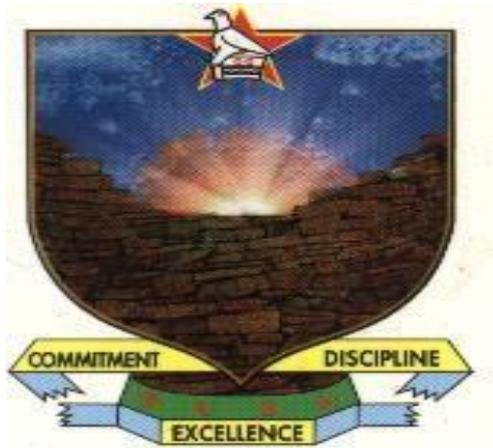


BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT



FACTORS IMPACTING TRADE UNIONS' EFFECTIVENESS IN ZIMBABWE: A CASE OF THE MINING SECTOR.

SUBMITTED BY

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RELEASE FORM

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OF JENA AND SHEPCO MINES.**

DEGREE PROGRAM : **BACHELOR OF BUSINESS STUDIES (HONOURS)
DEGREE IN HUMAN RESOURCES MANAGEMENT**

DECLARATION

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DEDICATION

I thank God for all the people who have supported me from the beginning of my degree programme up to the end. I dedicate this project to my family and friends who have been there for me through all the challenges I encountered along the way.

ABSTRACT

Trade unions have been in existence way before Zimbabwe got its independence in 1980. They have contributed a great deal in the various sectors of the Zimbabwean economy. In all the ministries in the economy of Zimbabwe, there are various trade unions that represent workers' interests. However, this dissertation looked particularly on the effectiveness of trade unions in the mining sector as the researcher felt that past studies had not explored enough in this area. This area took the interest of the researcher because of the country's rich mineral background. In the past decade, in Manicaland Marange, there was a scramble for diamonds which led to a series of illegal mining and as a result most of these miners were not members of any trade union. The study took an approach that was both descriptive and exploratory. A sample of 30% of the targeted population was used in this research survey. It constituted both the workers and the Human Resources managers of mining firms as well as union leaders. The Association of Mine Workers Union of Zimbabwe (AMWUZ) was used as the case study for the research.

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LIST OF ACRONYMS

AMWUZ	Associated Mine Workers' Union of Zimbabwe
CBA	Collective Bargaining Agreement
HRM	Human Resources Management
HR	Human Resources
ILO	International Labour Organization
TU	Trade Union
MDC	Movement for Democratic Change
NMWUZ	National Mine Workers Union of Zimbabwe
LA	Labour Act
ZANU-PF	Zimbabwe African National Union Patriotic Front
ZCTU	Zimbabwe Congress of Trade Unions
ZFTU	Zimbabwe Federation of Trade Unions
KNUT	Kenya National Union of Teachers
COMZ	Chamber of Mines Zimbabwe

CHAPTER I

INTRODUCTION

1.0 Introduction

The purpose of this research is to investigate the factors impacting trade union effectiveness in Zimbabwe. This chapter presents the background of the study, significance of the study and definition of key terms. Trade unionism is a fairly old concept in terms of the HRM developmental stages. Armstrong (2009), defines HRM as an approach that is strategic, cohesive and logical to the employment, development and well-being of workers in organizations. Trade unions are normally associated with large organizations because employees in SMEs view them as a waste of time and financial resources. This study investigated the factors that affect the effectiveness of trade unions in Zimbabwe particularly in the mining sector.

1.1 Background of study

At the dawn of the 20th century, heavy industry and big businesses were in their infancy and a great deal of human labour was needed in order to facilitate the mushrooming Industrial Revolution, Raftopolous and Sachikonye (2001). This quickly led to widespread abuse of workers, including children, who were often consigned to sweatshops where they were forced to toil for several hours a day. However, workers eventually united to form labour unions that stood up to the big corporations and negotiated better pay and working conditions for millions of employees and also demanded the passing of child labour laws. The effectiveness of labour unions, however has always been a source of controversy.

Trade unions according to the Labour Act of Zimbabwe (Chapter 28:01) can be formed by any group of employees. This study investigated the factors that affect the effectiveness of trade unionism in the mining sector in Zimbabwe.

Armstrong (2009) defines collective bargaining as the process that involves employers and employees collectively seeking to reconcile their conflicting goals through a process of mutual accommodation. From this definition, collective bargaining assumes a willingness on both parties to listen to each

other and to abandon fixed positions where possible in order to find common ground.

The existence of a number of unions within one organization was frequently criticized in the 1980s because of the supposed increase in the complexity of bargaining arrangements and the danger of inter-union demarcation disputes, Raftopolous and Sachikonye (2001). The answer to this problem was thought to be single union representation through single union deals. The Labour Act of Zimbabwe currently provides for the existence of more than one union in an industry provided the union meets the laid down requirements for registrations.

The labour movement in Zimbabwe dates back to the period of colonialism. The colonists faced serious labour crises during this period. Taxes were imposed on locals as a way to luring them into wage employment. According to Raftopolous and Phimister (1998), Hut and poll taxes were introduced in 1894, however, this move did not produce the intended result and failed to ensure a steady flow of human labour. The abuse of workers by settler employers stimulated workers into forming labour movements, which were forerunners of nationalist parties, Raftopolous and Phimister (1998).

The white colonists oppressed black employees and did not regard them as employees but servants. This was supported 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 serious labour shortages, the colonial regime resorted to coercive ways of recruiting labour.

There are several mining companies in Zimbabwe because of the country's rich mineral composition. These mining companies employ thousands of Zimbabwean citizens. Trojan Nickel Mine in Bindura and Jena Mine in Kadoma are good examples. In Zimbabwe, workers in the mining sector are represented mostly by the National Mine Workers' Union of Zimbabwe (NMWUZ) and the Associated Mine Workers' Union of Zimbabwe (AMWUZ). This study investigated the factors that affect trade unions' effectiveness focusing on the mining sector.

After a protracted war of liberation, the post-colonial Government (Zimbabwean) became natural allies with trade unions. This relationship was embedded in the pro-labour socialist ideology the Government (of Zimbabwe) adopted in 1980. The Government seemed knowledgeable of what labour wanted and was seen to be supporting the latter's agenda, Sachikonye (2001).

Trade unions have mushroomed in Zimbabwe as a result of deteriorating conditions of employment, and poor economic conditions that the Government of Zimbabwe has been and is still facing. Some of these trade unions as a result are not registered. According to the Labour Act (Chapter 28:01) section 29, a trade union if it so desires, may apply for registration. It may not register if it wishes, however, certain powers are stripped from it. For instance, it would not be able to conduct collective bargaining or undertake collective job action.

Trade unions further argue that reducing restrictions on trade and investment has also caused economic instability. If wages are too high or governments introduce regulations such as a minimum wage, corporations can simply move elsewhere, leaving people with nothing. Increasingly, corporations are finding ways to improve their mobility, Sachikonye (2001). For instance, many organizations no longer buy factories, but rather they sign short-term contracts with locally based operators. This means working people are afraid of fighting for better conditions because corporations threaten not to renew their contracts if conditions are improved. Moreover, it means that the corporations can claim that responsibility for wages and conditions has nothing to do with them.

In Zimbabwe there are two large organizations which represent trade unions, the Zimbabwe Congress of Trade Unions (ZCTU) and the Zimbabwe Federation of Trade Unions (ZFTU). These organizations are umbrella bodies to which industry unions affiliate. The ZCTU is the more respected and legitimate of the two organizations by virtue of its large membership and international recognition, via its affiliations with the International Labour Organization and other international labour movements, Saunders (2000). ZCTU was created after Zimbabwe's independence in 1981. ZCTU was formed through the consolidation of at least six different trade unions.

However, the effectiveness of trade unionism has been affected by a number of factors which this research sought to investigate.

1.2 Statement of the problem

Most of the management's time in mining firms is spent dealing with employee grievances. There is lack of trust between management and employees. Labour cases against mining companies are never ending. The involvement of TUs appear to have not improved the situation. Hostility between management and TUs is high. Unity of purpose is non-existent. This has hindered progress in steering the companies to better prospects. Mining firms need to find ways of improving relations with their employees in order to create sustainable and competitive organizations. TUs and the government have

been in continuous disputes over salaries, working conditions and incentives. In Zimbabwe in 2015, many employees in the mining sector and other sectors were retrenched empty handed with unions apparently not able to do much.

1.3 Objectives of the study

The primary objective of this study is to identify the factors affecting the effectiveness of trade unions in the mining sector.

1.4 Secondary objectives:

1. To investigate the factors affecting trade union activities in mining organizations.
2. To examine why working conditions in the mining sector are deteriorating when trade unions exist.
3. To assess the responsiveness of trade unions in dealing with members' grievances.
4. To make appropriate recommendations following findings from the study.

1.5 Research questions

- 1. What are the factors affecting trade union activities in mining organizations?**
2. Why are working conditions in the mining sector deteriorating when trade unions exist?
3. What is the responsiveness of trade unions in dealing with member grievances?
4. What recommendations can be made in light of findings of the study?

1.6 Significance of the study

The study benefited the following stakeholders:

1. The researcher

This study was carried out as part of fulfilling the requirements of a Bachelor of Business Studies (Honours) degree in Human Resources Management undertaken by the researcher. Therefore, the researcher benefits by getting information on his area of interest as well as techniques to carry research which may be used for further studies.

2. Trade union leaders

Union leaders benefit by using the findings from the study to counter the problems they are facing in their respective unions. With an in-depth knowledge of the challenges they are facing, the leaders are able to generate solutions to mitigate the problems.

3. The government of Zimbabwe

The government is responsible for the formulation and implementation of policies that affect the business environment in which companies operate. This information helps policy makers to consider trade unions' interests as well as their challenges during policy formulation.

4. Members of trade unions

The trade union members subscribe to their respective unions so that their interests are satisfied. Therefore, they have every right to know the factors that cripple the unions in performing their duties. The results of the study give knowledge to members in light of trade unions' effectiveness.

5. Bindura University of Science Education

The findings of the study contributes to the body of knowledge of the institution in the field of Human Resource management. Students at Bindura University of Science Education benefit when they do similar research. If the dissertation is published on the internet, the goodwill of the institution is raised.

6. Employers

Dealing with workers individually demands a lot of time from management. If managers are spending too much time trying to deal with employee grievances, it means there is little time for planning. Therefore, the study will also benefit employers, not only from the mining sector but other sectors as well.

1.7 Assumptions

The assumptions of the research were as follows:

- All the information obtained from various sources was free from bias.
- The study assumed that AMWUZ was a fair representative of trade unions in the mining sector of Zimbabwe.
- The sample size used was sufficient to provide valid and comprehensive responses from the interviews and questionnaires.
- The participants in the study gave accurate and honest responses.

1.8 Delimitations of the study

The study focused on the factors affecting the effectiveness of trade unions in the mining sector. The research was conducted mainly focusing on one trade union. Both the trade union and one of the two mining companies included in the data collection process have offices in Harare. The other company is in Bulawayo. Therefore, the research was conducted mainly in Harare but reached out to Bulawayo through the use of electronic questionnaires. However, this study does not include organizations outside Zimbabwe. The information used in the research was collected from authentic sources. This research was not motivated by any political influence.

1.9 Limitations

- It was quite difficult for the researcher to conduct a nationwide research using face-to-face interviews due to time and financial constraints. Therefore the research was conducted in Harare and Bulawayo since the headquarters of the TU of interest are in Harare and the other mining company of interest is in Bulawayo. Thus, cutting down on transport expenses.
- Employees in mining companies may have been afraid to share the full extent of unfair labour practices by their employer for fear of victimization. In this regard, the researcher ensured anonymity of respondents.
- Management had not been forthcoming with all the pertinent information in the name of confidentiality. Therefore, the researcher endeavoured to approach the relevant authorities in order to solicit information.

1.10 Definition of key terms

Outsourcing - the process by which employers transfer routine or peripheral work to another organization that specializes in that work and can perform it more effectively.

Economic Strike - a strike that results from a failure to agree on the terms of a contract that involve wages, benefits, and other conditions of employment.

Unfair Labour Practice Strike – this refers to a strike aimed at protesting illegal conduct by the employer.

Trade union effectiveness: is the ability of a trade union to meet its members' expectations. Workers subscribe to a trade union in order to get their interests satisfied and their rights protected by that particular trade union.

Unionism – this involves the activities of workers in a sector for the purpose of obtaining and assuring improvements in working conditions through their collective action,

1.11 Summary

This chapter looked at the background to the study. The rest of the chapters are organized as follows: Chapter 2 provides a thorough review of both theoretical and empirical literature concerning TU effectiveness, Chapter 3 explains the model and framework of analysis, Chapter 4 introduces the data set and an empirical construction of statistical inferences, and Chapter 5 summarizes the results of the study's findings.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

The previous chapter stated the problem and stated the objectives, this chapter has two main aspects namely the theoretical literature review and the empirical literature review. In the former, a trade union is going to be defined and its functions stated. The researcher is also going to explore on the various theories on trade unions as well as outlining some literature critical for the following chapters of this research study. This chapter gives literature on similar studies to this research. These cases occurred outside Zimbabwe including African countries such as South Africa and Kenya and also cases outside the African continent.

2.1 Theoretical literature

From the foregoing, the researcher identified the following on factors affecting trade union effectiveness as illustrated by the figure below

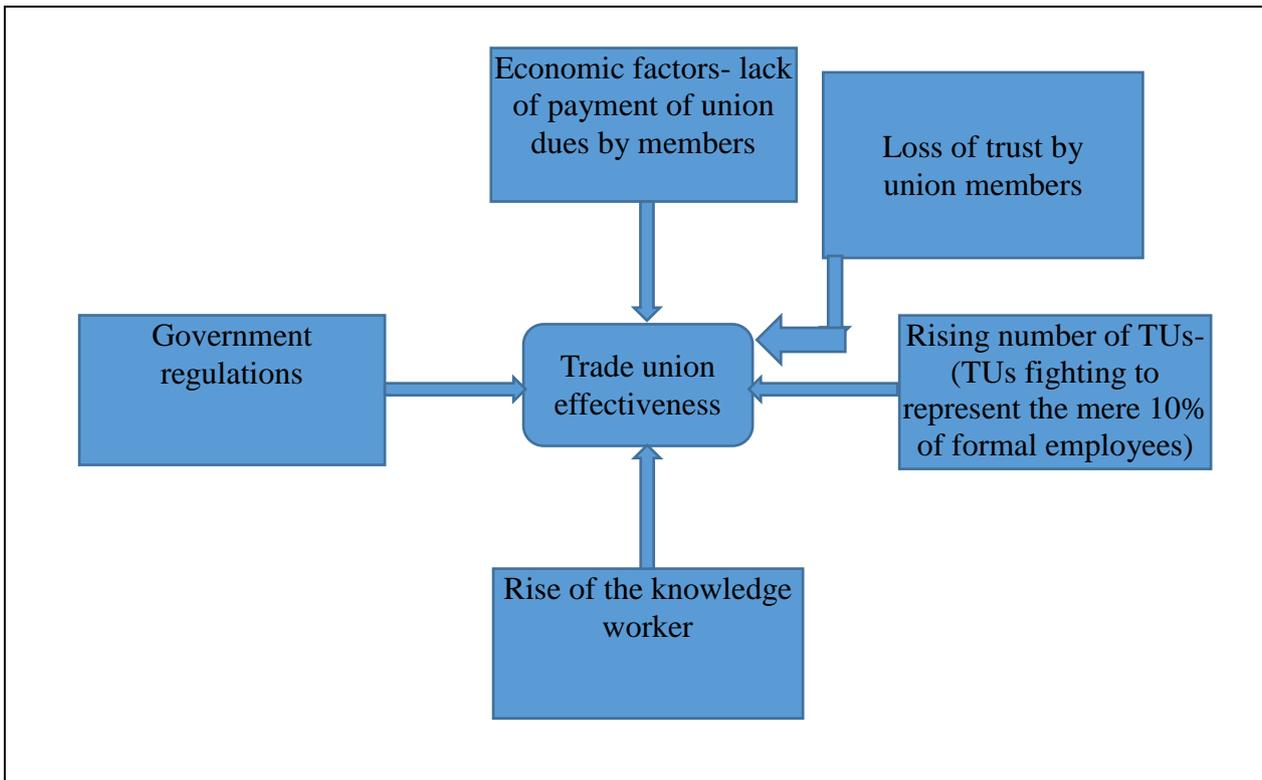


Figure 1.2

Source: Consolidated from literature review

2.1.1 Definition of a trade union

According to Ghosh, Nandan and Gupta (2009), a trade union is an organization that is made up of workers and union leaders, who joined together with a mutual purpose to protect and promote their common interests.

2.1.2 Functions of a trade union

According to Ghosh et al (2009), a trade union performs numerous functions which can be classified into three categories as follows:

1. Militant function

A TU exist in order to better its members in their respective organizations. The improvements in the workplace come in the form of better salaries and wages, an improved working environment, better treatment from employers, and so on. If these issues are not addressed, the TU puts up a fight against the employers in an effort to fight for its members. The fight comes to the management of these organizations in the form of go-slow tactics, strikes and boycotts among other strategies. The militant functions of TUs can be summed up as:

- To achieve higher salaries and improved working conditions

- To raise the status of the workers as part of an industry
- To safeguard workers against victimization and injustice

2. Fraternal functions

This function of TUs is to give assistance to its members in times of need and improving their efficiency. TUs raise a spirit of cooperation and encourages friendly industrial relations and diffuse education and culture among members. Furthermore, TUs take welfare measures to improve the morale of workers and also to improve their level of self-confidence. They also go to the extent of legally representing their members and other welfare measures which include schooling of members' children, recreational facilities and so on. These fraternal functions depend on the ability of TUs to raise funds. Funds are raised mainly through the subscriptions paid by members, donations from outside and through their competent and enlightened leadership. The fraternal functions can be outlined as follows:

- To take up welfare measures and improve the drive of workers
- To encourage sincerity and discipline among workers
- To generate self-esteem among employees
- To provide promotional and growth opportunities
- To fight discrimination targeted at female workers

3. Social functions

Besides the economic functions they undertake, some unions have taken a step further and are now involved in social activities which can be grouped as follows:

Welfare activities - These are provided to improve the quality of work life and include such things as the organization of credit funds for houses, education and empowerment of women to supplement their income, cooperative stores, cultural programmes and banking and medical facilities.

Education - this involves the education of members in all areas of their working lives. It includes educating them their statutory and other rights and responsibilities, awareness in the environment and workers' participation in management.

Scheme and procedure for redressing their grievances - Some central union organizations are helping their Governments to implement Workers' Education Schemes.

Publication of periodicals - They come in the form of newsletters or magazines for communicating with members. Members are made aware of the unions' policies as well as important issues and personnel matters concerning members such as deaths, births, promotion and achievements.

Research – This provides an upper hand for union negotiators on the bargaining table. The research focuses on areas such as the collection and analysis of wage data including fringe benefits, collection and analysis of macro data relating to the economy, industry sectors, etcetera and the preparation for background notes for court cases.

4. **Political functions**

The functions include affiliating the TU with a political party, assisting the political party in enrolling members, collecting donations and seeking the assistance of these political parties during strikes and lockouts.

Scholars around the globe have identified and put TUs into the following categories:

Industrial unions

This type of union is very popular in many countries and is organized based on a particular sector, for instance mining, agriculture, education, to mention but a few. In this type of union, the organization in a particular industry is not based on any expertise, but workers are organized based on the industry regardless of skill. AMWUZ falls into this category.

Craft unions

Craft unions' organization is based on the skill or occupation of workers. Unlike industrial unions, this type of union is not restricted to a particular industry but rather it draws membership from skilled employees from various industries. However, unions of this nature tend to be small.

General unions

General unions are usually very large because they draw membership from a cross section of industries, crafts and employment. In this view, general unions have no restrictions in regard to membership and operate as open shops. General unions require members to display a high level of consciousness.

Professional unions

Professional unions are associated with particular professional occupations such as the field of medicinal doctors. Membership is restricted to these particular professional occupations. As a prerequisite, members in professional unions are obliged to possess a certain level of professional

competence. However, professional unions tend to be very small in comparison to other types due to their restrictive nature.

The following are the theories on TUs:

1. The Revolutionary theory

Also known as the theory of class wars or dialectical materialism. This theory was propounded by Karl Marx who argued that a trade union was the organizing centre to provide place for restructuring the forces of the working class. According to Marx, TUs are the tools to takeover capitalism.

2. The Evolutionary theory

The theory was propounded by Sydney and Beatrice Webbs. This theory states that trade unions are not instruments to overthrow capitalism but they are a mechanism of balancing the bargaining power of employees and their employers.

3. Theory of industrial jurisprudence

According to this theory which was propounded by S.H. Slitcher, workers individually fail to bargain with their employers to protect their interests. In this regard, workers relied on TUs to safeguard their interests.

4. The Rebellion theory

According to this theory, trade unionism is a rebellion approach against the use of machines to protect the interests of workers. F. Tannenbaum, the propounder of the theory, argues that the introduction of machines led to the exploitation of workers.

5. The Gandhian Approach

This approach on trade unionism is not anti-capitalist like the other approaches, but it is based on the collaboration of classes rather than their conflict. According to this theory, trade unionism emerged as a result of taking workers' due share from capitalists by reform and self-consciousness among the workers.

2.1.4 Unionism and politics

The British South Africa (BSA) Company, under C.J Rhodes, came to Zimbabwe in search of a gold rand. This was after the company had discovered and exploited the mineral in South Africa. During the initial phase of colonization, the focus of economic policy was on the mining sector, Raftopolous (2001). The settlers had been inspired to move to the north of the Limpopo River in the hope of finding a second Gold Rand.

The Rhodesian government amended the Industrial Conciliation Act in 1959 after having realized the ineffectiveness of suppressing the growth of trade unionism, Sachikonye (2001). The Act permitted the formation of trade unions, though under strict conditions. Trade unions could only be registered if they were representative, non-political, financially healthy and with the permission of the employer.

r.

Three groups of workers emerged as a result of this Act, namely the skilled who were whites, the semi-skilled who were coloureds or people of mixed descent and the unskilled, who were predominantly black. In this way, the Act maintained the separation of the labour market along racial lines. .

According to Beckman (2000), at the beginning of independence in Zimbabwe there were six labour unions namely, the African Trade Union Congress (ATUC), the National African Trade Union Congress (NATUC), the Trade Union Congress of Rhodesia (TUCR), the Zimbabwe African Congress of Unions (ZACU), the Zimbabwe Federation of Labour (ZFL), and the Zimbabwe Trades Union Congress (ZTUC). The ZANU PF government through the Ministry of Labour, made efforts and spearheaded to form an independent single union, Tagurira, G (2001).

According to Sachikonye et al (2001), the Act made sure that no TU treasuries were used for any political commitments, trade unionists were denied the rights to partner with any political party or political organization. Persons arrested under the Unlawful Organizations (political parties) Act could not hold posts in trade unions, donations from outside organizations had to be approved by the Minister of Labour and the right to strike was denied. Under such difficult conditions, few black trade unions tried to register such that by 1960, only two were registered. However, in spite of the existence of such excessively harsh laws, trade unions played an active role in the nationalist struggles of the 1950s and 1960s. In any event, it was not easy to separate trade unionism and political activism. Because of the thin line separating the two, trade unionists were confined during the 1960s and 1970s.

2.2 Non-payment of union dues

According to the labour Act (28:01), for the purposes of fulfilling its obligation to represent the interest of members employed or engaged in the undertaking or industry for which it is registered, a trade union may levy, collect and sue for and recover union associated fees.

According to Mhlanga (2014), the National Mine Workers' Union of Zimbabwe (NMWUZ) has threatened to take Metallon Gold Limited and Casmyn Mining Limited to court for non-payment of

subscriptions for their respective employees. Casmyn Mining (Pvt) Ltd was said to be in arrears amounting to US\$1300 in non-payment of dues. This is despite the fact that the company was deducting 3% of the workers' basic salary who joined the union as subscription fee to the union. Metallon Gold (ltd) is accused of not paying dues to the union as from May (2016) to January (2017) with an outstanding balance of US\$387.04.

2.3 Poor economic conditions

Zimbabwe has long been considered a country in crisis. It stands at 173 out of 187 on the Human Development Index (UNDP 2011). Zimbabwe's entrenched economic crisis saw inflation peak at 231 million per cent in 2008, poverty is common and approximately a quarter of the population, have moved to neighboring countries and overseas (Sachikonye, 2001).

According to Mhlanga (2014), Carry Gold Mine partially ceased operations on Saturday January 2017 amid revelations that the firm was failing to pay workers two months' wages. About 40 workers lodged their complaint with the National Mine Workers' Union of Zimbabwe (NMWUZ) demanding their reinstatement.

The National Employment Council (NEC) endorsed a deal with NMWUZ's rival union, the Associated Mine Workers' Union of Zimbabwe (AMWUZ) and the Chamber of Mines Zimbabwe (COMZ) on April 25 2016. Under the new salary deal, the least paid employees would get US\$238.41, up from US\$227.06 while the highest grade of employees would get US\$552,96 from the previous salary scale of US\$526,63.

NMWUZ president said his union wanted to have the least paid employee getting a minimum of US\$400 per month, which is a few dollars slightly above the minimum wage of US\$375 pegged by the government. According to Mhlanga (2014), NMWUZ declined a 5% salary increase claiming that it was insignificant.

2.4 Trade unions vis-à-vis health and safety

The Associated Mine Workers' Union of Zimbabwe (AMWUZ) has threatened to take out its members from mining firms that are not adhering to health and safety regulations after a fatal accident at Golden Valley Mine that claimed the lives of seven workers, Ruzive (2017).

According to the union's president, the union would stop operations to coerce companies to prioritize the safety of workers after the tragic accident that killed seven and injured eleven gold miners at Golden Valley Mine.

The Chamber of Mines of Zimbabwe data shows that 35 persons died as a result of mine accidents in 2016, mostly at small mines, where safety standards are low, and a tendency Ruzive said had to change.

2.5 Empirical literature

2.5.1 The South African mining industry

According to a preliminary Statistics South African report from November 2012, there had been a perpetual decline in mining production for the past 5 years with the exception of a 4.6 percent increase in 2010. Production in the mining industry decreased by 4.5 per cent every year in November 2012. The National Treasury of South Africa projected that strikes in South Africa's mining industry decreased exports by R12.5 billion and reduced Gross Domestic Product by 0.5 percentage points in 2012. Moreover, on the 25th of October 2012, the South African National Treasury also estimated that the country had lost R10.1 billion worth of production as a result of strikes and stoppages in two sectors of mining, namely platinum and gold in the same year.

2.5.2 Effectiveness of TUs in Kenya

In another study that investigated factors affecting the performance of TUs in Kenya, Obange et al (2013), the findings were that union members would better understand unions' activities, their challenges and achievements, where there is effective communication between the unions and their members. Through effective communication, the unions would not be rendered as ineffective, Anyango et al (2013). A sample of 352 union members and 11 union officials of the KNUT was used. In addition, the study also found that the union members held the union to be performing when there was a strike. This was as a result of previously won salary increments by the union which had all come as a result of strikes. However, some respondents were of the view that trade unions were performing when they negotiated for salary increments.

2.5.3 The Australian mining industry

Mineral resources prices fell severely from 2012 on as a result of a decline in growth rates in China. In the Australian mining industry, the decrease in numbers was outstanding, with over 2000 mine workers in Australia losing their jobs in the first three months of 2016 alone (Ingram, 2016). As a result of job losses, worker loyalty to mine workers was compromised.

The China-led commodities boom had resulted in the mining sector growing at an average of more than 20% per year during the first decade of the 2000s and increasing from 4.5% of Australia's GDP

in 2003 to 10.2% in 2013 (BMI Research, 2015: 7–8). The downturn in both the coal and iron sectors is clarified in the following tables, showing the shifts in prices between 2012 and the beginning of 2016, which translated into large reductions in revenue.

Table 1: BHP-Billiton’s financial performance (Global) 2013-15

	2013	2014	2015
Iron ore (US\$m)	8.953	21.356	14.753
Metallurgical coal (US\$m)	6.574	6.563	5.835
Energy coal (US\$m)	44.636	56.762	53.860

Source: BHP Billiton limited 2015

Table 2: Rio Tinto’s financial performance, 2012-15

	2012	2013	2014	2015
Iron ore Pilbara net earnings (US\$m)	9.142	9.568	7.956	4.013
Coal Australia net earnings (US\$m)	402	367	31	48
Global product group net earnings (US\$m)	10.228	11.334	10.215	5.445

Source: Rio Tinto Limited (2015, 2016b)

While other mining companies have been suspending production or closing mines in Australia, Rio Tinto and BHP-Billiton have been expanding their production, enabling overall lower average production costs and enhancing their market dominance. Australia is the world’s fourth largest coal producer and second largest coal exporter (Walker, 2015), however it is facing severe threats in terms of low coal prices, increasing competition from lower-cost nations and major environmental challenges.

2.5.4 Labour and trade unions in the Australian mining sector

The actions of management in both the mining and mining engineering services companies directly

affected workers. The major unions organizing workers at the mine sites (the Construction, Forestry, Mining and Energy Union and the Australian Workers' Union) are different to the union organizing workers in the mining engineering services sector (the AMWU). Mining employers in Western Australia have attempted to shut TUs out of the iron ore mining sector because of minimal TU presence at the Western Australian Mine sites. This is the case in the iron ore industry where unionism was almost exterminated, but even unions in the coal sector have been engaged in defensive campaigns of survival for 20 years (Hearn Mackinnon, 2007).

The labour regimes in Australia, particularly regulatory reforms in Australian Industrial Relations made by successive governments over the past 20 years, had a huge significance in shaping the efforts and outcomes of labour unions. There were many restrictions against TU militancy. In the past two decades, more stringent measures have been put up on workers' right to strike and the Labor Party's Fair Work's Act of 2009, being the current legislation has done little to mitigate this case.

In the case of job losses in Australia, a nasty cycle was developing in discussing and questioning union power. The union appeared to be powerless because it had failed to prevent widespread job losses. One pro-union worker in a once heavily unionized site said that:

'the redundancies showed that the union couldn't really do anything' (Interviewee 103).

Another, that 'those made redundant weren't helped by the union, for example, to find other work' (Interviewee 104). Furthermore, some interviewees explained withdrawing membership in their workplaces in the view that the union lacked in supporting them.

Furthermore, an investigation was carried out into Industrial Relations in the Australian mining and associated industries in the isolated areas outside the industrial concentration of South East Australia. Isolation many a time is seen to be a main cause of industrial conflict particularly in the Pilbara because workers find it difficult to adjust to the lifestyle there. The study found out that the traditional authority of the union structure was seen by management of mining firms to have been eroded. This was because there are semi-autonomous work groups in the mining industry who have shown greater militancy as compared to traditional unions. Moreover, according to the survey, these work groups have proven to be stubborn and difficult to handle to both management and the government.

2.5.5 Coal Mining in America

There was a study conducted in the American mine sector that looked at unionized mines from the year 1993 to 2010. One of the objectives was to find out if the unionization of mines helped to reduce mine related accidents. The researcher came up with a number of conclusions.

According to the findings of the study by Morantz (2010), prior empirical literature (1970's to 1980's) failed to detect any evidence of a union safety effect on injury or fatality rates. This was despite the fact that the United Mine Workers of America has always been a strong advocate for miners' safety. Furthermore, the researcher concluded that prior scholarship has reported a puzzling negative relationship between unionization and mine safety during the 1970s.

The number of unionized mining companies in America

Union penetration

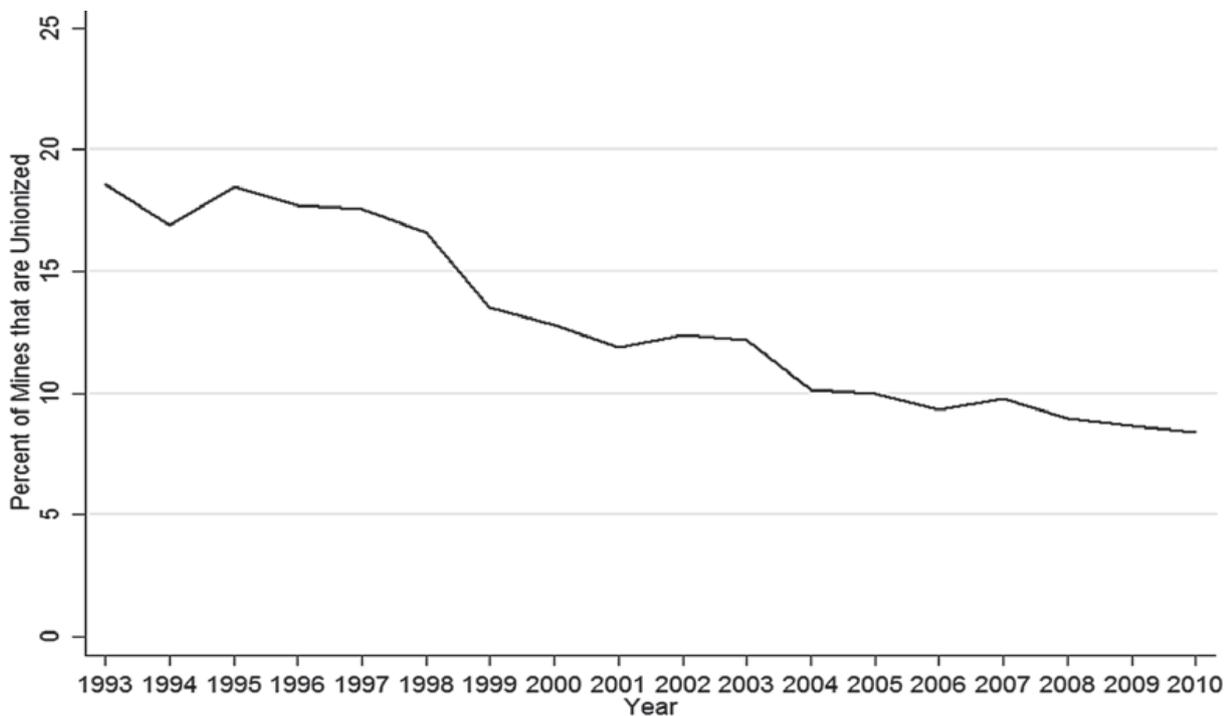


Figure 1.1

Notes: For each year from 1993 to 2010, the figure displays the percentage of all underground, bituminous coal mines with non-zero production and hours worked that were unionized.

Source: **The elusive union safety effect, Morantz, A (2009)**

In another research survey that involved 173 respondents from unionized firms in the metal and electrical industries in Hungary and Slovenia, the findings were that the most critical determinants of

union effectiveness were trust in management and the commitment of union members to the union, Frege (2002). The research survey also found that trust, rather than exchange of feelings between the trade union and its members was the most important determinant of effectiveness. Furthermore, the study found that the organization and mobilization of union members should be the central subject of any strategy focused towards uplifting the union.

2.6 Summary

This chapter looked at the factors that affect the responsiveness of trade unions. It clearly outlined the theoretical framework as well as empirical cases outside Zimbabwe. The next chapter explains the methodology used by the researcher. This research methodology includes the research design, target population and data collection methods among other things.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

The previous chapter emphasized on reviewing literature, this chapter focuses on the research methodology used by the researcher. It involves the research design, research subjects, sample size and target population, validity and reliability and the data collection procedures used by the researcher.

3.1.0 Research design

According to Saunders, Lewis and Thornhill, (2011) research design refers to the plan one takes when collecting, analysing and interpreting data. Dooley (1995) asserts that research design refers to the way a researcher guards against, and tries to rule out alternative interpretations of the result. Bryman and Bell (2007) defines 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. The study took a descriptive approach because it is richer and has more depth. The researcher also made use of a case study.

3.1.1 Types of research designs

According to Saunders et al (2011), most research objectives are realized by using one of the three types of research designs, namely explanatory or casual, exploratory and descriptive designs.

1. Explanatory research

Explanatory research seeks to establish causal relationships between variables and its purpose is to gradually narrow the scope of the study topic and, paraphrase the opportunity or problem clearly, Saunders et al (2011).

2. Descriptive Research

This type of research has a very precise objectives and clear cut data requirements. It makes use of a large sample which is taken by means of a probability sampling design and the recommendations and findings of this approach are definite. Descriptive research uses a set of scientific techniques and steps to collect raw data and create characteristics of a defined target population. This research survey had an element of descriptive research.

3. Exploratory Research

This focuses on collecting either secondary or primary data and using an unstructured format, or informal procedures to interpret the data. The research also took an exploratory approach the reason being that there was little research done on the effectiveness of trade unions in the mining sector of Zimbabwe. This was evidenced by the scarcity of published material on this area of study.

3.1.2 Case study

The Associated Mineworkers Union of Zimbabwe was the case study of the research. AMWUZ was used as the case study because most mine workers in Zimbabwe are members of this particular TU. This enabled the researcher to get more information in light of the factors that affect the responsiveness of TUs in the mining sector. AMWUZ is one of the well-established unions in the mining sector.

3.2 Sampling design

3.2.1 Population

The research was conducted in Shepco mining company and Jena mines. Shepco mining company has its headquarters in Bulawayo and Jena mines is a mining company with affiliate mines and it is located in kadoma, however, the researcher conducted research in Kadoma where Jena Group of Mines has a functional unit. Some of its affiliate mines have closed down due to economic hardships. There were two critical groups in the population. The first being of the general workmen and the second being comprised of managerial personnel. The general workers and managerial staff totalled 200. Of the 200, 170 were general employees and 30 being management. The researcher also collected data from the Associated Mineworkers' Union of Zimbabwe, which is a TU located in Harare. Data was further collected from the National Employment Council and COMZ. Both the NEC and COMZ are located in Harare.

3.2.2 Sample size

Dooley (1995) defines a sample as “a segment of the population that is selected for investigation”. The sample population consisted of 60 individuals. These include persons from Jena Mines, Shepco mining company, AMWUZ, COMZ and NEC. The sample size formed a true representative of the different groups making up the total population in the study. A good sample is the one which results in the highest reliability so that the findings are be reliable.

3.3 Sampling techniques

According to Saunders et al (2011), there are two universally accepted types of sampling techniques

that can be used during research. These are probability sampling, also known as representative sampling and the non-probability or the judgemental sampling technique.

3.3.1 Stratified random sampling

Stratified random sampling was used first to divide the population into three different sub-groups. Stratified random sampling helps the researcher to ensure that all personnel in the targeted population were fairly represented. This method divides the population into segments of similar characteristics.

The researcher divided the employees into two segments. Segment A for managerial staff and B for the general employees. The researcher took 30% in each stratum or segment as a sample to ensure that the sample is representative of the whole population. A sample of 60 people out of 200 was used in this study. From a population of 30 managers, 9 names making up the sample for management were randomly picked, the same process was done from a population of 170 general employees and 51 names were picked for the sample of the general employees. The details of the sample size are given below

Table 3: Sample size

Staff Level	Sample Size
A Management	9
B general employees	51
TOTAL	60

Source: Own formulation

3.3.2 Purposive sampling

This technique, also known as selective, judgemental or subjective sampling is a non-probability sampling method, Saunders et al (2011). Purposive sampling is a method of sampling where the elements chosen for the sample are selected based on the judgement of the researcher. Initially this was not what the researcher had intended. The researcher had planned to use probability sampling techniques only. However, this method was employed due to the following reasons:

3.3.2.1 Security and safety at mines

It was not easy for the researcher to get electronic mail addresses of potential respondents at the mines as a result of the tight security measures of the companies. In this regard, it was quite difficult to have

access to AMWUZ members inside the sites because mining sites are generally hard to penetrate. Furthermore, Jena mines had underground mines where some miners were working. This was a major barrier to the researcher because mining safety procedures restrict non-miners to enter. They do this for the safety of non-miners who may not be familiar with the safety rules.

3.3.2.2 Limited time

The given time to collect data would have made the procedure gruesome and almost impossible. Making use of probability sampling alone would have meant extending the data collection period, hence purposive sampling was also used.

To gather the data for this study, the researcher used both probability and non-probability techniques as follows:

- The researcher conducted a meeting with the AMWUZ president and explained the purpose of the study
- The AMWUZ president linked the researcher to the National Employment Council where some of the interviews were convened. It is during one of these meetings that the researcher was made aware that it was impossible to distribute the questionnaires underground. Through the HR managers at the mining companies, the researcher was able to distribute to some of the workers by electronic mail.
- Furthermore, some of the questionnaires were physically distributed to workers as the researcher occasionally went there for business purposes.

3.4 Research instruments

3.4.1 Questionnaires

According to Saunders et al (2011), a questionnaire is a research instrument that includes all techniques of data collection in which each respondent answers the same set of questions in a scheduled order.

The questionnaire is designed to gather the relevant data concerning the topic under study. Questionnaires were used in the research because they provide questions that are short and precise. Furthermore, questionnaires minimize bias and make data easy to compare. In addition, large amounts of information were collected from large sums of workers in a short period of time. The researcher made use of both electronic questionnaires as well as hard copy printed questionnaires. This was done in order to reach more workers and it was also relatively cost effective. In addition, the results of a

questionnaire can be easily quantified by either a researcher or through the use of software packages. The major advantage of a questionnaire is that it can be easily analyzed more scientifically and objectively than any other form of research. The researcher made use of both open-ended and closed questions in the questionnaire.

However, questionnaires do have their weaknesses. The main disadvantage is that the response rate may be very low and the refusal rate can be relatively high. In this case, it was inadequate to understand some forms of information such as changes of emotions and the behaviour or the feelings of respondents. This means that the researcher could not observe non-verbal cues from the respondents because in most scenarios the questionnaires were filled in by respondents in the absence of the researcher. Furthermore, there was no way of assessing the extent of truthfulness of a respondent. Moreover, another challenge that comes with questionnaires is the way in which the questions are structured, which in turn affect the rate of response. Some respondents may not understand some of the terminology used in the questionnaires. Another challenge of questionnaires could be the lack of contact or feedback.

To mitigate these disadvantages, the researcher used clear and simple language which made it easy for the respondents to understand. Reminders were also used to increase the response rate.

3.4.2 Interviews

Sekaran (1992) defines an interview as personal contact questions put to key respondents. Interviews formed part of the primary sources of data collection. Interviews can be interpersonal situations in which an interviewer asks respondents questions designed to obtain answers pertinent to the research and they can be conducted either face-to-face or over the telephone. Interviews were targeted at managerial personnel in the target population. The interview method was used on the targeted group because the researcher needed to get in-depth data from these key respondents. This was done in order to acquire a thorough understanding of their own views on the effectiveness of TUs.

Interviews were suitable for complex situations that needed in-depth information. They also created rapport between the interviewer and interviewees, giving the interviewees a platform to ask more questions. Interviews were suitable for the collection of facts, comparable and quantitative data.

However, there are demerits of the using interviews. In this case for instance, participants might have given the wrong information. Moreover, some respondents failed to meet their scheduled appointments.

3.5 Data collection

Both qualitative and quantitative approaches were used to gather data. The reason for this approach was to ensure that the advantages of each method complemented the other so that it resulted in a stronger research design. It also made the findings to be more reliable and valid.

3.5.1 Primary sources

Saunders et al (1997) state that primary sources of data provide a direct description of the study by the person who actually witnessed the occurrence of an event. The justification for the use of primary sources of data in this research lies in the fact that data is gathered from the original source, hence is more reliable.

3.5.2 Secondary data

It was used in the research study including written documents such as minutes of meetings, CBAs, job descriptions and work plans of the HR of mining firms. The data enabled the researcher to find out the quality and type of work performed by HR managers. Saunders et al (1997) states that written documents can be important primary sources of data. They can be used to provide qualitative data.

3.6 Data collection procedures

Permission was sought to execute the research. Appointments of the date of the interviews were made. A cover letter accompanied the questionnaires which were hand delivered and posted by e-mail. Respondents were reminded of the date of submission through follow up calls and the questionnaires were collected after a few days. Follow-up calls were also used to remind the interviewees of the date, venue and the time of the interviews as well as to increase the response rate.

3.7 Reliability

Bryman and Bell (2007) define it as the extent to which the outcome of a certain measurement could be replicated with uniformity. Reliability analysis is imperative to a research survey in order to determine the reliability of the concept. This study ensured the reliability of instruments by making sure that questionnaires and interview guides used carried the same questions so that similar answers were provided. In addition, reliability was established by comparing responses from the pilot study with the actual so that problems were corrected. This also improved the arrangement of the questions, thus the findings were reliable.

3.8 Validity

According to Bryman and Bell (2007), this refers to the quality or accuracy of the instruments used to gather data, to measure what they are supposed to measure. The pilot study allowed the researcher to determine the adequacy of instructions to respondents. This finally allowed the researcher to come up with well refined questions that were simple and relevant for the respondents to answer.

3.9 Data analysis procedures

The analysis was based on both quantitative and qualitative data collection methods. Data gathered from primary sources was tabulated and then arranged in a logical and sequential manner. Microsoft excel package was used as the major tool for graphic and tabular presentations. Pie charts, tables and bar graphs were used to present the findings of this study

3.10 Ethical considerations

The researcher ensured the privacy and confidentiality of participants. Personal identification of participants was confidential. Individuals participated only on the basis of informed consent. The researcher sought permission from the relevant authorities before conducting the research. Individuals had the right to withdraw from the research. Armstrong (2006) define informed consent as the participation by research subjects as an exercise of their choosing, free from any element of fraud, deceit, duress, or similar unfair inducement or manipulation. The privacy, confidentiality and anonymity of respondents is very critical.

3.11 Summary

The chapter outlined the methodology utilized in carrying out the study. Key aspects in the chapter were the research design, the subjects of the investigation, research instruments and data collection procedures. The next chapter focuses on the presentation and analysis of the gathered data.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The previous chapter talked about data gathering methods and data presentation. In this chapter, the researcher presents and analyzes data gathered in the previous chapter. The research questions are answered as the data that has been analyzed is presented. The data is presented through the use of tables, figures, pie charts, graphs and percentages in endeavouring to critically analyze the response rate.

4.1 Response rate

4.1.1 Questionnaires

A total of 51 respondents were given questionnaires and 46 of them responded to the questionnaires. There was a 92% response rate from Shepco mining company and 89% from Jena mines respectively. The response rate for the total participants was 90%.

Table 4.1: Percentage Distribution of Questionnaire

Summary of responses on questionnaires sent out: (N=51)

Stratum	Total participants	Workers who Participated	Workers who did not participate	Response rate
Mine workers (Shepco mining company)	25	23	2	92%
Mine workers (Jena mines)	26	23	3	89%
Total	51	46	5	90%

Source: Primary data

Table 4.1 above shows the results of the questionnaires conducted to employees from the two mining firms. The total percentage response rate was 90%. 10% of the respondents did not manage to fill questionnaires as a result of other work related commitments.

4.1.2.0 Demographic data

4.1.2.1 Percentage Distribution of respondents by Qualification

(n=51)

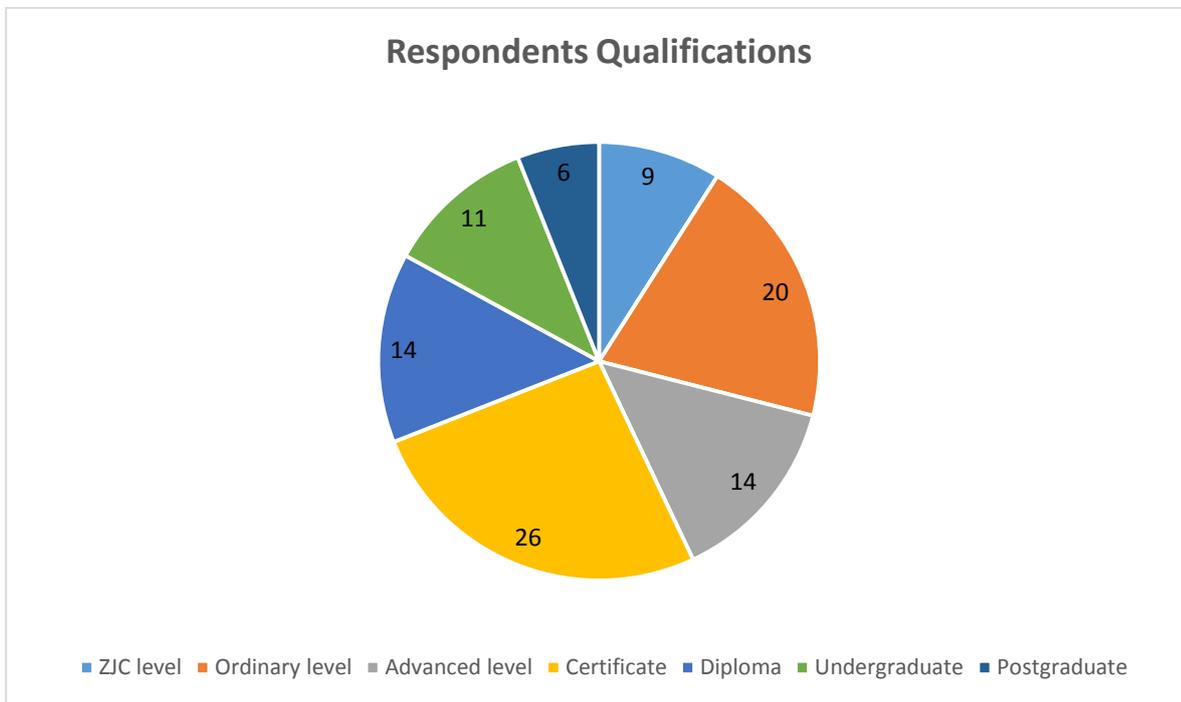


Figure 4.1

Source: Primary data

Figure 4.1 above shows that at least 26% of the workers have a mining certificate, 20% have at least 5 ordinary level passes and only 6% hold a postgraduate qualification in mining education, 11% hold an undergraduate qualification, about 14% constituted the workers with Advanced level, 9% ZJC holders and 14% are Diploma holders.

4.1.3 Percentage Distribution of duration of membership

(n=51)

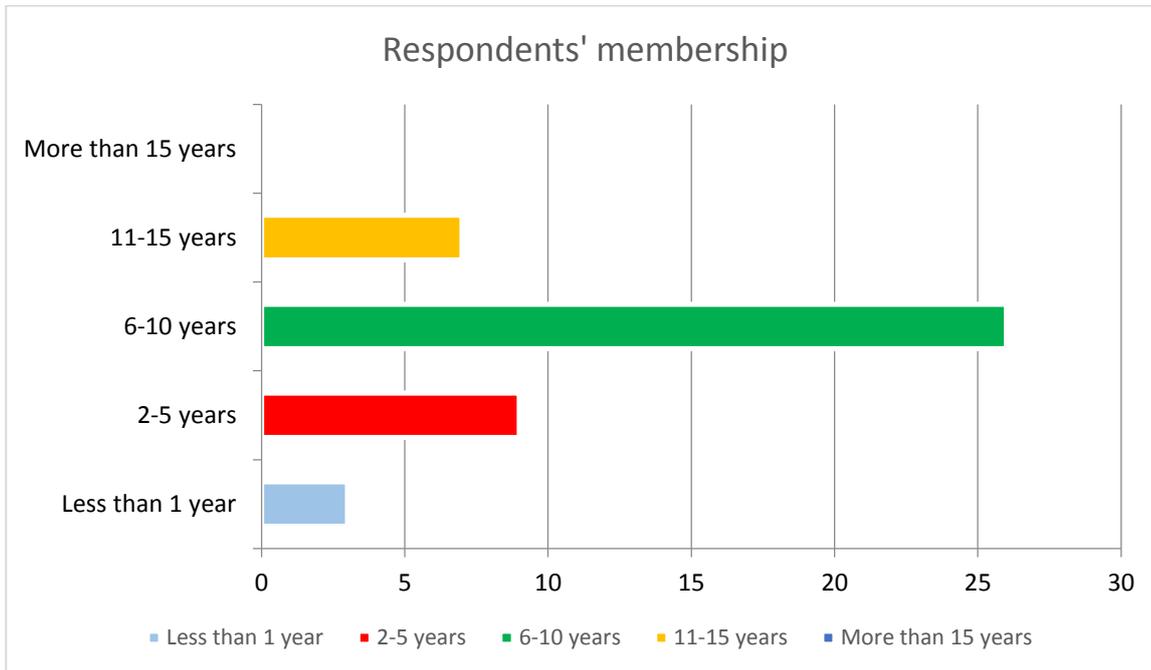


Figure 4.2

Source: Primary Data

The above results indicate that 57% of the workers in Jena and Shepco mining companies had been members of AMWUZ for a period of at least 6 years but not more than 10 years, about 20% were members for between 2 to 5 years and 15% have been members for over 10 years but for less than 16 years.

4.1.4 Age distribution

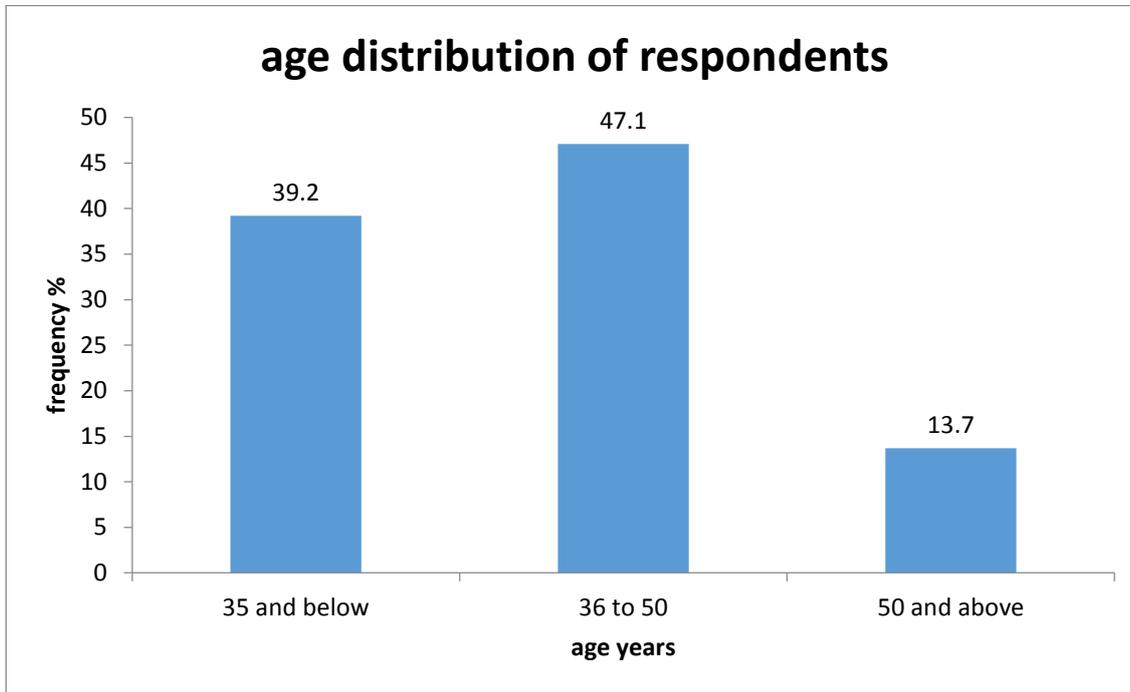


Figure 4.3

Source: Primary data

Figure 4.3 shows that 47% of respondents were between the ages of 36 to 50 years and 39% were 35 years and below.

4.1.5 Level of union members' satisfaction with union services

Table 4.2

(n=51)

Level of satisfaction	Jena mines	Shepco mining company	Combined workers %
Highly satisfied	3	4	14
Unsatisfied	7	10	33
Neutral	1	0	1
Satisfied	5	2	14
Highly unsatisfied	8	6	28
Respondents who did not	3	2	10

participate			
Total (n)	27	24	100

Source: Primary data

Table 4.2 above shows the level of satisfaction of AMWUZ members. It clearly shows that at least 61% of the TU members are not satisfied with the services offered by the TU and 28% of the members are satisfied with the services regardless of the extent of satisfaction.

4.1.6 Improvements in the working conditions in terms of the health and safety of mine workers.

Table 4.3 (n=51)

Organization	Total Respondents	Respondents who did not participate	Improvement	Deteriorating	Neutral
Jena mine	27	3	9	10	5
Shepco mining company	24	2	7	12	3
Combined Total	51	5	16	22	8
Combined Total as a (%)	100	10	31	43	16

Table 4.3 above shows how the ordinary member views the working conditions in their respective organizations. 31% of the respondents saw an improvement in the working conditions, 43% were of the view that the working conditions had deteriorated and 16% of the respondents was neutral. 10% constitute respondents who did not manage to participate.

4.1.7 Responses of mine workers pertaining AMWUZ

Table 4.4

QUESTION	Jena Mines		Shepco mining		Respondents who did not participate	Total
	Yes	No	Yes	No		
Would you recommend your TU to someone in your industry?	15 (29%)	9 (18%)	14 (28%)	8 (16%)	5 (10%)	51 (100%)
Has the relationship between you and your employer been negatively affected when you joined your TU?	7 (13.7%)	17 (33%)	4 (7.8%)	18 (35%)	5 (10%)	51 (100%)
Do you think your member subscriptions are sufficient?	24 (47%)	0 (0%)	22 (43%)	0 (0%)	5 (10%)	51 (100%)

Source: Primary data

Table 4.4 shows that 57% of the respondents would recommend other mine workers to join the trade union because of its authentic reputation, 68% said that their relationships with their employers had not been affected in a negative way by joining a trade union and 90% of respondents thought that they were paying sufficient subscriptions to the union.

4.2 Responses based on interviews

Table 4.5 (n=9)

Stratum	Total targeted interviewees	Interviewees who participated	Interviewees who did not participate	Response rate
AMWUZ	1	1	0	100%
National Employment Council	2	1	1	50%
COMZ representative	2	2	0	100%
Human resources managers	4	3	1	75%
Total	9	7	2	81%

4.2.1 Challenges faced by TUs in the mining sector

Trade unions are facing many problems on a daily basis, but most of these problems are as a result of lack of funds. One of the interviewees said this in an interview: “Some companies are failing to pay their dues to the trade unions in time and in some cases these dues can accrue for several months”.

In another interview, the interviewee said that the rising number of illegal miners in the country was one major predicament trade unions are currently facing. The interviewee said, “Illegal miners in most cases are not members of trade unions. these miners in some instances are not even familiar with union activities”.

In this regard, TUs need to have more awareness initiatives in order to get the attention of mine workers in the industry. An interviewee from NEC had this to say when asked about the challenges faced by unions: “The economic situation of the country is making it difficult for TUs to finance awareness activities, most businesses are struggling and unions are not exceptional”.

4.2.2 Unionism and Politics in Zimbabwe

81% of the respondents viewed trade unions and politics as inseparable. Their argument was that politics and unionism have been close ties for several decades. The position of the political parties is determined by the voice of workers. One interviewee said this in an interview: “Trade unions and politics have always been close allies. Some prominent political figures such as Morgan Tsvangirai have climbed up the ladder of politics through trade unions”.

100% of the respondents believed that since TUs are in a tripartite relationship with the government and employers, unionism cannot be isolated from politics. The main reason identified by interviewees for the close relations between TUs and political parties is that they both depend on each other for resources. However, the representative from AMWUZ thought that union autonomy could bring better representations for the mine workers since TUs’ decisions and actions has the worker at heart. The argument was that union leaders of self-governing trade unions have achieved better results as compared to the politically attached unions. Moreover, they put more effort in forcing the Zimbabwean government to improve the salaries and working conditions of mine workers.

4.2.3 What organizations benefit when they meet the demands of TUs

75% of the respondents believed that organizations benefit positively because the workers’ morale is increased when their grievances are met. However, 25% of the respondents argued that at times meeting these demands may cost the organization in the long run in terms of salaries and wages.

4.2.4 What managers had to say about multiple TUs in the mining industry

HR managers believed that multiple unions in the mining industry creates competition amongst the unions themselves. According to them, this improves the welfare of employees in the form of better salaries, working conditions and the employment relationship in general. One HR manager said the following in an interview: “...more trade unions in the industry means better services. If the workers’ interest are met they become more productive, thus both the employers’ and workers’ interests are satisfied”.

4.2.5 Unions' inability to improve the working conditions of mine workers

Some respondents pointed out that working conditions have deteriorated in the industry as a result of the increasing numbers of informal miners. Most of these workers have no one to represent them in terms of salaries and issues regarding health and safety. One respondent mentioned the abuse of workers in mines owned by foreigners: "...we have heard cases of mine workers working in mines without proper protective clothing. You know how badly it can end in such situations." However, some respondents pointed the good that TUs have achieved such as case representations when charged, successful negotiations for salary increments and assistance in medical services. Furthermore, 50% of the respondents said that TUs are quick to respond to the grievances of members. However, sometimes the union may be facing financial hardships and at times it takes a lot of time to resolve certain issues such as salary negotiations.

4.3 Discussion

The research found out that the effectiveness of trade unions have been compromised by the lack of financial resources in trade unions. One of the reasons behind the challenge of liquidity in unions is that some organizations are delaying to pay TUs their dues, hence leaving them illiquid. This is supported by the findings of Mhlanga (2017), who reported a case where a mining firm (Casmyn Mining Pvt) had not been remitting dues to NMWUZ. Poor economic conditions have also contributed to the liquidity problems being faced by TUs. a study conducted in the Australian mining sector confirms the drops in revenue over a 4 year period.

This study also found out that 43% of mine workers believe that the working conditions in mines have deteriorated. Table 4.3 clearly shows the statistics. AMWUZ in 2016 threatened to pull its members out of work after COMZ data showed that 35 people had died in that same year as a result of mine related accidents. A study by Morantz (2010) sought to find out if unionized mines reduced mine related accidents. However, the number of unionized firms reduced every year in the 17 year survey. Morantz also found out that there was no evidence of a union safety effect on fatality or injury rates.

The researcher also found out that the effectiveness of unions have been affected by politics. 100% of the respondents from interviews argued that TUs and politics cannot be separated. According to The Australian Bureau of Statistics of 2013, there were many restrictions on TU militancy by the government of Australia.

4.4 Summary

This chapter focused on the presentation of data, its interpretation and discussion of the research findings. The next chapter looks at the summary, conclusions and recommendations of the research.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter presented and analysed data, this chapter wraps up the research and summarizes the findings of the study. Covered in this chapter is the summary of findings, conclusions and the recommendations. The recommendations are based on the data gathered and the results of the study.

5.1 Summary of the findings

The study was conducted to identify the factors hindering trade unions to respond to employee needs in the mining sector of Zimbabwe. The study's objective was to merely bring out these factors but not to measure their degree of crippling TUs' ability to perform.

The trade unions have been affected by various factors which are both political and economic. Politics and the economic environment have been found to influence TUs negatively to a greater extent as observed by the responses gathered from various stakeholders in the mining industry.

In terms of TUs' responsiveness in dealing with the rights and interests of workers, TUs have been found to be lagging and leading to the dissatisfaction of members. A large number of members seem to have lost trust in the unions which represent them.

Despite the union's willingness to perform and meet their member's expectations, unions have been negatively affected by Zimbabwe's hostile economic environment. As a result, not only trade unions have been affected but the respective mining firms that employ the workers in the mining industry. These mining firms in some instances, have faced challenges in remitting members' dues to the unions.

Informal mining have also contributed to the ineffectiveness of TUs in the mining sector. According to the findings, most informal miners are not aware of the existence and activities of trade unions. Some of these miners cannot afford to subscribe to a trade union.

5.2 Recommendations

To enhance the effectiveness of unionism in the mining sector, the researcher came up with the following recommendations:

Firstly, TUs in the mining sector must be depoliticized and become autonomous organizations that make their own decisions. Miners, above all employees deserve better remuneration because of the hazardous nature of their professions.

Furthermore, trade unions are facing liquidity problems as a result of a rapid drop in membership and a poor economic climate. Informal mining has also contributed to the drop in membership. Informal miners do not have a fixed income hence they cannot guarantee paying subscriptions to a trade union. Moreover, most mine workers are living below the poverty datum line and so they may not afford to pay union dues to a union. In order to mitigate these financial challenges, the researcher suggest that TUs to live within their means and avoid spending indiscriminately.

The unions in the mining sector must invest funds and try to increase their capital base so that they can grow financially. Unions must not wait for subscriptions from members only because this hinders their capacity to grow and fight external threats. With the turbulent economic environment affecting every sector in Zimbabwe, unions must utilize their funds to capitalize on business opportunities. In some developed countries, profitable unions may even own stores to improve the welfare of their members.

The working conditions have been an area of concern in this study. In order to improve the working conditions, TUs must invest in more safety awareness programmes so that mine workers know their rights and avoid being exploited by unethical employers.

In the business world there is what is known as corporate branding, similarly trade unions must increase their popularity by raising their awareness to potential members. With so many miners in the informal sector, TUs must by all means endeavour to increase awareness efforts by activities such as workshops and publicising their achievements and policies so that they can attract potential members to join.

5.4 Suggestions for future research

The study's main objective was to find out the factors limiting TUs to perform. In this regard, the researcher saw the need to carry out further studies to look at how these limitations can be remedied with the aim of improving the welfare of the respective members in general.

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APPENDIX 1: RESEARCH COVER LETTER

REQUEST FOR CARRYING OUT RESEARCH

Bindura University of Science Education

P Bag 1020

Bindura



20 December 2016

The President

Associated Mine Workers Union of Zimbabwe

Michael house, 4th floor

40 SamoraMachel Avenue

Harare

Dear Sir or Madam

Ref:Permission to carry out research in your organization for data collection purposes.

I am a third year student at Bindura University of Science Education currently studying for a Bachelor of Business Studies Honours Degree in Human Resources Management. It is part of the degree programme requirements to submit a dissertation in order to graduate. Therefore I am seeking permission to carry out an educational research in your organization on the factors affecting the effectiveness of trade unions in the mining sector. All the information obtained from the research will be used strictly for educational purposes and the highest level of confidentiality will be maintained.

Should the need arise, my supervisor can be contacted via mobile on 0774 106 989.

Yours faithfully

APPENDIX 2

ASSOCIATED MINeworkERS' UNION OF ZIMBABWE INTERVIEW GUIDE

I am student at Bindura University of Science Education. I am researching on the factors affecting the effectiveness of trade unions in the mining sector of Zimbabwe. The purpose is to fulfill the requirements of the Bachelor of Business Studies (Honours) Degree in Human Resources Management that I am currently studying for. Your cooperation would be greatly appreciated.

Interview Guide Questions

1. What are the benefits to your organization if the factors affecting the effectiveness of TUs are identified?
2. What are the challenges faced by TUs in the mining sector?
3. Can you say the working conditions of mine workers have improved from 1980 to date?
4. Does multiple TUs in the mining sector promote the satisfaction of mine workers or are they a hindrance to the satisfaction of mine workers' needs? Give reasons.
5. How responsive are TUs to member's grievances?
6. To what extent do you think the economic situation of Zimbabwe has affected TU effectiveness?
7. What do you think must be done by the government to promote TU efforts?

I would like to thank you for your time and participation in this interview.

APPENDIX 3

INTERVIEW GUIDE FOR MINING FIRMS' HR MANAGERS

Date of issue/01/2017 Date of return/01/2017

1. How many trade unions are there in the mining sector of Zimbabwe?

2. Are any of your employees represented by these trade unions? Yes [] No []

3. How long has your firm been operating? _____

4. Provide the names of trade unions in the mining sector representing your employees.
.....
.....
.....

5. Does your organization benefit anything by meeting the demands of trade unions?
Yes [] No []

If you ticked yes, explain below in short answer form

6. How often do you negotiate salary increments?

Once a year [] Quarter yearly [] Twice a year [] Other []

If other, specify.....

7. Has the economic situation affected your relationship with trade unions in the mining sector?

8. If yes, explain how it has been affected

9. Can you explain what you think can be done to improve the working conditions of mineworkers in Zimbabwe?

APPENDIX 4

QUESTIONNAIRE FOR SHEPCO MINING COMPANY AND JENA MINE EMPLOYEES

Date of issue/10/2012

Date of return/11/2012

Good day! This brief survey is dedicated to identifying the factors limiting the effectiveness of trade unions in the mining sector. The study is being undertaken for academic purposes. However, your response may assist in enhancing the services offered by trade unions in meeting your needs. Your identity will remain anonymous and the information acquired will be treated with strict confidentiality.

Section A

Kindly right your response on the space provided

Age Sex

Position..... Duration of service.....

Highest qualification.....

Name of department

Section B

1. Have you joined any trade union? Yes [] No []

2.Ifno, can you briefly explain below

- a.
.....
- b.
.....
- c.
.....

3. What is the name of your union? _____

4. How satisfied are you with the services you are provided with by your current trade union?

Highly unsatisfactory [] Unsatisfactory [] Neutral [] Satisfactory [] Highly satisfactory []

5. Are you facing any challenges in paying union dues? Yes [] No []

6. Would you recommend this trade union to a colleague? Yes [] No []

7. If yes, provide the reasons below

- a.
.....
- b.
.....
- c.
.....

8. If no, give reasons below

- a.
.....
- b.
.....
- c.
.....

9. What do you think trade unions in the mining sector should do to improve their services?

a.
.....

b.
.....

c.
.....

10. Has the relationship between you and your employer been negatively affected when you joined your trade union? Yes [] No []

11. If yes, explain below

a.
.....

b.
.....

c.
.....

Thank you for your time!

