 80% of teachers answered the questionnaires, union leaders 80% took part in the research and 70% participated amongst other employees from other sector making an overall percentage participation of 77%.

<b>Stratum</b>	<b>Total participants</b>	<b>Participated</b>	<b>Not participated</b>	<b>% Participant</b>
Teachers and other civil servants	15	12	3	80%
Other employees	10	8	2	80%
Union leaders	10	7	3	70%
<b>Total</b>	<b>35</b>	<b>27</b>	<b>8</b>	<b>77%</b>

**Source: Raw data**

Table 1 above shows the results of the questionnaires conducted to employees and unions leaders to selected responded from various sectors. The total percentage response rate was 77%. 13% of the responded did not manage to fill questionnaires due to commitment to other work related business, failure to acquire approval letter in time and responded feared victimization since the research questionnaires had questions which people perceived as sensitive since they were political. More people in Zimbabwe has developed parochial response over issues that involves government and ZANU PF since news about use of secret agents and spies has ran circle all over the country hence other responded developed negative attitude and chose to excuse themselves from participating.

#### 4.1 Interviews

<b>Stratum</b>	<b>Total interviewees</b>	<b>Interviewees participated</b>	<b>Interviewees not participated</b>	<b>%Participant</b>
District Education Officer	1	1	0	100%
Trade Union leaders	4	4	0	100%
Civil Service Inspector	2	3	0	100%
Human Resources officer	2	2	0	100%
<b>Total</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>100%</b>

#### 4.2 Source: Raw data

Table 2 above show response rate for interviews by leaders from trade union ZIMTA, District Education officer Warren Park/Mabelreign District, Public Service Commission inspector for Warren Park/Mabelreign District and Human Resources officer for Warren Park/Mabelreign District. A total number of 10 responded were interviewed and the overall response rate for interviews was 100%, the interviewee's commitment and participation was total and participants sacrificed their busy schedule to accommodate interviews citing the research topic is a matter of urgent.

#### **Unionism, Politics and Party Politics in Zimbabwe.**

80% of the responded viewed trade unions and politics as two different sides of the same coin. History of Zimbabwean politics has shown that political parties came from trade unions before independence and many of political figures made their entry in politics coming from trade unions. Trade union leaders argued that the two cannot be separated since the action or voice of the employees determines the position of political parties. The birth of political

parties in Zimbabwe traced back, the foundation lies in trade unionism. The survival of every nation is in the hands of employees because the economic performance and ability of every state to feed its citizens is in the hands of the working class. Union leaders are of the view that trade unions work with the government and employer hence no way unionism can be separated from politics. This union has resulted in the exploitation of employees in Zimbabwe. Webster (2007) trade unions historical engagement began with its involvement in the politics is divided into three phrases, common struggle against colonialism, independence and the introduction of state led projects with rapidly expanding market regulations which began in the 1980s and early 1990s. These developments have seriously imparted on the activities of trade unions. Past relations with ruling political party had taught trade unions that formal political alliance could be beneficial in the short term and more damaging in the long run. ZCTU, PTUZ, ZIMTA and ZFTU ineffectiveness and internal struggles are fuelled by political associations. PTUZ and particularly ZCTU power struggles are a spill over of power struggles in the MDC. The marriage according to the views of union leaders as the case with Zimbabwe has split unions along partisan lines a scenario which has aborted collective effort by unions to represent employees in the educational sector. The major reason amongst many reasons for unionism and politics and political party union is both depend on each other for financial and other material resources.

Union leaders propounded the view that the union autonomy can bring better representations for employees since decision and action by trade unions minimise political bias and poor decision making. Union leaders who regard themselves as leaders of autonomous trade unions that is PTUZ and ZCTU claimed to have achieved more and put more effort and force in compelling the government of Zimbabwe to better the salaries and working conditions for teachers. Majongwe Raymond PTUZ secretary general unionism and politics in Zimbabwe co-exist when the trade union put party politics as the first priority for its operations and workers are represented according to the dictates of ZANU PF. PTUZ chose to reject to be submitted to Zanucization and by so doing became the enemy of the state. The police force and security agents are being used to instil fear and disturb unions operations. PTUZ is disappointed with the actions and behaviour of the police force such as detective Aroveshita Reason and Detective TipedzeMuwani from Mutare who stormed the offices of PTUZ despite the union being a registered organization in terms of Statutory Instrument 45 of 1988. Ndiaye (2013) the deepening economic crises and accelerated government reforms has compel trade unions to reform themselves including promoting a wider social dialogue that

makes them less vulnerable to unilateral manipulation by the state. PTUZ leaders alleged that the right to legal representation for teachers in Zimbabwe is being violated by the disciplinary committees constituted by the Ministry of Primary and Secondary Education are denying teachers the right to legal representation. Wilbert Muringani a graduate of PTUZ Paralegal Training Project was barred access into an office where a PTUZ member Catherine Muchekani was appearing to answer misconduct charges before a disciplinary committee despite the fact that the letter notifies Muchekani of the convening of the disciplinary hearing advising her to be represented by a registered legal practitioner or a union officer.

On the other hand ZIMTA and ZFTU officials and leaders in interviews and questionnaires highlighted that the current problem bedeviling employment environment is perpetuated by the actions and activities of trade unions that have choose to align with political parties opposed to the sitting government and pursuing party issues rather than the issue of employees. The division within the teachers union ZIMTA and PTUZ is as a result of PTUZ pursuing other agendas other than teachers' representation. Other teachers in Zimbabwe has being confused by PTUZ leaders to engage in political activities so as to facilitate the regime change agenda and these are the employees whom have being complaining over poor representation yet ZIMTA as teachers unions shoulder responsibility in employment issues not political activities. 50% participants amongst union leaders are of the view that thug of war between the government and trade unions employees are the ones who suffer most so the best model type of union-party relationship is a partnership model. Cohen (1974) suggested a range of ideal type or model of union-party relationship namely an integral model, a partnership model, independent allied to opposition groups and independent no aligned. These models form a continuum with the one integration representing high degree of autonomy. ZIMTA officials castigated teachers who are regarding poor remuneration as a ineffectiveness of trade unions in representing employees. Poor remuneration of teachers in Zimbabwe is a result of economic challenges facing Zimbabwe in particular the world in general. The status quo in the economy of Zimbabwe, government is facing financial constrains in paying the currently employed teachers and has frozen posts so debating about salary increment is a pipe dream in as much as it is essential and teachers are being paid below the poverty datum line. The duty and responsibility of trade unions is to strike a balance between employer and employees especially in issues concerning remuneration because an employer cannot pay what he cannot afford. This has however made ZIMTA as a teachers union differ with PTUZ in approach and action to take concerning employment ills

affecting teachers in Zimbabwe. ZIMTA does not believe in encouraging strikes, stay away and mass action as the case with PTUZ since it further affect the children whom is the most important assert in the education sector and education is a right as prescribed by the law. Issues affecting teachers students must not be sacrificed or used as a tool to pressure teachers interest hence our approach of table negotiation with the government to come up with a solution.

In as much as politics and unionism cannot be separate the current political environment in Zimbabwe has disjoined union base since trade unions are separate on partisan lines and this has weakened unionism in Zimbabwe since trade unions are not speaking with one voice. For unionism and politics to co-exist, trade unions must influence political parties in policy planning and implementation not political parties interfering in the activities of unions because these results in unions robbing the employees. independent media and political analysts are of the view that ZANU PF has created a culture in which they want to control activities of ZIMTA and ZFTU which are even beyond their own control, leaders of trade unions must be selected or nominated by the employees but ZANU PF has taken it upon them to choose leaders whom are align to them. The MDC has also done the same with ZCTU and PTUZ they interfered with the leadership wars that were taking place in trade unions.

Employees and Civil Service Commission officials shared the same view in regard to marriage of politics and unionism. The marriage has left employees vulnerable to manipulation and exploitation. For a conducive environment and proper representation to exist, unionism and politics must separate so that trade unions won't blame politics when they fail to deliver. The fact that politics and unionism is interwoven in Zimbabwe pointing of fingers and shouldering responsibility for failure to another has left employees confused since trade unions blame political party activities as responsible for the atrocities and calamities befalling employment environment in Zimbabwe.

### **Trade union autonomy**

70% of the total responded viewed trade unions as labour wings of political parties and pursuing interests of political parties. 80% amongst employee's participants consist of civil servants, teachers and other employees viewed ZIMTA as a teacher's union organization aligned to ZANU PF and the current sitting government and PTUZ as a union organization

aligned to MDC. Davies(1966) at every turn African unions find themselves aligned and deeply involved deeply and aligned in politics, a fact as true today as it was under imperial administration. The activities and actions of unions representing employees in the education sector according to the views of the responded one can tell which political party they are backing. The legal framework in Zimbabwe in theory set a blueprint for the formation of autonomous trade unions but the laws that govern day to day operations of trade unions make it impossible to operate against the government or independently. The police clearance for unions opposed to the government is delayed and implementation of POSA and AIPPA make survival of an autonomous union impossible. Ndiaye (1997) autonomous trade unions are infiltrated by partisans of the regime and when they could neutralise, the state attempted to destroy them with the capacity of employers. It is not possible for trade unions to cooperate with the government while safeguard its independence. 90% of teachers perceived the ZANU PF government from 1980 to date as using labour unions as the campaign strategy to gain mileage in the employee community and contributed in the formation of ZCTU in the early 1980s and after conflict and divorcing with ZCTU they went on to facilitate the formation of ZFTU in the late 1990s so as to cripple ZCTU. ZIMTA as a teacher's organization according to the views of teachers aligned with the sitting government for financial gains and political mileage for union leaders. Sandbrook (1975) has noted that unions' officials in post-independent took advantage of their position to further their political muscles and own ambition in the political sphere where the greatest personal reward can be obtained. Union leaders alleged that ZANU PF government does not believe that trade unions can exist independently without being affiliated to any political party. ZANU PF as a party does not tolerate advice that is against their decision they regard that as opposition. Ndiaye(1997) autonomous trade unions were infiltrated by partisans of the regime and when they could not be neutralised, the state attempted to destroy them with the capacity of employers. Teachers from their own experience noticed that their demands were not effectively articulated neither by the unions that were affiliated to the ruling party nor those that were controlled by other political parties.

50% amongst trade union leaders are of the view that Legal instruments in Zimbabwe set a blueprint that makes trade union autonomy impossible and hampers the operation of trade unions in Zimbabwe. The Public Service Act does not recognise the collective bargaining rights of civil servants. This act makes the teacher's salary and other grievances a government issues since trade union have little or no influence in pressuring the government

to increase salaries for teachers. The Ministry of Primary and Secondary education minister LazarousDokora scraped teachers incentives in 2014 despite the fact that incentives was an agreement between teachersand parents who pay fees for to pay an extra fee so as to motivate teachers.By so doing this act does not recognise and provide for the existence of teachers unions. Although a joint forum was created in 1998 it powers are limited in only making recommendations. The right to strike in Zimbabwe is suppressed by the Presidential Powers under statutory instrument 368A. These measures are a counter action to weaken mass action being called by autonomous teachers unions like PTUZ and ZCTU since they are against the sitting government policies towards teachers in Zimbabwe. Chiripanhura and Kanyenze(2001) these measures are a reaction to the ZCTU and PTUZ threats to go on a stay-away in protest against government. These draconian laws impose heavy penalties on workers and trade unions that incites and support strikes or other forms of stay away and union leaders are detained when they call for mass action using this law. ZIMTA as a teachers organization associated with the ruling party is exempted from all these counter measures that cripples PTUZ and ZCTU being machined by ZANU PF but its day to day operation are ZANU PF managed compromising its mandate.

#### **4.3 Employees under Siege.**

In regard to ills bedevilling employees in Zimbabwean 80% of the responded pointed out that there is no proper representation of employees by trade unions and employees are of the view that trade unions are just after the monies of employees and nothing tangible and meaningful has been done coming unionism from year 2000 onwards. Trade unions have succeeded more in mobilising funds and resources for the enrichment of top leadership, buying top class vehicles and hefty salaries for union leadership. Sandbrook(1975) has noted that unions officials in post independent took advantage of their position to further their own ambition in the political sphere where the greatest personal reward is obtained.ZIMTA in 2014 bought latest Ford Ranger vehicles for their leadership from money paid by teachers who for more than a decade are earning below the poverty datum line. Employees claim that their monthly subscription is being misused by corrupt individual in pursuit of their selfish personal interests. Token effort is being put by ZIMTA and other trade unions to pressure the government to increase the salaries being earned by teachers and other civil servants and this has demotivated civil servants resulting in poor service delivery and massive exodus of employees to neighbouring countries for greener pastures. The responded highlighted that the apparent close links between unions and political has made unions to ignore the plights of

employees especially those in Harare which were referred to by President Mugabe as from the two Islands Bulawayo and Harare whom are being used by the former colonisers to forward the regime change agenda through teachers unions like PTUZ. This has however according to the responded made ZIMTA to give a blind eye to the ills affecting teachers in Warren Park/Mabelreign District since the area as perceived as a strong base for the opposition party MDC and the teachers through the action of PTUZ is a strong supporting base for the MDC. ZIMTA as a teacher union aligned to ZANU PF has being neglecting issues from the District. Freud (1988) argued that the state in post-colonial Africa has a strong concern to ensure the maintenance of labour discipline, something that arises out of the fact that virtually all African governments have being uncomfortable with the strong radical, independent trade unions. Such organizations violet their own determination to dominate civil society and threaten to function as independent power bases for ambitious politician and potentially for the emergence of class-based politics. The government of Zimbabwe through the minister of Finance want to scrap bonuses for civil servants for 2015 removing the only motivation which was left for teachers after they scrapped the incentives by Minister Lazarus Dokora in 2014. All these atrocities and calamities befalling employees are committed by the employers in full views of trade unions and they are giving a blind eye.

Trade unions exist in name not in action according to the results from the respond from questionnaires since employees cited that, trade unions we hear and read about them in newspapers, television and newspapers but we rarely see them on the ground and their response in issues bought to them is unsatisfactory. Case brought to ZIMTA according to report from employees state that less than 20% are attended to with token results at the end of each case as they are struggling in their areas of operation. Moreover with the increase in registered and unregistered private schools and colleges employees in these sector most of them if not all are not members to any trade unions and they recruit under qualified staff and are poorly remunerated and work for more hours without being paid overtime and under conditions unfavourable for a conducive working environment. The situation has not spanned for long with trade unions nor do workers committee's represent members in the eyes of the law forcing employees to hire lawyers for give up in some instances invalidating the existence of trade unions according to the response from the responded. Employees' rights are not being observed by employers taking advantage of poverty, job scarcity and high levels of unemployment.



Employees' right to strike has also been taken by the employers according to the results from employee questionnaire. Employees' from both private and public sector with exception of only a few companies participating in stay away or strike results in losing a job. This has been the cause of failure of an industrial action called by trade unions as a move to pressure the government and employers to give in to the demands of employees. Employees and leaders of trade unions also postulated that victimization and "Zanucization" of employment is a major challenge facing employees with those opposed to ZANU PF job security is not guaranteed. According to the results of research ZANU PF government has proven to be a mountain any of the existing trade unions cannot climb leaving employees vulnerable and without a voice in bargaining for better conditions. 80% of the respondents has cited that if the situation persists like this they prefer not to join trade unions both ZIMTA and PTUZ since nothing tangible has come out from their action. Trade unions have succeeded in robbing affiliate members through the payment of monthly fees.

#### **4.4 Unionism achievements.**

Response from participant has shown that unionism achievement can be put in two phases the phases before 2000 and the phase after year 2000 to date. From colonialism to up to year 2000 Trade unions recording remarkable series of success in education sector particular and the bulk of employees in general bargaining for better salaries, better working conditions and calling for successful industrial action of 1996 and 1998. From independence to year 2000 employees from both private and public sector were being paid above the poverty datum line and trade unions successfully bargained for salary increment and better working conditions. Trade union leaders are of the view that the years before 2000 saw remarkable success because most employees were formally employed making it easy for trade unions to organize the employees from the grass roots levels unlike these years when most firms are not registered and many people are not formally employed. Moreover trade union leader also castigated the indigenization policy. The indigenization policy in as much as it is for the good of the indigenous people, the growth of small to medium enterprises has made trade unions the enemies of both the employer and employees. Majority of beneficiaries of the indigenization policy operate the business along family lines. All the employees working in these companies in one way or the other they are all related to the employer and joining trade union is an expense to both the employer and the employee.

The DEO highlighted that the area of remarkable success by unionism was the recognitions of female employees needs in employment relation. Women during the colonial error and years in post-colonial, women were not given equal opportunities with men and the natural difference between men and women were not recognised. Trade unions played a pivotal role in bettering women, in years of service the Statutory Instrument of 2000 allows women to go for paid maternity leave three times in her years of service and the leave span for 90days. Trade unions played a significant role in directly shaping people's working lives in Zimbabwe today, although their influence in this respect has diminished in recent times. They have also failed to unite the employee family because on several occasions they have failed to call for successful industrial actions unlike in the error of the Tsvangirai's before his entry in politics. Unions are now being led by people who lack leadership qualities and skill needed to connect unions and employees, the Matombo's and the Zhou are power hungry people who have devoted much of their time in consolidating and protecting their positions than issues of employees.

Moreover, as said by the employees from Ministry of Primary and Secondary Education trade unions has extended their operation since ZIMTA has also come up with housing cooperatives and schemes from their members. Most teachers in Zimbabwe who are members of ZIMTA have been allocated residential stands and pay an affordable monthly instalment since the union is well versed with the financial challenges teachers are going through. However, they have also failed in some other areas of importance considerably pressuring employer to increase the salaries and curbing the scrapping of incentives. Their response to issues affecting teachers is unsatisfactory and takes time for them to take action yet other issues want rapid response. Politics also has weakened the effectiveness of trade unions because almost all trade unions in Zimbabwe directly or indirectly belong to certain political parties. Trade unions decisions and approach to employee grievances one can tell that is the union pro-ZANU PF or pro-MDC. All trade unions in Zimbabwe are divided along the two lines and these has weakened unionism in Zimbabwe they are more of extensions of political parties than workers representatives.

The Public Service Commission employees are of the view that trade unions are not failing as such in their areas of operation because for more than a decade the government has struggled to pay employees and due to a number of factors. The dawn of the millennium Zimbabwe was sanctioned and these sanctions have crippled the economy of Zimbabwe as a whole. The issue of salary increment and incentives is beyond trade unions control because the

government is failing to pay the below poverty datum line salaries being paid to civil servants. There is nowhere the government of Zimbabwe can allow salary increments when there is high probability that they can retrench. Moreover from the interviews with the commission officials poor working conditions are as a result these financial constraints because in some instance we are forced to limit the number of teacher going on leave because of lack of funds. When a permanent teacher goes for leave he/she is replaced by a relief teacher who is paid full salary by the government which means one class is being paid two teachers. In such issues the matter is beyond unions rather they have succeeded in surviving in these hard times and have been putting pressure for better conditions for employees and have notable achievements in representing women.

#### **4.6AN OVERVIEW OF THE RESEARCH FINDINGS**

The outcome shows that both civil servants and private sector employees who are formally and gainfully employed acknowledges the existence of unionism and are affiliate members of one of the existing trade unions. Results also viewed that there is a consensus amongst responded that union leaders are living flamboyant lives driving expensive vehicles using resources siphoned from employees through subscriptions and participants are admitting that embezzlement of funds and corruption has dominated in most of trade unions. The research revealed that unionism and politics with regard to Zimbabwe are two sides of the same coin and trade union is the furnace for moulding future politicians and trade unions are performing dual objectives that of politics and representing workers. However on the contrary the research show that trade unions are becoming less and less relevant in employment relations due to economic challenges and the growth of informal sector, unemployment and the operation of legal unregistered companies.

The research also shows that trade union effort and driving force has achieved token results in regard to employees working conditions and remunerations for more than a decade. Division and power struggles in trade unions have crippled unions and instead of pressuring employers to meet employees' demands, more focus is towards power struggles and politics. Never the less employees and union leaders proffered solutions for trade unions, government and employees for a turnaround in employment relations for the benefit of trade unions, employees and the employer. Of importance to note is that for the past 15 years since year 2000 the economic challenges bedevilling Zimbabwe culminated failure of employers and the government to adequately remunerate employees

## 4.2 SUMMARY

The core business of this chapter was to present the outcome of the research and analyse the data collected from the research. The data was presented using qualitative approach using tables and graphs. Data presented proved that trade unions has proved to be toothless bulldogs as a result of unionism and politics is interwoven and trade unions are an extension of political parties in Zimbabwe. The relation between political parties and trade unions has fuelled corruption and ineffectiveness of unionism in representing the plights of employees since they have a dual mandate of representing employees and pursuing politics and the outcome has reviewed that politics takes precedence than workers plights. Economic crises bedeviling Zimbabwe has resulted in high level of unemployment, growth of informal sector and informal employment being fuelled by the indigenization policy and financial constrains has incapacitate government and other employers to fail to adequately remunerate employees. Trade unions have being pressuring the government as the major employer to better the working conditions and increase wage and salaries to be at above the poverty datum line but the received token output for the working class. The next chapter shall therefore focus in the summary, conclusion and recommendations of the study

## **CHAPTER V (5)**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 INTRODUCTION**

This chapter seeks to summarize the previous chapters and will give conclusions drawn from the research findings. Recommendations on the strategies that trade unions can employ in order to accelerate the achievement, relevance and effectiveness of unionism will also be drawn in this chapter. The research focused on the achievement of unionism in regard to the employees in education sector.

#### **5.1 SUMMARY**

The research was conducted in such a way that tried to measure the extent to which unionism will manage to effectively represent employees in Zimbabwe. Basically the research was aimed at establishing whether the rate at which trade unions ZIMTA in particular and unionism in general are working will facilitate better working conditions and representation of employees in Zimbabwe.

Chapter one of the studies introduced the study, giving the background information, objectives, research questions, justification of the research, delimitation and limitations to the study being outlined. The chapter made it clear that the study was prompted by poor representation of employees by trade unions in both private and public sectors resulting in exodus of experienced workers to other countries and poor service delivery. This chapter also clearly outlined that the research information sought to establish the nexus between unionism and employee performance and quality service delivery.

Chapter two of the study focused on explaining what existing literature has to say about the motivational theory and unionism. Several scholarly views were scrutinized in line with the subject of the representation and performance of trade unions in representing employees. There is no general consensus amongst scholars concerning representation and employee motivational needs. The existing literature however revealed that the proper representation will still remain a pie in the air because of several impediments.

The third chapter of this research focused on the research methodology to be employed by the researcher in undertaking the study. The study made use of qualitative approach. The researcher used primary and secondary source to research on the unionism and the

educational sector in Zimbabwe. Questionnaires' and interviews were prepared as the primary source for data collection. Secondary source was also implored making use of the existing literature in line with the research topic, the effectiveness of unionism in education sector in Zimbabwe. It was however challenging as the researcher could not get hold of some interviewees and some questionnaires were not answered. Other respondents were not available due to busy schedule, failure to get approval letters and other commitments. Nevertheless the challenges, findings and observations were made and rendering to the following recommendations.

Chapter fourth outlined the research findings. The research found out that trade unions are not properly and effectively performing their duties of representing employees due to political interference and economic challenges. Policies being formulated and implemented by Zimbabwean government of indigenization and economic empowerment has resulted in the growth of small to medium enterprises of which many of the employees in this sector neither afford to pay the membership and monthly subscription nor regard the importance of being represented by trade unions. The research finding also shows that employees in Zimbabwe are aggrieved in many areas by the employers. Workers are being poorly remunerated and works under hard and harsh conditions mainly in the private sector and unionism has put token effort in mediating between the employer and the employees. Despite all the challenges and negatives, the research revealed that for a conducive and friendly working environment to exist trade unions need to be operate independently without political interference and formalise employment.

Chapter five of the dissertation gave the summary of the whole study, recommendations and conclusions of the study are outlined in this chapter.

According to view of the proportion of workers who are members of unions fell in the first decade of the twenty-first century, although this decline was modest, and far less dramatic than the decline of the preceding two decades. The exposure of Zimbabwean firms and industries to greater market pressures, a growing trend in outsourcing and the growth in atypical employment, employer sponsored forms of participation and representation, and the imposition of legal constraints on the ability of unions to recruit, organise, collectively bargain and take industrial action, has all contributed to a sharp fall in membership. Despite the adoption of various internal strategies and the introduction of laws encouraging

employers to recognise unions, the downward trend in membership nevertheless continued in recent years.

## **5.2 CONCLUSIONS**

The research is a success as it clearly exposed the problem as outlined by the conclusions below.

With the information gathered and research findings, the research revealed that employees are aware of the existence of trade unions in name not in action. All employees in both private and public sector showed profound understanding of trade unions and their role of representing workers. Many of these employees in education sector saw no need to lose their money to trade unions and yet nothing tangible has come out from them. However, this results in lack of cooperation between employees and trade unions resulting in difficulties for trade unions to be effective. Trade union failure in representing employees is mainly as a result of marriage between politics and unionism. Employees and trade unions are divided on partisan lines and this has weakened trade union, when trade unions call for mass action or strikes workers are no longer participants.

Investigations have shown the failure of trade unions in representing employees is as a result of lack of knowledge that employees have concerning their role in unionism. Some of the employees are knowledgeable to understand the measures and steps to take when there is conflict with the employer. However majority of employees do not know and understand the measure to take in involving trade unions to representing them. Few employees have taken their cases to trade unions and the majority of the cases people they complain in the workplaces and streets without informing trade unions. This negatively impacts on the effectiveness of trade unions in representing employees are supposed to be the ones informing trade unions about unfair labour practices taking place on the ground.

The research has also reviewed that there is very little trade unions are doing to better the remunerations and working conditions for employees despite economic and political challenges prevailing. Trade unions claims to be engaging in various activities to better the conditions of employees but response from employees' claims otherwise. Trade unions contribution in effectively representing employees should be visible to the employees whom they represent and should instil a sense and feeling of belongingness and guarantee protection and job security to employees. This should make employees have rays of hope in areas in

which they are aggrieved by the employer, this results in motivating employees and improve the quality of service provide to people in the educations sector and other field.

The study reviewed that trade unions has played a pivotal role in bettering the working conditions for women. Trade unions acknowledge gender disparities and women problems in the field of work. Trade unions has recorded remarkable achievements in representing women, women rights in labour relations has improved and they have manage to create a friendly working in environment for women since they have been given a 90days paid maternity leave three times in in service in both public and private sector.

The research also uncovered that trade unions and other stakeholders are in partnership in fighting for better working environment and adequate remuneration for employees. Civil societies, human rights groups, trade unions and political parties are collectively pressuring employers to give a better treatment to employees. Employees are to be regarded as human capital and the most important asset in every organization. This is evidenced by the fact that despite poor remuneration the working environment especially in the education sector has improved and employees have shown satisfaction in the few years after dollarization.

### **5.3 RECOMENDATIONS**

Having come up with research findings in the study, trade unions in general and ZIMTA in particular has to consider following recommendations to improve on its effectiveness in representing employees.

The research portrays that the final resolution would be unanimously adopt an end to responsible participation and disaffiliation from political parties both ZANU PF and MDC. Trade unions must be autonomous, independent and democratic organization whose only objective would be the defence of material and moral interest of workers. The policy of political affiliation had primarily served the interest or purpose of ensuring special access to public resources including access to funding and political positions. ZIMTA and other unions must refrain from giving political directives to its members on how to vote and who to vote for.

The research portrays that trade unions are facing financial challenges in their day to day operations since membership has reduced due to the closure of many companies, the freezing



of post by government and the growth of informal sector. A number of the members are struggling to pay subscriptions since they are earning below the poverty datum line. The researcher therefore recommended that trade unions must reinvest the funds they get from union dues to increase their income base for its operational purpose and minimise expenditure by not buying very expensive cars for their top management which sucks all lot of money in fuel and service. Day to day execution of their duties requires money and membership can increase if employees realise that there is accountability and transparency in the use of their money.

It was revealed that trade unions are not harmoniously working together due to mainly political differences yet they have the same aims and objectives. This has resulted in unionism not speaking with one voice resulting in poor representation. Therefore the researcher recommends that trade unions must unite and harmoniously work together and bury their differences for better future employees and quality service

From the research it was reviewed that politics and unionism is interwoven. This has however made politicians and political parties to interfere with union activities a scenario in which employees are not happy with, thus why if trade unions calls for strikes employees ignores. The researcher recommends trade unions to be independent and leave politics for politicians and industrial relations for trade unions. The researcher recommends trade unions to stand as trade union political parties as political parties.

The research has reviewed that some of the response by respondent show little or lack of knowledge in regard to union roles, achievements and policies. Therefore the researcher recommends that the union should frequently educate members on the duties and role of trade union and publicised their achievements periodically. This gives awareness, clear picture and better understanding to employees on the relevance and effectiveness of unions

#### **5.4 SUGGESTIONS FOR FUTURE RESEARCH**

The researcher feels that unionism in Zimbabwe is an interesting complex subject which has many gaps which needs to be covered Researchers and scholars interested in this subject can assess the overall activities of trade unions and how have they manage to mediate between employers and employees and the researcher feels there is great need for the assessment of trade union and their impacts in service delivery and employee performance.

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Appendix

**QUESTIONNAIRE FOR EMPLOYEES**

The researcher is an MSU male student pursuing Honours Degree in politics and public management and is doing a tittle ‘Unionism and the Education sector in Zimbabwe. The case Zimta study of Warren Park /Mabelreign District from 2000 to 2014. The study is being conducted in partial fulfilment of the programme and I therefore ask that you assist by responding to the questions by ticking on the boxes and filling in the blank spaces.

Information will be used for academic purposes only and no information will be divulged to third parties without your consent.

Your assistance will be greatly appreciated.

Regards.

Mhizha Edwin

**Section A**

**Instructions**

Kindly right your response on space provided

You are kindly requested to answer in utmost good faith.

Name and Surname (optional).....

Age ..... Sex .....

Position..... length of service.....

Department .....

Highest Qualification.....

**Section B**

- 1) What are the challenges are you facing as employees?

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2) To what extent have unions promoted your interest and needs at national level?

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3) What do you think are the challenges facing trade union operations in Zimbabwe?

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4) Are you an affiliate member of any trade union? If yes what have you benefited from being a member?

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.....

5) What are the duties and roles of trade union?

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6) Can politics and unionism be separated in regard to Zimbabwean situation?

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7) What do you think is the reason behind factionalism and disputes in trade unions in Zimbabwe for example ZCTU?

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8) What do you think must be done to increase the bargaining powers of trade union?

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.....

9) To what extent do you think economic challenges affect the effectiveness and operations of trade unions?

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10) Amongst the trade unions representing workers in Zimbabwe today which one do you think has the interest of the workers in its operation?

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.....

**Thank for your co-operation**

MHIZIA EDWIN

## **QUESTIONNAIRE FOR TRADE UNION LEADERS AND EMPLOYEES**

The researcher is an MSU male student persuing Honours Degree in politics and public management and is doing a tittle ‘Unionism and the Education sector in Zimbabwe. The case ZIMTA study of Warren Park /Mabelreign District from 2000 to 2014. The study is being conducted in partial fulfilment of the programme and I therefore ask that you assist by responding to the questions by ticking on the boxes and filling in the blank spaces.

Information will be used for academic purposes only and no information will be divulged to third parties without your consent.

Your assistance will be greatly appreciated.

Regards.

Mhizha Edwin

### **Section A**

#### **Instructions**

Kindly right your response on space provided

You are kindly requested to answer in utmost good faith.

Name and Surname (optional).....

Age ..... Sex .....

Position..... Length of service.....

Department .....

Highest Qualification.....

Trade Union Name.....

**Section B**

1) What are the challenges facing trade unionist in Zimbabwe?

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2) How do you see the future of trade unions in Zimbabwe?

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3) What are the achievements your organization has achieved for the employees in Zimbabwe?

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4) Does politics affect the operations of trade unions?

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5) Does the existing legal framework in Zimbabwe facilitate or frustrate progress in regard to trade unions operations in Zimbabwe?

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6) What do you think must be done to better the working condition of employees in Zimbabwe?



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7) What is the relationship between trade unions and government of Zimbabwe and does the relationship reflect a bright future for employees and trade unions?

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**Thank you for your co-operation.**

MHIZHA EDWIN