

**MIDLANDS STATE UNIVERSITY**



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**THE EFFECTIVENESS OF EMPLOYEES' REPRESENTATIVE ORGANISATIONS IN  
ZIMBABWEAN PARASTATALS: A CASE OF GRAIN MARKETING BOARD.**

**BY**

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## **DEDICATIONS**

To my dad, Mr Sithole, I dedicate this work as a recognition of his unwavering support to all my endeavors. May God add more years unto his life so that he will be able to enjoy the fruits of success with his beloved daughter. To my grandmother, who has always been praying for me and encouraging me to keep going. And to all the family members who have been always supportive. May the dear Lord bless you.

In memory of my late mother, Mary Pamuli Sithole, this one is for you mama.

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## **ABSTRACT**

This study investigates the effectiveness of employees' representative organisations in Zimbabwean parastatals. A case study of Grain Marketing Board was used. The study seeks to examine if employees in Zimbabwean parastatals, looking at the case of GMB, are being fully represented. The study goes into detail trying to fill the gap looking at what has been causing continuous poor representation in these parastatals. The study used both qualitative and quantitative research. The study focused on non-managerial employees. All the employees that were under investigation viewed that the Grain Marketing Board Workers Union was biased towards management. Some stated that the law of Zimbabwe is now out ruling the necessity of these organisations due to the retrenchments that had been taking place. More so, the study viewed that these employees noticed that poor education amongst representatives as another cause of ineffective and inefficient representation by the GMBWU. The study also gives recommendations. The study recommends that these representatives should go for some training to enhance their representative skills. A further investigation on the effectiveness of employees' representation in Zimbabwean parastatals should be carried out.

## **DEFINITION OF KEY TERMS**

Employee representation: structures that are there to represent or defend employees' interests.

Workers committees: they facilitate communication and cooperation between management and workers.

Worker participation: a process by which employees are involved in organizational decision making within the organisation in which they work.

## **LIST OF ACRONYMS**

GMB: Grain Marketing Board

GMBWU: Grain Marketing Board Workers Union

MSU: Midlands State University

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## **CHAPTER I**

### **OVERVIEW OF THE STUDY**

#### **1.0 Introduction**

The research seeks to examine the effectiveness of employees' representative organizations in Zimbabwean parastatals. This chapter deals with the background to the study, statement of the problem, research objectives and questions, assumptions, significance to the study, delimitations and limitations of the study, research methodology and definition of key terms.

#### **1.1 Background to the study**

One of the challenges facing Zimbabwean Parastatals is effective employee representation. Employee representation refers to the structures which exist to represent and also protect employees' interest. There are three structures in Zimbabwe which are provided for by law which include the enterprise-based Workers Committee and the sectorally-based National Employment Council which are state driven creations and the third structure is the sectoral Trade Union. Each one of the above has one most significant objective, to protect the interest of employees.

Before workers committees the parastatals were represented by trade unions. Trade Unions are voluntary associations that solely represent the interest of their members whereas workers committee represent all employees in the company and are constituted by statute. Mutizwa-Mangiza (1992) states that the workers committee and the works council were established in 1980. According to Shadur (1991) due to lack of a powerful and effective voice through trade

unions workers committees were formed in 1980. The weakness of trade unions led to the formation of workers committees. The trade union failed to make use of the narrow wage bargaining issues, they had no enough understanding on how to formulate non-wage demands such as subsided transport, canteens and housing-loans and so on. More so, they did not have great masses of strength to back up and support these demands.

With the failure of Trade Unions led to the formation of Workers Committees. In the case of Grain Marketing Board, the Workers Union was formed in 1988. Employees' representative organisations are there to regulate relations between employer and employee. One of their aim is to protect the interests of employees. Employees representative organisations are there to make sure that employees are not derived from their rights, for example, the right to training. There are there to make sure that an employee goes through training if there is need for training. They also make sure that there is proper handling of grievances and disciplinary hearing. Workers committees represent workers in disciplinary hearings either by setting as worker representatives in the disciplinary committee or leading the defense counsel. Taking note of any grievances of employees at the work station. Workers union are there to make sure that employees are dismissed properly, for example, when one is being terminated or retrenched from an organisation. Workers union are also there to ensure that employees receive their salaries on time, their fringe benefits and so on.

How effective are employees' representative organisations in Zimbabwean parastatals? In the case of Grain Marketing Board Workers Union, the committee cannot challenge management. Even if they want to challenge management they may not have enough legislative backing, for instance, they have their meetings after working hours and also the discussions they made are not mandatory to management. The workers union are weak and feel intimidated by the management

and in the end cannot stand up to challenge management decisions, for example, when there was the issue of late payment of salaries and forced two weeks unpaid leave at GMB. This is caused by fear of losing their jobs and further misunderstandings between themselves and management personnel. More so, there is the issue of retrenchment, GMB has been retrenching. Many employees have been retrenched after having not been receiving their full salaries for the past three years and still the workers union could not represent the employees.

The Grain Marketing Board Workers Union have failed to give employees good representation when it comes to the case of late payments. The Grain Marketing Board Employees have suffered and still are suffering late payments. Some employees' benefits have been cut out and also some employees have been retrenched and have not been given their benefits. From the above the workers union cannot do anything for the workers thus showing a weakness of the union.

## **1.2 Statement of the problem**

The Grain Marketing Board Workers Union was formed so as to cater for the employees' needs. The Union is supposed to represent employees without fail, the Union is supposed to ensure that Grain Marketing Board employees are fully represented. They ought to make sure that the employees' grievances are heard and also disciplinary hearings are held fairly. Currently at Grain Marketing Board there is an issue of late payments hence it shows how less effective the Union is in relation to representing employees' needs. There was an introduction of two weeks unpaid leave this may affect some employees who may feel they do not need the unpaid leave for some reason. There is an issue of training, not all employees are being given the chance to go through training even those who are entitled to go through training. Training is entitled to every employee. There is also an issue of retrenchment, many employees were retrenched at GMB

after having not received their full salaries for the past three years and some were not given the benefits that they are entitled to. In addition, one wonders if the Grain Marketing Board Workers Union is even putting any effort in solving employees' problems. Is the Grain Marketing Board Workers Union representation effective? With the above questions the researcher seeks therefore to explore the effectiveness of Grain Marketing Board Workers Union, to identify ways to improve employee representation in this parastatal. And also to make sure the employees find strength to defend their interests.

### **1.3 Research Objectives**

The researcher sought to address the objectives below:

1. To evaluate the effectiveness of GMBWU.
2. To evaluate the relationship between GMBWU, employees and management.
3. To assess employees' perceptions on GMBWU.
4. To examine the extent to which the employees' interests are being served by the GMBWU.
5. To recommend how to practice effective employee representation.
6. To recommend how employees can defend their own interests.

### **1.4 Research Questions**

The research was guided by the research questions outlined below:

1. Is the current employee representative organization, the GMBWU effective?



2. What is the relationship between GMBWU, employees and management?
3. What are the perceptions and attitudes of employees on the GMBWU?
4. Is the GMBWU serving the interests of employees? To what extent are the interests of GMB employees being served?
5. What are the efficient and effective ways of practicing effective employee representation at GMB?
6. What are the correct procedures for employees to defend their own interest?

### **1.5 Assumptions**

The assumptions of the study were:

1. Workers participation through employees' representative organisation has positive impact on employees' job performance at GMB.
2. Employees are involved through workers participation.
3. The researcher had access to all relevant information.
4. Questionnaires were returned after being answered truthfully.
5. The whole population was represented by sample population.

### **1.6 Significance of the study**

Firstly, the findings will frame a premise for upgrades with respect to the GMB employees' representation thus improving workers participation and representation. The knowledge will help

the GMBWU to adjust its representation methods and perceptions so that the workers will be fully represented without fail.

Also, the findings will be an advantage to the researcher. Knowledge concerning workers committee and employees' representation will be improved and also enhanced research skills. Furthermore, different parastatals will likewise have the chance to utilize the findings to implement employees' representation practices.

In addition, the research findings will form an information bank on employees' representative organisations for upcoming research by staff and students at Midlands State University. Therefore this research study should give a wellspring of reference to the University and will go about as a guideline to data searchers when undertaking related researches.

Lastly, the workers committee will also gain knowledge on how to effectively represent employees and also involving them through workers participation thus leading to motivation.

### **1.7 Delimitation of the scope**

This was a case study at Grain Marketing Board (Head Office). Head Office was chosen as it constitutes a large number of employees. The study therefore, excluded 84 depots spread nationally. A sample of 60 non-managerial employees was chosen. It also covered the period between 2012 -2015. Furthermore, the outcomes of the study cannot be summed up to other depots since it was a case study and the sample being small and unrepresentative of the whole GMB which employs over 2000 employees nationally.

## **1.8 Limitation of the study**

The policy of secrecy and confidentiality at Grain Marketing Board forbid in-depth research in some procedures since management was worried that its information might be utilized for different purposes which may not be academic. Some employees presented biased information on the workers union. The researcher regulated initial letters which clarified the reason for the study and guaranteed anonymity of participants. Moreover, respondents of questionnaires were involved in day to day activities at work and it was quite challenging for these respondents to answer the questionnaires. Some respondents would answer the questionnaires amid lunch or during break or even when at home. This resulted in the researcher making use of updates and stressing the significance of the research.

Lastly, the sample size used was 60, which was small to such an extent that generalizing the findings to the whole population was not feasible due to the sample being small.

## **1.9 Research Methodology**

### **1.9.1 Research Design**

#### **1.9.1.1 Descriptive Research Design**

This study utilized a descriptive research which permitted the linking of literature review, detailed interviews and analyzing of questionnaires as main processes to assemble information for this study. Quantitative and qualitative research methods were both utilized for this study. The descriptive research had a favorable position of having distinctive data collection using case study. The case study took into consideration for the gathering of information from written material such as yearly reports. Descriptive research gave bits of knowledge into backgrounds in a manner that other research methods proved unable.

However, confidentiality was a big disadvantage of descriptive research. Participants assumed that some questions asked by the researcher were not practical and instead would give answers that they felt that the researcher needed to listen. In interviews participants also refused to answer any questions that they felt were excessively personal or challenging. As a result, the researcher emphasized the issue of confidentiality.

### **1.9.1.2 Case study**

This kind of research method allowed for an in-depth study of the case in question. In addition, the data was easy to analyze and turn into qualitative results. And also, a case study allowed for confidentiality among the respondents. Through a case study method, the study got beyond the quantitative statistical results and the behavioral conditions were noted. By including both quantitative and qualitative data, case study helped explain how employee representation takes place at GMB.

However, a case study had a problem with generalizability since the sample was small.

## **1.9.2. Research Subjects**

### **1.9.2.1 Population**

The research targeted 177 non-managerial employees at GMB Head Office.

### **1.9.2.2 Sample size**

The sample used in the research comprised 60 (50 for questionnaires and 10 for interviews) employees. These were chosen utilizing a simple random sampling technique using a populace of 177. It is commonly said that the greater the sample sizes, the more probable the respondents'

answers are to reveal the entire universe under study. Nonetheless, it was noticed that small samples can frequently give greatly consistent findings, reliant on the sampling procedures utilized.

### **1.9.2.3 Sampling procedures**

A systematic random sampling technique was used to pick the participants or sample. A staff register was used and every fifth employee written on the list was chosen. This permitted every participant an independent and equivalent chance of being chosen.

### **1.9.3 Research instrumentation**

Both qualitative and quantitative research instruments were used by the researcher. The aim of quantitative instruments was to figure out whether the GMBWU fully represented the employees. And also, the qualitative instruments were utilized to show where employees' representative organisations are lacking. The research instruments used were questionnaires, unstructured interviews and **analysis** of human resources records.

#### **1.9.3.1 Questionnaires**

A questionnaire was used to gather information relating to GMBWU. Open ended questions were used for the collection of factual information on employee representation at GMB.

Questionnaires were used because they were cost effective as compared to face-to-face interviews because the researcher did not have to be present personally and therefore it cut travelling costs. In addition, the use of questionnaires was impersonal and participants gave honest answers. Thus, there was confidentiality of the respondent's information which encouraged them to respond honestly and thus resulting in the collection of valid data.

However, there were some problems encountered in the use of questionnaires. Respondents' rate was low. During the collection of questionnaires some problems were encountered since there was retrenchment taking place at GMB it became a challenge to collect all questionnaires. In addition, there was little control over who completed the questionnaires since the respondents completed them in their own time which could lead to bias.

To solve the problems encountered in the use of questionnaires, the cover letter assured respondents that the information they provided on the questionnaire was confidential. To ensure validity and reliability of the findings, the questionnaire was pretested to check if people were understanding and capable of answering the questions, highlighting any parts of misunderstanding and searched for possible errors and also looking at an average time taken to complete each questionnaire. Reminders were used to increase the response rate.

### **1.9.3.2 Interviews**

In this study, focused interviewing was used to collect data in accordance with the interview guide. Ten non-managerial employees were interviewed. Interviews were used and assured high response rate. The technique allowed clarification wherever the respondents found the questions unclear. The interviewer also noted some non-verbal cues. Freedom for the participants to answer how they wished to gave them a feeling of control in the situation. Validity and reliability were improved through the emphasis of the importance of the research and confidentiality of the information on the cover letter.

On the other hand, interviews were time consuming as it took a considerable time to collect and analyze the responses and as a result took more time to complete a survey. In addition,

participants changed behaviors during the course of interviews and therefore led to unreliable and invalid data collection.

### **1.9.3.3 Documents (Secondary data)**

The Human Resources department annual reports were also used as data collection instruments. The advantage with these was that data collection was fast and saved a lot of time and most importantly, the data was in its original form.

All things considered, these documents did not cover the proposed area of research employees' representative organisations. This is so in light of the fact that they had been created to cover up other diverse studies. The researcher used some research methods to take care of the above issue, hence the reception of triangulation. The researcher used texts, journals, reports and articles, some were from within GMB and some from outside GMB, significant to the research. More so, the researcher had to cautiously articulate these findings in a way that would suit the research objectives.

### **1.9.4 Validity and reliability of instruments**

The questionnaires were distributed to 60 non-managerial employees. The answers helped the researcher come up with different perceptions which came from the respondents.

### **1.9.5 Data collection procedures**

The researcher had to seek permission from the organisation to carry out the study. An introductory letter accompanied the questionnaires which highlighted that the information they were going to give out was confidential. The researcher had short discussions with the respondents and clarifications, showing the respondents how to answer questionnaires. The questionnaires were delivered and then after a week were collected. Calls were made were made

two days after distribution of questionnaires to help the respondents remember of the date the questionnaires going to be collected. In addition, the researcher had meetings with potential interviewees to set up interviews. The respondents were given reminders so as to expand the response rate.

#### **1.9.6 Data presentation and analysis procedures**

A mixture of qualitative and quantitative approaches of data analysis was utilized since it was a case study. A deductive type of examination was utilized and supplied for the general descriptive statistics utilizing the graphs, tables, percentages, frequencies and charts for easier interpretations. Numbers were created to demonstrate connections between variables for improved interpretations. The information was analyzed by arranging it to remove ruined questionnaires and setting information into categories. Responses were gathered matching to respective question so as to come up with amount and percentages of the number of the respondents who had similar views and beliefs. Having collected the data from the field to solve the research problem, the researcher then manipulated and processed the data in a form that answered the research problem.

#### **1.10 Organisation of the study**

Chapter one covered the background to the study, statement of the problem, research objectives and questions, assumptions, significance of the study, delimitations and limitations of the study, research methodology and definition of key terms. Chapter two reveals the literature review and



theoretical framework. Chapter three looks at presentation and analysis of data. Chapter four summarises, concludes and makes recommendation of the research findings.

### **1.11 Summary**

This chapter constituted of the background to the study, statement of the problem, research objectives, research questions and the importance of the study. In addition, assumptions and the boundaries of the study were highlighted. Lastly the chapter emphasized limitations, research methodology, definition of key terms and the organisation of the study. The next chapter covers the literature review and theoretical framework.

## **CHAPTER II**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.0 Introduction**

The previous chapter covered the background to the study, statement of the problem, research questions and objectives, assumptions, significance of the study, delimitations, and limitations of the study and definition of key terms. This chapter covers literature review and theoretical framework.

#### **2.1 Literature Review**

##### **2.1.1 Defining employee representation**

Rodgers and Streeck view employee representation through participation as the second channel of industrial relations which include shop floor centered organizations for employee representation, for example workers committees which have different function from trade union. Rodgers and Streeck view on the closer interconnection of workplace representation and participation stating that trade unions are not directly at workplace which makes them weak. Some scholars view that workers committees were created in 1980 after the weakness of trade unions had been realized. One of the commentators Annanaba pointed out that trade unions in Africa have had a rough existence since the attainment of independence.

Rodgers and Streeck goes on to say workers committees are there to help workers have a voice at work and also so they could have better communication and cooperation between employees and management which will lead to production. Thus from the above employees' representation has been explained, it can be by trade unions or by worker committees. This study is going to be

looking at employee representation in form of workers committees or workers unions in Zimbabwean Parastatals.

### **2.1.1 Workers committee and works council**

A workers committee is an integral component of the management of any organisation - serving as the fulcrum and nerve centre - of industrial democracy that bridges the gap between workers and management (Kadungure 2015). Rogers and Streeck view that works council are a substantive form of democratic participation as is seen by the involvement of workers in them. Workers get a chance to express their views on the representation provided to them by their Unions through regular council election.

### **2.1.2 Functions of workers committee**

Kadungure (2015) views that workers committee are selected and chosen by employees to speak on behalf of them when having discussions or negotiations with their employer. He goes on to say modern workers committees must be able to balance and marry the interests of their constituents and those of the organisation. Workers committee operate to the advantage of companies in vetting grievances, discussing with management and defusing shop floor crises wherever they occur (Sachikonye 1986).

### **2.1.3 Employees' representation in Zimbabwe**

Looking at employee representation in Zimbabwe one will have to review existing literature. This literature review is going to be looking at some works concerning employee representation. The chosen literature will be explaining the nature of employee representation in Zimbabwe. This review is also going to be looking at some literature on employee representation since attainment of independence, this helps the researcher to find out whether the employee

representation have improved over the years or if it is still lagging behind and also it helps the researcher to find out what needs to be done to have to have improved employee representation. This study is also important as it allows the researcher to review texts on workplace and worker representation. There will be reviewing of arguments in the available literature.

According to Kadungure (2015) in 1981 the new government committed itself to bringing about new set up of industrial relations in Zimbabwe. The government wanted to move from a set up where the industrial relations is totally dominated by employers to one which includes employee involvement in decision making through worker participation. This then led to the introduction of joint function of workers committees and works council when decision making is democratized in the industry and labour management relations being enhanced. Some studies that were carried out after independence concerning workers committee shows an interest in these workplace structures that had been introduced by the new government which was now independent. These studies viewed these questions, whether the role played by workers committees could bring industrial democracy at workplace or even promoted harmonious working relations. Most of these studies began from the government's view that workers committees could drive worker participation into worker self-management. However, none of these studies took into consideration that this type of worker participation would lead to worker self-management to predominate. These studies also accepted the government's public project of strengthening employees and their trade unions.

Mutizwa-Mangiza carried out one of the studies in 1992. Her study was based on analyzing the efficacy of workers' participation in decision making at a parastatal. Mutizwa-Mangiza tries to explain why there has been no development of effective workers participation. She wanted to evaluate whether these worker participation organs would lead to increased productivity, better

management communication, effective handling of grievances and industrial peace. The study viewed that worker participation would promote industrial peace and not democracy. She views that parastatals responsiveness to government directives would contribute to good worker management relations. Mutizwa-Mangiza points out that the government presented workers committees as a means of transformation from capitalist to socialist relations of production though they are not allowed to take part in decision making. The government's plan allowed workers committee to take part in promoting industrial peace and increasing productivity instead of also allowing workers committees to take part in decision making process.

Mutizwa-Mangiza goes on to view that the government had achieved what they wanted, through their plan workers committee had good industrial relations in parastatals. She also goes on to say through workers committees better work management has led to effective channels of communication and effective handling of grievances more so higher production. These benefits mentioned above mainly benefited management because at the end of the day they had the final say, the management had manipulative strategies, the communication was one way. Mutizwa-Mangiza also point out that the workers committee lack of knowledge and understanding led to better work management. They did not understand financial and technical issues, they could not question management thus less chances of hostility between management and workers.

Therefore to conclude, she points out that even after years of independence there has not been much concerning worker self-management because of government's lack of political commitment to socialism. There has not been done much to promote workers role in decision making through workers participation organs. Thus workers participation organs are supplementing weak trade unions.

One of the scholars named Maphosa when he was carrying out his research in 1985, his main concern was how feasible were the workers committee and works council in terms of their effectiveness in democratizing decision making in Zimbabwe industry. Maphosa had a similar finding to Mutizwa-Mangiza which is that most of workers committees were facing problems because of poor education among employee representatives, this then made it difficult for workers committee to challenge company management. Kadungure (2015) and one of the articles in Newsday in 2010 viewed that these workers committees fails to understand the laws of labour so as to the advantage of represented employees because of limited education thus leading to the questioning of their leadership qualities. These workers committees with their limited education fails to meet the level of education and experience of the management when having works council meetings and fora. They go on to say this generally poor education amongst the workers committees members implies that it is impossible for them to read and understand the balance sheet. It is also difficult for them to understand profit and loss account of the organisation, not to mention comprehend the impacts of the world economic recession on their organisation.

As Maphosa was carrying out his research, workers participation was still being introduced he noticed that employees' desire for participation was higher than management's acknowledgement in them being included in the participation furthermore higher than government's rules allowed. Most workers committees were interested in participating in issues relating to salaries and wages whereas management wanted to limit workers committee involvement in issues relating to maintaining discipline, improving better communication between management and employees. For Maphosa, it was clear that in organisations only

management seemed to have things going their way supported by the authoritarian government, much less concern was given to employees' views through their representatives.

One of the studies is by Shadur, a management studies specialist. Shadur's research was carried out in 1991 and it was largely from management's perspective not employees' perspective. His analysis views employees and management having conflict of interest. Shadur's work focuses on management practise and pays not much attention to the views of workers committees. In his studies he views that the government's labour policy has had a massive and valuable effect on labour relations of the country. Shadur opposes the view that Mugabe's government was harsh against workers committee to control trade unions and repress strikes for the benefit of employers. In contrary, he believes that the government created policies that were meant to benefit employees, however, the government also considered matters of economic growth.

Shadur sees workers committees as a positive alternative to the involvement of trade unions because in his opinion the main reasoning weakening workers committees is the slow performing, external macro-economic context. Also in his opinion looking at economic problems he sees workers as being unfair and creating weak conflict with management over impossible demands on increased salaries and fringe benefits. According to Shadur the workers committee is doomed to failure up until the economy has improved and also after their members have received some technical training.

There were some views from other observers who were against Shadur's views, one of the observers was Phimister. He views that the problems the state is facing are caused by Shadur's failure to identify the nature of the state in Zimbabwe. He goes on to say, Shadur is failing to see how the difference in classes in Zimbabwe have been from the time of independence. Phimister

goes on to conclude that Shadur's attempt to raise a comparison with patriarchy in bid to cover up state's authoritarianism is a selfish ideology which might not appeal to ordinary people, which apparently the author did not consider.

Nangati had the same view as Phimister on classes, he argues that the government policy which promoted maintenance of industrial peace aimed at control of workers during their struggles against capital. Therefore, workers committee are not able to go against standing relations of production which means the institutions participating will play a role in the exploitation of workers and workers committees that are not yet organized weaken the impact of trade union.

There were some views from other observers, they share the same view that workers committees have achieved little in democratizing workplace and also they tend to undermine trade unions. Shadur goes on to say, in reply to the above, workers committees in Zimbabwe were never capable of achieving much in terms of worker representation mainly because they were not designed to achieve that. He further disagrees with the view that they undermine trade unions, he states that these workers committees are now playing a supplementary role to trade unions which were now weak and were no longer able to represent their members.

Another study was carried out by Nyoka in 1985 he views the workers committees as the instruments of workers participation. He was against Shadur's view that workers committees often does not deliver industrial democracy. He had the same findings with that of Mutizwa-Mangiza and Maphosa. Nyoka found that works council chairman, a manager would manipulate meeting to the management advantage because he had access to technical information. He viewed that workers were aware that management could manipulate workers committees and also could use workers committee to protect themselves from the workers' demands. More so



most committee members are not well educated and also felt were unable to challenge management superior power.

Mitchelle goes on to view his opinion against Nyoka saying workers committees have only to bring about industrial democracy. He goes on to say, these workers committees are unable to provide individual gains because of their isolation. He also views that only trade unions can represent working class adequately.

After literature review on employees' representation in Zimbabwe we have come up with different views from different studies. From the literature review it is seen that workers committees have had different challenges ever since the year they were established. Different literature pointed out different views and some similar views. The gap in literature reviewed will be filled by this research as it seeks to find problems that are still taking place in organisations, and attempts to find ways to end poor representation in organisations. The research seeks to find ways to ensure that there is effective communication between management and employees through these representatives.

#### **2.1.4 Employee representation and worker participation**

Worker participation in organisation is seen as providing a basis upon which to achieve higher productivity. Some arguments have been brought up in bid to try and explain the positive impact of workers' participation. Firstly, some British social scientist, basing on the Marxist framework have viewed that worker participation is administration arrangement which does not only use managers but also all the main workers with technical experience to achieve higher production. Secondly, it is viewed that worker participation creates an environment of collectivity and

community which leads to workers being more responsible. The last view is that through worker participation there will be job satisfaction thus leading to high productivity.

Some writers have viewed that just as the citizens in a country have the right to vote for their representatives, the same should be at workplace, the employees should be allowed to elect their representatives through workers participation. In support of the above, Edwards views that there should be democracy at workplace and also there should be social control of the production process. Salaman points out the conventional worker participation schemes, he views that they lead to worker co-option. He points out what he calls direct forms of participation which include consultative meetings between employees and their supervisors. He referred to this as descending participation because it is put forward by management for its own purposes. Therefore, decisions are made based on what management had initiated thus making employees less meaningful.

Furthermore, he goes on to point out indirect forms of participation which include management and employees having the same balance of power when it comes to decision making, and also making of works council. This is referred to as ascending participation, there is employee influence and representation through negotiation and joint regulation. Direct form of participation is seen when we view the early experience for black South African workers. It was entirely management and state initiated. However, Friedman says that by 1973 works committees were chosen by workers alone even though they were harmless. By 1973, liaison committees were introduced, under these employer could choose chairman and half the members. Works committee could negotiate whereas liaison committees could only make recommendations to employers which in the end were now dominated by the employer. These were now being called 'tea and toilet committees' because they discussed minor issues which did

not threaten employer' decision. Thus Friedman called the liaison committees and works committees 'a toy telephone'.

Different worker organisations had different attitude towards these committees. The Natal Trade Union Advisory Coordinating Council (TUACC) argued attacking this form of participation saying unions should not have truck with bodies designed to attack them. But the Western Province Workers Advisory Board (Cape Town) adopted the works committee strategy and asked management to identify and negotiate the works committee. In addition, a great emphasis on worker participation in decision making was shown by the Metal and Allied Workes Union in Witwatersrand.

Organizing labour which was brought up by what they called 'toy telephone' was now creating opportunities. Committees who were weak and had no direction were now participating in liaison or works committee which was of benefit to the unions. From the above, a huge importance is placed on the form of bargain that labour makes with capital through such participation. The tussle is seen when trying to reduce the power inequity between capital and labour and to actively challenge the line of negotiation between employee interests in established representation and combined voice and employer interests in workforce cooperation and communication to boost performance.

But in Zimbabwe micro-level employee representation through shop floor has not yet faced any difficulties nor has it laid down any groundwork for future work control. Ramsey viewed that management wants employee representation when they have faced a problem to their authority from below. Munck stated that the aim is to get pre-emptive integration of workers or to defuse a problem to the sacrosanct principles of capitalist control. Sachikonye goes on to say workers

committees operates to the advantage of companies in vetting grievances, discussing them with management and defusing shop floor crises wherever they occur. Maller accepts the above statement when she says that worker participation must be understood as a part of continuum of management strategies used to ensure the transformation of labour power into actual labour ranging from coercion through to consent.

The above reviewed literature shows how different worker participation have been taking place through worker participation organs which are workers committees. The literature viewed different types of employees' representation and how it has evolved over the years. It viewed the type of employee representation in South Africa and Zimbabwe. Through worker participation workers have managed to be involved in decision making though some management does not fully allow employees to be fully involved. Which is still the problem between employees and management, they do not give employees full responsibility through workers participation.

## **2.2 Theoretical Framework**

Employee representative organisations are there to serve the interests of employees. These organisations can be measured if they are effective or less effective, more so these have effects on employees being represented. This research will incorporate a number of theories in attempt to explain the nature of employee representation in Zimbabwe. The theories will also try to show how effective representation can be attained. The research will try and view McGregor's Theory Y, conflict or radical theory, group or organizational theory and the pluralist theory.

### **2.2.1 Douglas McGregor Theory Y**

Theory Y believes in integrating individuals and organisational goals. This theory believes that workers are creative. By giving the workers the room to be creative they will feel motivated thus

benefiting the organisation, employees become self-directing. If workers and managers work together through workers committees, this will be beneficial to the organisation.

Wallace (2013) views that theory Y is liberating and developmental. He also notes that control, accomplishment and nonstop improvement are achieved by empowering, engaging and giving responsibility. Thus employees' participation through workers union leads to development within a company. The theory goes on to say people's creativity and imagination and ingenuity should be used to resolve problems at work. A huge number of employees will be part of solving problems which is part of decision making. McGregor sees theory Y as participative problem solving which is what employees want, they want to be part of making decisions through their workers committees.

More so, participative approach is beneficial not only to employees but to management also because through participative problem solving there will be improved results within an organisation unlike just passing out authoritarian orders. McGregor also views that staff will contribute more if they are given a chance to show how responsible they are and also by being valued. And also if the job is satisfying it leads to commitment to the organisation. Thus from this theory, if employees and managers work together through workers committees there will be good and also organizational improvement and development.

### **2.2.2 Group Theory**

It is also called organizational theory. In a group theory, the powerful group will create shared objectives and values and standards, conduct, traditions and customs (Homans 1950, Shaw 1981 in Frederickson et al 2012). In an organisation management, workers committees and employees can work together to achieve shared goals and solve problems. Under this theory managers,

employees and workers committees work together to achieve organizational goals and objectives and most importantly problem solving. Therefore, effective management through worker participation organs supports group objectives and standards that are supportive to the company's purposes and objectives.

### **2.2.3 Conflict or Radical Theory**

This theory is based on the premise that conflict exist in the community, society and also at workplace. According to Lewis Coser (1913-2003) conflict is a battle over values and claims to rare status, force and assets in which the aims of the opponents are to neutralize, harm or dispose their rivals. Conflicts at workplace are natural. Lewis Coser believed that conflict theory leads to social change, it can stimulate change and it can also increase central power thus it is necessary at workplace. The theory believes that groups in society are created from conflicts, for example, workers committees, these developed to to fight for the interest of workers. Conflict theory views that when conflicts occur peaceful ways of solving problems are created. This is seen by the presence of workers committees. The workers committees are there to ensure the grievances of employees and disciplinary hearings are handled fairly. Rodgers and Streeck viewed that if there were no workers committees grievances would rarely be redressed which would lead to more unresolved conflicts.

### **2.2.4 Pluralist Theory**

According to Giles (1989) pluralist theory views that the work environment is made up of various sets of beliefs, morals, attitudes and behavior. Dabschek (1989) and Dzimbiri (2008) view that conflicts are inevitable because there are inherent competing interests. The pluralist theory believes that holding peaceful holding resolution to conflict is the way forward. The theory views that when it comes to solving conflicts within an organisation measures that are

applicable to all should be applied. Under this theory there is compromising of all stakeholders. Leat (2001) states that workers unions are authentic employees' representatives, and they are positively viewed for the reason that they assist workers to emphasize their power in decision making. One way for having peace at workplace is by ensuring that employees are allowed to take part in decision making. Employees should be allowed to choose the members of the workers committees through elections.

### **2.3 Summary**

This chapter dealt with literature review and theoretical framework. The next chapter covers data presentation, analysis and discussion.

## **CHAPTER III**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

#### **3.0 Introduction**

The previous chapter covered literature review and theoretical framework. This chapter presents analysis and discusses results of the inquiry. There will be analyzing of responses and views that were obtained through questionnaires and interviews. These will be presented in form of graphs and charts to explain and simplify the findings.

#### **3.1 Questionnaire analysis of responses**

Table 3.1 on the next page shows the distribution and the responses obtained from the questionnaires that were administered to the research subjects.



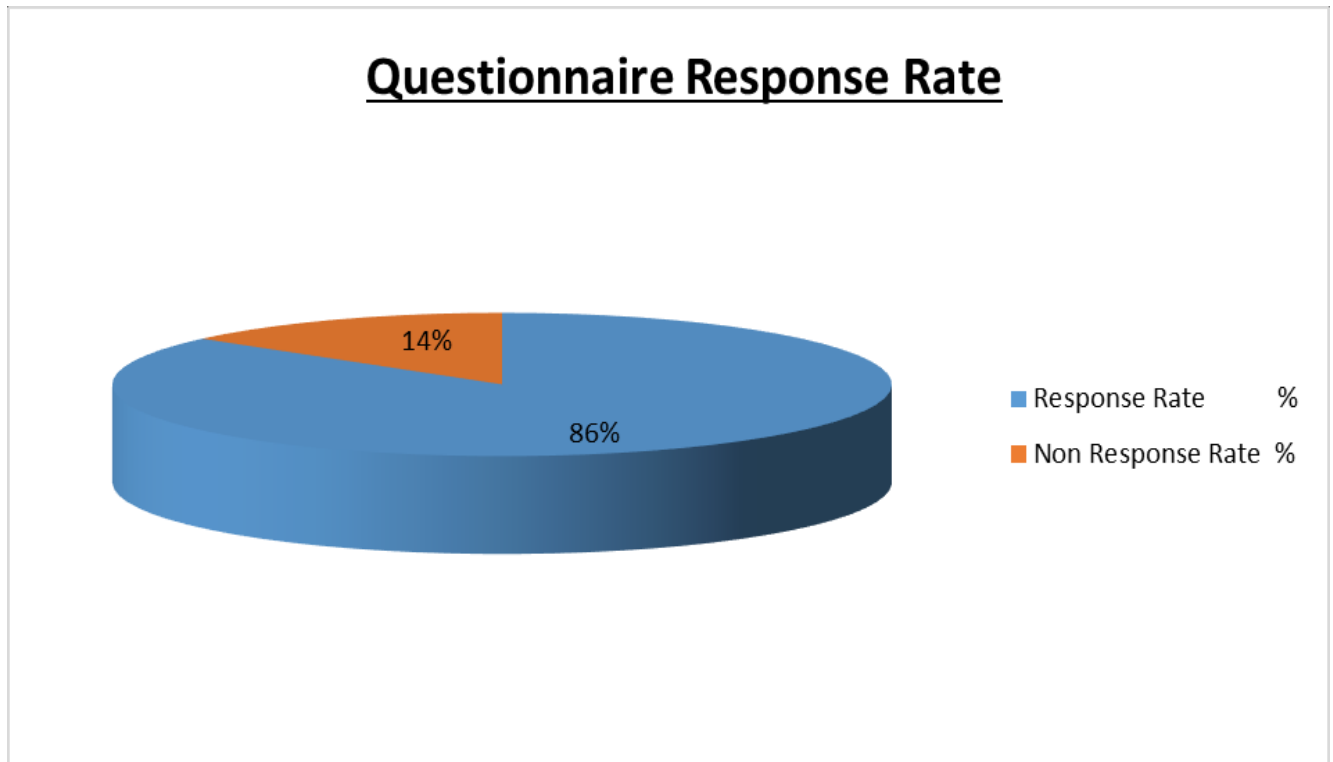
**Table 3.1: Percentage distribution of Questionnaires**

**n =50**

Department	Non Managerial Employees			Response Rate %	Non Response Rate %
	Questionnaire Dispatched	Questionnaire Returned	Questionnaire Not Returned		
	Human Resources	12	11	1	92%
Finance and Administration	14	12	2	86%	14%
Marketing	4	3	1	75%	25%
Operations	4	4	0	100%	0%
Production	4	2	2	50%	50%
Loss Control	4	4	0	100%	0%
P.R	4	4	0	100%	0%
Business Development	4	3	1	75%	25%
<b>Total</b>	<b>50</b>	<b>43</b>	<b>7</b>	<b>86%</b>	<b>14%</b>

The above can also be shown in form of a pie chart as illustrated on the next page:-

**Figure 3.1: Questionnaire Response Rate**

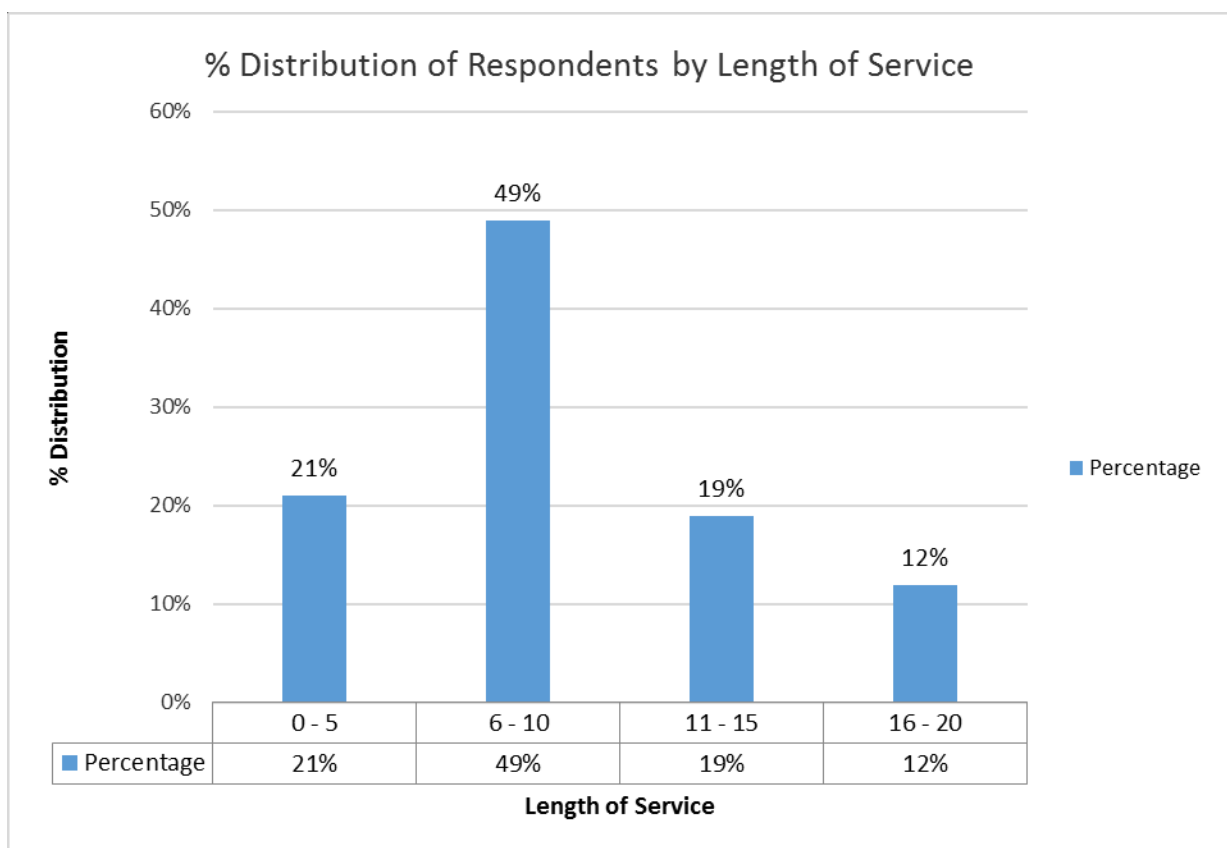


Fifty questionnaires were hand-delivered to the respondents as illustrated in Table 3.1. All the departments were included in the research (Human Resources, Finance and Administration, Marketing, Production, Operations, Loss Control, Public Relations and the Business Development Unit). Fifty questionnaires were distributed to the non-managerial staff and forty-three of these employees successfully completed, thus making a response rate of 86%.

### 3.1.1 Length of service in GMB

Figure 3.2: Percentage distribution of respondents by length of service

n =43

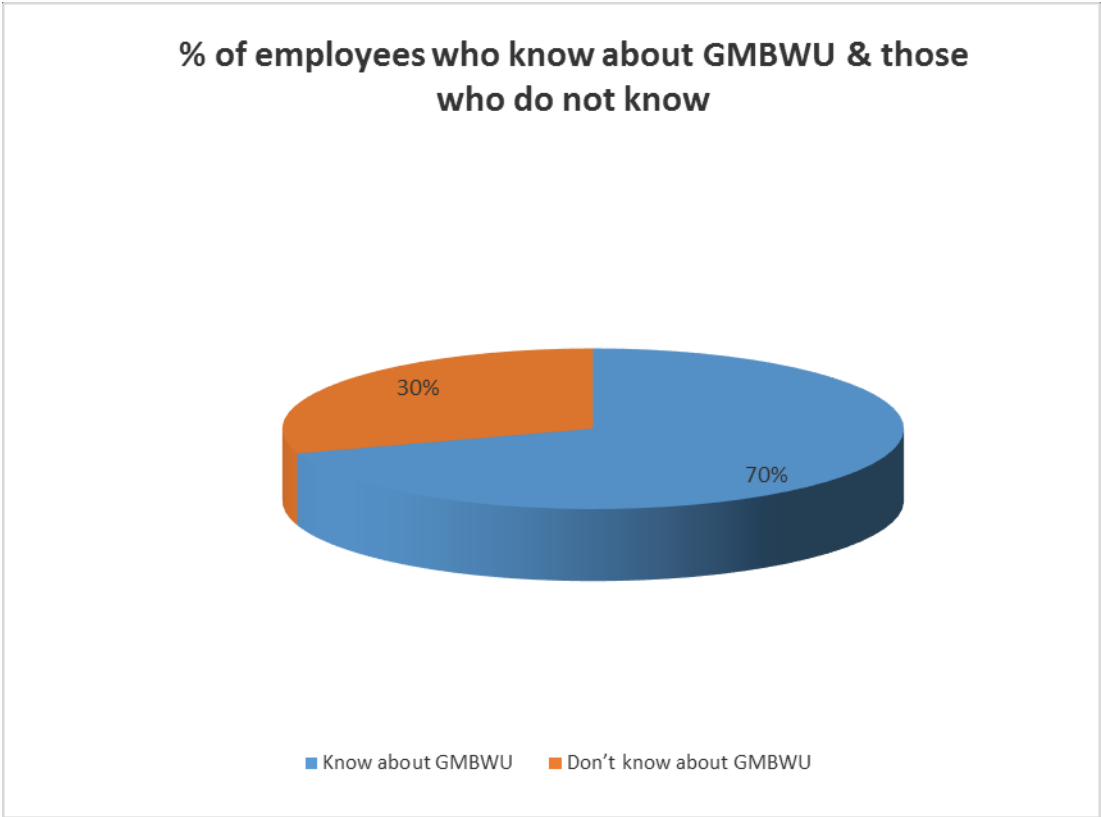


In Figure 3.2 the results revealed that the most of the respondents (49%) had worked at GMB for more than six years.

**3.1.2 Employees’ knowledge and perceptions on employee representation at GMB**

An analysis of the employees’ knowledge on their workers union was the starting point. The researcher wanted to find out how many employees know about GMBWU. This is shown in Figure 3.3 below.

**Figure 3.3: Percentage of the employees who know about the GMBWU and those who do not know.**



From the above pie chart it is shown that 70% of GMB employees know about the GMBWU while 30% do not know about the workers union. A workers union ought to make sure each and every employee is aware of their representatives. It is their duty to ensure that every employee is aware of their existence, the GMBWU. Thus from the above findings it showed that the GMBWU is not effective.

**Table 3.2 Percentage distribution of respondents' perception and knowledge on employees' representation at GMB**

STATEMENTS	RESPONSES				
	SA %	A %	U %	DA %	SDA %
All employees at GMB are aware of GMBWU	0	53	23	12%	12%
GMBWU comes and present their agenda to employees as the ones they present	14	46	28	7%	5%
The current GMBWU is efficient and effective	0	9	16	42%	33%
The representation benefit each and every employee at GMB	0	9	28	37%	26%
Most of the employees take their problems to the workers Union	30	23	7	21%	19%
Most employees are satisfied with the outcome	9	19	23	30%	19%

**Results from Table 3.2**

From the first statement which states that all employees at GMB are aware of the GMBWU. Most of the respondents (53%) agreed with the above statement. All employees in an organisation should be aware of their workers union, because the union exist because of them. The second statement reads that the GMBWU comes and present their agenda to the employees as the ones they represent. The majority of the respondents (60%) supported the statement that

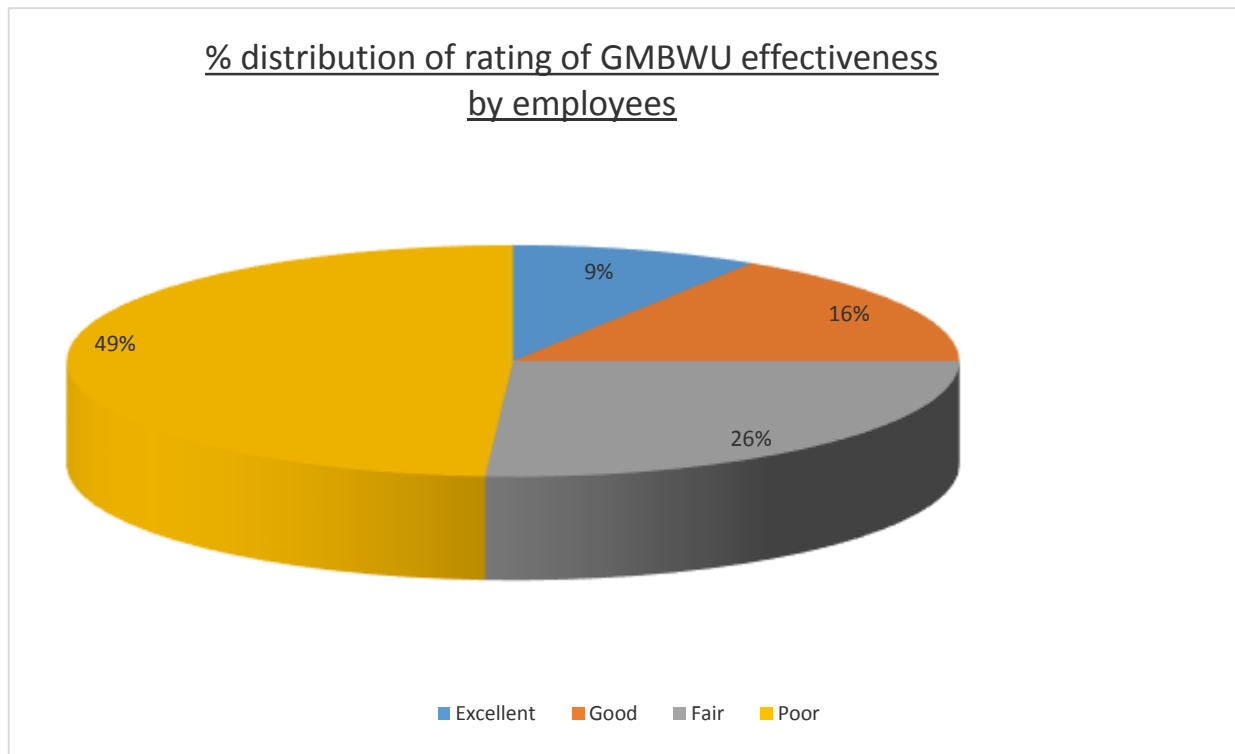
the GMBWU comes and present their agenda to the employees. The workers union ought to have regular meetings with the GMB employees and giving them feedback after they had reported to management and also hearing the employees' grievances. Thus the majority agreed that the representative hold such meetings. The third statement is that the current GMBWU is effective and efficient. Most of the respondents (70%) did not perceive the current GMBWU as effective and efficient. Since the GMB employees do not agree with the statement that their union is efficient and effective this shows that the workers union is not effective at all.

The fourth statement states that the representation benefit each and every employee. The majority of the respondents (63%) disagreed with the statement that each and every employee is benefiting. Mitchell views that workers union are unable to provide individual gains. Most employees felt they were not benefiting from the union. Most employees are not appreciating the GMBWU thus showing how less effective the workers union is. The fifth statement is, most employees take their problems to the workers union. Most of the respondents (53%) agreed that most of the employees take their problems to the workers union which is the appropriate manner. Each and every employee is entitled to report their problems or grievances to the workers union.

The sixth statement reads that most employees are satisfied with the outcome. The majority of employees (49%) disagreed with the statement that most employees are satisfied with the outcome. Most employees felt that the outcome of the representation of GMBWU is not satisfying at all. Most employees are not satisfied with the outcome.

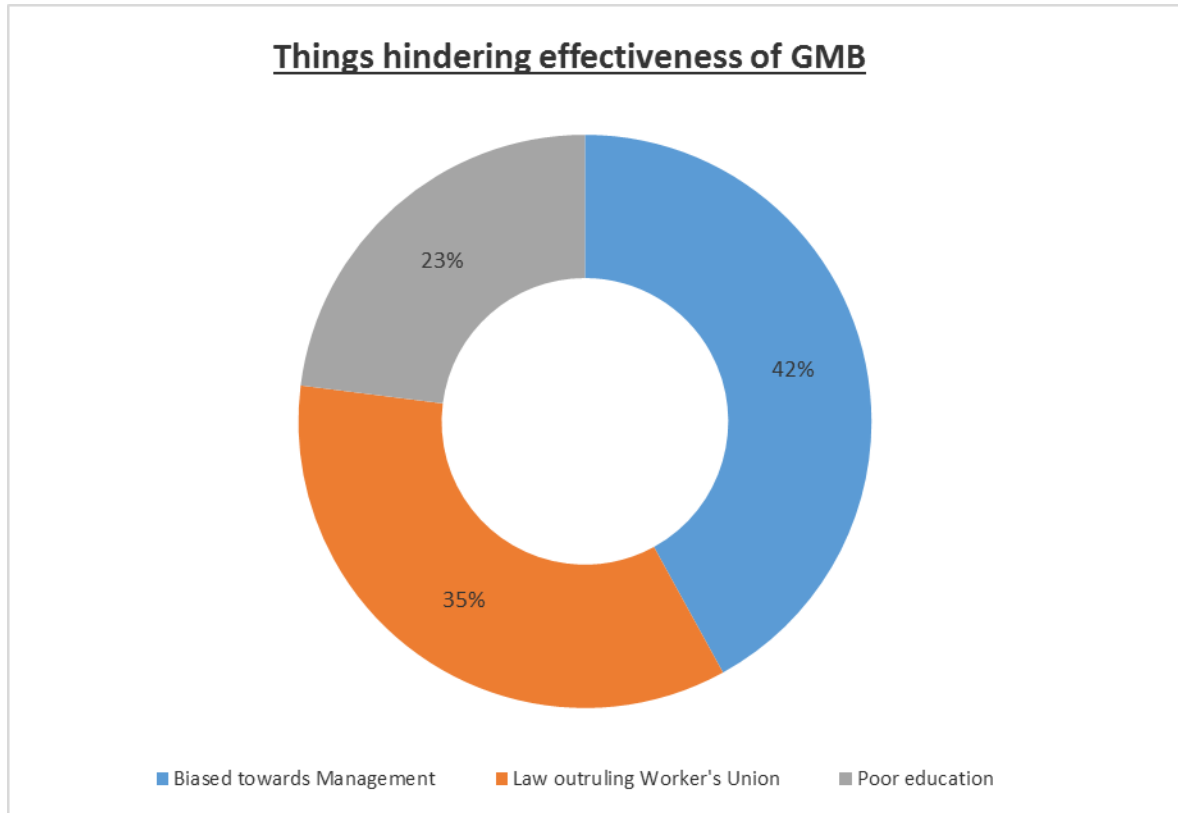
### 3.1.3 The effectiveness OF GMBWU

**Figure 3.4: Percentage distribution to show how employees at GMB rate the effectiveness of GMBWU**



The findings in Figure 3:4 showed that majority respondents (49%) viewed that GMBWU was not effective. These findings show that the GMBWU is not effective, their representation is poor.

**Figure 3.5: What the employees viewed to be the things hindering effectiveness of GMBWU**



The findings in Figure 3.5 showed that majority of the respondents (42%) listed biased towards management as one of the things hindering GMBWU effectiveness. Nyoka viewed that management could manipulate workers committees and also could use workers committees to protect themselves from workers demands. These manipulations leads to workers commiteees now being biased towards managemnt. Mutizwa-Mangiza also viewed that some management would invite some representatives during weekends for a whiskey at their place also leading to



representatives becoming biased towards management. Workers committees will now be doing everything considering the favors they get from the management. So even when the management is wrong, the workers committees will end up brushing off and ruling in favor of management. Decisions concerning employees participation will not be considered fairly.

The second listed (35%) was that law outrules the necessity of workers union. This is seen from the current situation at GMB employees were retrenched and the workers committees could not do anything, more so, the laws gave the organisations a go ahead to retrench and workers committees were not allowed to intrude. Some articles have supported the above statement that the law is now outruling the necessity of workers union. The workers union are no longer valid, their relevance is no longer seen since the power is now vested in those that make laws.

And lastly (23%) pointed out that poor education amongst representatives could be one of the things hindering its effectiveness. Nyoka points out that most committee members are not well educated and so they felt they were not fit enough to challenge management. Mutizwa-Mangiza and Maphosa had the same view that most of the workers committees were facing problems because of poor education among employee representatives also supporting that this then made it difficult for the committee to challenge company management. More so, Kadungure (2015) and some article in Newsday view that workers committee cannot interpret labour laws for the benefit of employees they represent because of poor education. They go on to say because of poor education these representatives cannot interpret the balance sheet or profit and loss of the organisation.

### **3.2 Interview analysis of responses**

Ten non-managerial employees were interviewed.

### **3.2.1 Employees awareness of the GMBWU**

All the interviewees (100%) said they know about the GMBWU. Employees should know about the committee that represents them.

### **3.2.2 The effectiveness and efficiency of the current GMBWU**

Most of the interviewees (80%) viewed the current GMBWU to be inefficient and ineffective. The interviewees viewed that the main reason behind the failure of the union is because they do not work with the employees at GMB. They are not clearly intermediating between the management and the employees which is their main duty. According to a group theory, the powerful group will create shared objectives and values and standards, conduct, traditions and customs. In an organisation management, workers committees and employees can work together to achieve shared goals and solve problems. Thus the GMBWU need to be working hand in hand together with the management and workers committee in order to deliver good results.

### **3.2.3 GMBWU representation benefiting all employees**

The majority of the participants (70%) viewed that not all employees were benefiting, just a few employees were benefiting. According to Mitchell workers committees are unable to provide individual gains because of their isolation. This is shown with the GMBWU, its not satisfying every employee at GMB. The union need to work with the employees they represent so they can have a positive outcome.

### **3.2.4 Participants suggestions on the improvement on the improvement of GMBWU representation**

All of the participants (100%) agreed that since there is poor education amongst some representative members they should make sure they elect members that have a bit of knowledge

on how these organisations operate. They also go on to agree that for the current GMBWU to become effective and efficient the organisations should carry out some training through workshops so at least there will be better understanding within an organisation and less confusion. Moreover, each and every employee must be allowed to take part in the selection of a member of their choice and also they should be given a chance to know about the people there will be voting for to represent them. More so members selected should not be given more than two years in office.

### **3.3 Discussion**

As shown in Figure 3.3, 70% of the population sample know about GMBWU whereas 30% does not know. This shows that there are some employees in organisations who are not aware of an institution that represent them. In Table 3.2 majority of the respondents agreed that GMB employees know about the GMBWU. The above perception shows that each and every employee is entitled to be knowing about the organisation that represent them.

Table 3.2 showed that most of the GMB employees perceived GMBWU to be inefficient and less effective. This can be seen by late payment of employees, and the current retrenchment that are taking place. People are being retrenched without receiving their salaries and fringe benefits.

Furthermore looking at the interviews the majority of the participants (70%) showed that not all employees were benefiting from the representation. From the analysis that was carried out it shows that GMB employees are not happy with the representation at all. They do not view the union as beneficial to each and every employee. Instead they view it as ineffective and inefficient.

### **3.4 Summary**

The present chapter looked at data presentation analysis and discussion. The next chapter deals with summary, conclusion and recommendations of the study.

## **CHAPTER IV**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **4.0 Introduction**

The previous chapter covered data presentation, analysis and discussion. This chapter is going to be presenting an overview of the entire research. This chapter focuses on the summary, conclusion and recommendations regarding the findings of the study.

#### **4.1 Summary**

This research was looking at effectiveness of employees' representation in Zimbabwean parastatals. The research was focused on Grain Marketing Board Workers Union. Employees in an organisation have a group of selected members who represent their interests. At the Grain Marketing Board there are represented by the GMBWU. The research was looking at the effectiveness of the GMBWU, how well they represent the employees which is the main reason behind their existence.

The research was guided by a set of objectives sought to examine the effectiveness of GMBWU. The research had to find out if the GMB employees were satisfied with the representation given by GMBWU. The research also looked at what was causing GMBWU to fail to represent the employees. And also to check if the employees at GMB are even familiar with the workers union that represent them. The GMBWU has not been effective and efficient when it comes to representing GMB employees, thus the aim of the research is to also recommend solutions to GMBWU and GMB and the employees on how to come up with a better employee representative organisation and also to improve on the current GMBWU.

The research goes further on to look at various scholars and their studies. A number of scholars and authors were analyzed on how they view employee representation in Zimbabwe and other African countries. The scholars viewed on these worker participation organs, which are the workers committees. Most scholars viewed poor education amongst workers committee members as being the major cause of ineffective and inefficient of GMBWU.

## **4.2 Conclusion**

The research findings emphasized the ineffectiveness of the GMBWU. One of the findings was that some of the employees at GMB do not even know about the GMBWU which questions its existence. Employees in an organisation are supposed to be familiar with the workers union. The union ought to make sure all employees are aware of their workers union. The study also discovered that employees at GMB rate their workers union as less effective and inefficient. The employees were not happy with union's representation thus they did not perceive the workers union as effective and inefficient.

More so, the study also showed that the ineffectiveness of GMBWU is caused by being biased towards management. The workers union is biased towards management because there are manipulated by management. The union makes decisions in favor of the management because the members sometimes receive special treatment from the management. The workers union cannot challenge management decisions, which makes them less efficient. It was also discovered that the law is now outruling the necessity of workers union thus making the workers union less effective. GMB employees were recently retrenched and the union could not do anything about it. The union are no longer powerful because they cannot stand against the laws being passed thus making the workers union less relevant. It was discovered that their existence does not really count anymore.

One of the findings was that poor education amongst representatives was leading to ineffectiveness. The low level of education of workers representatives cannot match the level of education of management thus when they are having a meeting they quickly agree to things because of lack of knowledge and understanding. Moreover, one of the findings was that, due to limited education management present what they feel workers union can understand leaving out important things and also the workers union cannot really question the management. And also because of limited education the workers union cannot interpret labour laws or profit and loss of organisation. The workers union cannot understand the importance of the above things thus making them less effective.

Another finding was that GMBWU was not benefiting all employees at GMB. Most employees viewed that they did not feel they were benefiting anything from the workers union, more so they did not understand the importance of a workers if they were not benefiting at all. The employees felt this because of the union's failure to resolve the matter of late payments GMB employees were suffering. The study goes on to discover that there were not satisfied with the representation, they did not feel their interest were being served at all, this is because they were suffering late payments and some employees were being retrenched.

One of the findings was that most of the employees take their problems to the workers union but are not satisfied with the outcome. Employees felt their problems were not being fairly addressed by the union. Workers union efforts are not satisfying the employees.

In addition, it was concluded that workers union members need some form of training through workshops so they can understand what their existence is all about.

### 4.3 Recommendations

Based from the above conclusion, the study recommends that:

1. All GMBWU members should go through some form of training through workshops.  
And also before selecting members of the workers union employees need to be informed that certain candidates that there are going to be voting for are familiar with what employee representation is all about. And also to make sure they go through some training if there is need for some training. Employees should select at least people who have know knowledge about workers committees so they can be represented fairly.
2. GMBWU should have regular meetings with the employees of GMB so they will be familiarised with such an organisation. These meetings should be meant to inform employees about their existence. GMBWU should make sure every employee at GMB knows about them. This can be done through doing a remarkable work when representing employees. And also through these meetings they can have a chance to present their grievancves and suggestions.
3. Management and GMBWU should have meetings and discuss issues concerning employees of GMBWU and not holding back some information. Through this they will be promoting worker participation. The employees will be passing their information be it grievances or suggestions through the workers union to the management and also they will receive feedback from the management through workers union.
4. There should be selection of new committees after every two years. This should be done through an election which can be held at the organisation Having the same committee will lead to repeated failures thus having an election will lead to new committees who



are eager to represent all the time. And also all employees should take part in the election.

5. Workers committees should try and address challenges facing employees immediately.

As soon as the workers union hear about an employee grievance the workers union should try and act on it faster. And also should make sure employee is given a chance to be heard. It is every employee's right to be heard so through meetings workers union should be prepared to hear the employees problems and grievances and act immediately.

#### **4.4 Areas to further study**

The research suggests more studies in different parastatals in relation to this topic so as to have a wider view of the discoveries of this case study.

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## APPENDIX ONE: QUESTIONNAIRE FOR RESPONDENTS

### Questionnaire: Non-Managerial Employees

#### “The effectiveness of employees’ representative organisations in Zimbabwean Parastatals: A case of Grain Marketing Board”

My name is Amanda Sithole and I am studying for a Bachelor of Science Honours Degree in Politics and Public Management at Midlands State University. The survey is being conducted on the above-mentioned topic for a Research project. All data and information provided in this survey shall be treated as STRICTLY CONFIDENTIAL for mutual benefit of the institution, researcher and respondents.

Questionnaire No.: .....

#### Section 1: Demographic Data:

*Please tick the correct responses.*

1.1 What is your gender?     Male     Female

1.2 What is your age? Less than 25 years  25-34 years  35-44 years  45-54years   
Above 55 years.

1.3 What is the highest level of education you have completed?  
Primary  Ordinary Level  Advanced Level  College Certificate  University  
Degree

1.4 What is your present job title?  
.....

1.5 How long have you been employed by the Grain Marketing Board?  
0-5 years  6-10 years  11-15 years  16-20 years  Above 21 years

1.6 Department  
.....

#### Section 2: Employee knowledge on employees’ representative organisations. (Tick the appropriate answer.)

2.1.1. Do you know anything about the GMB workers union? Yes  No

2.1.2 If yes, explain how it operates?

.....

.....

.....

2.2 Do you know how often the workers committee meets? Yes  No

2.3 Tick where appropriate using the key below:

Key: 1: Strongly Agree                      2: Agree                                      3: Unsure  
 4: Disagree                                      5: Strongly Agree

STATEMENTS	TICK WHERE APPROPRIATE				
	1	2	3	4	5
All employees at GMB are aware of GMBWU					
GMBWU comes and present their agenda to employees as the ones they present					
The current GMBWU is efficient and effective					
The representation benefit each and every employee at GMB					
Most of the employees take their problems to the workers Union					
Most employees are satisfied with the outcome					

**Section 3: Workers Union and grievance handling** *(Tick the appropriate answer.)*

3.1.1. Have you yourself taken any problems to the workers committee? Yes  No

3.1.2 How would you rate the way they resolved your grievance? *(Tick the appropriate box.)*

Excellent       Good       Fair       Poor

3.2.1 If you have a problem at work what do you do?

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

3.2.2 How satisfactory is this? *(Tick appropriate box)*

Excellent       Good       Fair       Poor

**Section 4: The effectiveness of Grain Marketing Board Workers Union?**

4.1 Is the GMBWU effective, how would you rate its effectiveness? *(Tick appropriate box.)*

Excellent       Good       Fair       Poor

4.2 List the things you think may be hindering the effectiveness of GMBWU

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**Section 5: Strategies for improving employees' representation**

5.1 What strategies could be adopted by the GMBWU to improve employee representation? *List the strategies.*

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## **APPENDIX TWO: INTERVIEW GUIDE FOR THE PARTICIPANTS**

### **Interview Guide for Non-Managerial Employees**

- 1) What is your highest professional qualification?
- 2) How long have you been employed by GMB at managerial level?
- 3) Do you know anything about the GMBWU?
- 4) Do you know how it operates? Explain how it operates.
- 5) How does the workers union report back to the workers after seeing management or attending works council?
- 6) Can you tell me the general procedure for raising a grievance at work.
- 7) Are you satisfied with it?
- 8) Are you satisfied with the GMBWU?
- 9) In your own opinion, is the GMBWU effective? Explain further.
- 10) What strategies should be adopted by the GMBWU to improve employee representation?



### **APPENDIX THREE: REQUEST FOR CARRYING OUT RESEARCH**

Midlands State University

Private Bag 9055

Gweru

17 April 2015

The Human Resources Manager

Grain Marketing Board

P. O. Box CY77

Causeway

Harare

Dear Madam

I am a student at Midlands State University studying Bachelor of Science Honours Degree in Politics and Public Management. It is a requirement of the university that that all students on attachment carry out research projects in partial fulfilment of the degree requirements. I am therefore kindly seeking permission to carry out a research at this organisation on ‘the effectiveness of employees’ representative organisations in Zimbabwean parastatals: A case of GMB.’

Your reply and assistance will greatly be appreciated.

Yours Faithfully

Amanda Sithole

