

Effect of Collective Bargaining on Employee Motivation in the Zimbabwean Gold Mining Sector

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The purpose of this study is to determine the effect of collective bargaining on employee motivation in the Zimbabwean gold mining sector. The continued restless among employees at various gold mines in the midlands province has resulted in productivity levels dwindling. There has been increased labour turnover by employees as well as increased union representation to management. Questionnaire were used to collect data. In this article a population of one thousand employees was used. A sample of two hundred employees was selected across the board. The results of the study indicate positive relationships between collective bargaining and job satisfaction among the employees in the Zimbabwean gold mining sector. Implications of these results are that the human resource interventions are required in order to create an environment in which employees can freely engage in collective bargaining. Furthermore, the results indicate that collective bargaining engenders intrinsic motivation and above all allows for the protection of employee's rights and welfare as well as promoting industrial democracy. This study recommends that managers should guard against preventing or obstructing employees from seeking legal redress to protect their interest. In addition, labour officers should be given the right of reasonable access to workers during working hours at their organisations for the purposes of advising the workers on the law. The employees should be given a latitude to belong to a trade union and or workers committee.

Keywords: motivation, employee commitment, collective bargaining, work performance

Introduction and Background

The purpose of this study is to determine the effect of collective bargaining on employee motivation and work performance in the Zimbabwean gold mining sector. Mining is currently the backbone of the Zimbabwean economy. The mining sector in Zimbabwe is currently performing under par due to the persistent macro-economic challenges bedeviling the southern African country. Indeed, collective bargaining is a topical and hot issue in Zimbabwe since the early days of inflation to date. The Zimbabwean gold mining industry is key to economic development despite incidences of low productivity being witnessed in certain quarters (CMZ, 2018). For this reason, there is emphasis on the analysis and exploration of the impact of collective bargaining on employee motivation in the gold mining sector with the objective to achieve significant economic growth. The achievement of organisational goals and targets becomes an arduous task. Collective agreements may also address the rights and responsibilities of the parties thus ensuring harmonious and productive industries and

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workplaces (Boersma, & Nolan, 2022). Enhancing the inclusiveness of collective bargaining and collective agreements is a key means for reducing inequality and extending labour protection.

It is imperative for the authorities to encourage constructive negotiations in the mining sector. Bargaining in good faith reflects an intention to engage in constructive negotiations and make every effort to arrive at a negotiated agreement (Caspersz et al., 2022). As with other measures that are taken to promote the collective bargaining process, the approach adopted by a mining firm to encourage constructive negotiations is more likely to result in the desired outcome when it has been the product of consultation with the social partners. The adoption of such measures also needs to respect the voluntary nature of collective bargaining. This means that while the authorities may encourage constructive negotiations, including by setting out requirements regarding the conduct of the negotiating parties, the parties should remain free to agree or disagree with proposals and counter-proposals tabled during the negotiation process (Frenkel et al., 2022). The employees should in no way be compelled to make concessions, to agree to a proposal made by the other party, or to reach an agreement. Trying to influence the behavioural orientation of parties in collective bargaining is challenging from a public policy perspective. Harris and Nolan (2022) affirm that in practice two general approaches can be identified when engaging in collective bargaining: embedding good faith within the industrial relations system as well as specific requirements regarding the conduct of the negotiating parties.

This study aims to document the extent to which collective bargaining in the gold mining sector can affect employee morale and also develop strategies of rejuvenating and enhancing personnel motivation.

Problem Statement

Worker representation in Zimbabwe seems to have failed to improve the welfare of the working population. A combination of political motives, prohibitive legislation and economic hardships, has rendered the major labour bodies namely: the ZCTU, ZFTU and the Apex council ineffective (Uzhenyu, 2018). A number of workers grievances such as: unfair dismissals, willy-nilly retrenchments, underpayments, poor conditions of service, inadequate social security and protection are not being addressed. The gold mining sector in Zimbabwe is facing a number of challenges chief among them being the declining productivity due to poor employee morale which has led to the loss of key personnel. It is clear that the panacea to the challenges that the economy is facing is to stimulate production for economic recovery and this can only be achieved through pursuing consistency, transparency and predictable economic policies hinging on collective bargaining so as to tame high labour turnover coupled by strong support from government towards reducing the cost of doing business (Bvindiriri, 2019). Thus, employee retention through embracing collective bargaining is vital to an organization's success. This study therefore seeks to determine the effect of collective bargaining on employee motivation and work performance in the Zimbabwean gold mining sector.

Purpose of the Study

The purpose of the study is to assess the effect of collective bargaining on employee motivation with a particular focus on employees in the Zimbabwean Gold Mining industry.

Research Questions

What is the effect of collective bargaining on employee motivation?

What are the benefits of engaging in collective bargaining?

Research Objectives

To discover the effect of collective bargaining on employee motivation.

To assess the benefits of engaging in a collective bargaining forum at organisational level.

Literature Review

Definitions and Concepts

Bvindiri (2019) define collective bargaining as a process that involves negotiation, consultation and the exchange of information pertaining to conditions of service between employers and workers, the end objective being a collective agreement that is mutually owned by the parties. For Dandira et al., (2020) collective bargaining is a process of negotiation between employers and a group of employees aimed at reaching agreements that regulate working conditions. Thus, collective bargaining entails all negotiations which take place between an employer, a group of employers or one or more employers' organisations, on the one hand, and one or more workers' organisations, on the other, for determining working conditions and terms of employment and/or regulating relations between employers and workers. Marshall et al. (2022) opine that collective bargaining is a process which seeks to determine the terms and or employment conditions in the workplace by agreement between employers and employees. Thus, collective bargaining is a crucial form of social dialogue in the work environment. It embraces the desirability for joint decision making, joint problem solving and joint responsibility in conducting relations between employers and employees (Monti, 2021). Therefore, it is a key method used to regulate the relationship between management and employees in the workplace and a means to settle disputes through joint decision making. The true value of collective bargaining is that it generally produces peace within the enterprise, provides a level playing field between parties and preserves the essence of freedom of association. In other words, collective bargaining and freedom of association are mutually reinforcing such that neither is fully realized without the other.

Fundamentally, collective bargaining is a vital ingredient to help safeguard the welfare of workers by reducing the power asymmetry between employers and workers (Berti, & Simpson, 2021). In contrast, competition lawyers fear collective labour agreements because they resemble cartels between employees and employers. According to the Dzirutswe (2018) the resulting bargain is an understanding as to the terms and conditions under which a continuing service is to be performed. More specifically collective bargaining is a procedure by which employers and a group of employees agree upon the conditions of work.

Strictly speaking collective bargaining in Zimbabwe is tri partite process involving the state, employer representatives and employee representatives (Uzhenyu, 2018). The conditions of employment are regulated by the government. Collective bargaining is a technique adopted by the organisations of workers and employers collectively to resolve their differences without the assistance of a third party or the intervention of third party. The phrase collective bargaining is made up of two words collective which means united or a group action and bargaining implies negotiating. So put together it means collective negotiation or group negotiation. The people involved in the negotiation are on one side the representatives of management and on the other the representatives of employees or unions (Dandira et al., 2020). It is of note that the significance of collective bargaining rights for all workers, including public employees are implored in Article 23 of the United Nations' Universal Declaration of Human Rights. This is supported by the 1998 International Labour Organization Declaration on Fundamental Principles and Rights at Work. Fundamentally, the International Labour Conference of 1948 adopted "the

Freedom of Association and Protection of the Right to Organize, Convention 1948 (No. 87). The conference recognized the right to organize for workers in both the private and public sectors. Article 2 of this Convention stipulates that, workers and employers, without distinction whatsoever, shall have the right to establish organisations of their own choice without previous authorisation. Exceptions provided for in Convention No. 87 relate to the armed forces and the police, for whom national laws or regulations shall determine the extent to which the guarantees provided for in the Convention, shall apply (Article 9 of Convention No. 87).

According to Morrissey and Sherer (2022) collective bargaining can be viewed as the most developed form of representative or collective voice, as it is typically carried out within a framework of rules, procedures, and rights set out in national and international law. Employees should be given the green light to engage in collective bargaining hence a new instrument was designed to promote labour relations through collective bargaining at the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). The conference deliberated on the right to organise and it came to their attention that collective bargaining has special characteristics in the public service which have varied degrees in a number of countries. One reason advanced by the convention was that a country or state assumes a dual role of being employer and legislative authority. It is of essence to note that sometimes these roles by the state overlapped and contradicted each other. Secondly, it was also noted that the state hugely relies on tax revenue, and yet in its role of being an employer it is unequivocally responsible to the electorate for the allocation and management of its resources.

Third and lastly, in certain legal and socio-cultural traditions the status of public servants is incompatible with collective bargaining or freedom of association. Apart from the uniformed forces and the police, the Convention leaves it to national laws to decide if the guarantees of the Convention shall apply to high-level employees whose duties are policy-making or managerial in nature or to employees whose functions are of a highly confidential degree (OECD, 2019). More over the article affirms that “Member states are required to adopt measures to ensure that public employees enjoy adequate protection against acts of anti-union discrimination both in law and practice, and that public employees’ organizations enjoy adequate protection against any acts of interference by a public authority in their establishment, functioning or administration in terms of Articles 4 and 5 of Convention No. 151”.

Scholars on collective bargaining has examined its impact on a range of outcomes for firms, workers, economies, and societies (Mutema, 2023; Peetz, 2020). Collective bargaining can involve partnership and can be complementary to direct forms of voice, such as individual or team-based forms of worker involvement. This kind of integrative or “mutual gains” bargaining can reduce shop-floor conflict, promoting trust, facilitating restructuring, and reducing employee turnover. At the national level, organized or coordinated collective bargaining models typical of Northern and Central Europe have been associated with reduced strike rates, high productivity, and wage moderation (Rhinehart, & McNicholas, 2020; Chigudu, 2015). Collective bargaining also plays an important role in shaping distributional outcomes within firms and societies. Collective agreements and collective bargaining institutions affect how productivity gains and risks are allocated between different stakeholder groups. For this reason, collective bargaining is often characterized by conflict. Employers and unions engage in “zero-sum” or distributive bargaining on many issues and use strikes, pickets, and lock outs as a common means to demonstrate or exercise countervailing power.

The distinctiveness of collective bargaining lies in this role as an institution that involves formal negotiations between two organizations representing employer and worker interests, and holding different forms of political and economic power (Peetz et al., 2020). As unions and bargaining institutions have come under pressure in the

last twenty years, a debate has arisen over whether bargaining remains a viable form of voice—if it is perhaps being replaced by human resource management, direct participation, and direct government regulation through individual employment rights.

How researchers interpret the causes of these changes and their implications for workers and society varies according to the emphasis they place on the integrative or distributive aspects of the bargaining system.

ILO Declarations

According to ILO (2015) “a declaration is a formal statement of principles, policies and aspirations. Declarations are adopted by the International Labour Conference (ILC) and apply to all ILO member States. A number of ILO Declarations make significant reference to collective bargaining. The 1944 Declaration of Philadelphia, which is annexed to and forms an integral part of the ILO Constitution, commits the ILO to promote the effective recognition of the right of collective bargaining”.

The Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy of 1977 provides guidance on freedom of association, the right to organize and collective bargaining as elements of sound industrial relations. The 1998 Declaration on Fundamental Principles and Rights at Work designates four principles and rights at work as fundamental:

1. freedom of association and the effective recognition of the right to collective bargaining;
2. elimination of all forms of forced or compulsory labour;
3. effective abolition of child labour; and
4. elimination of discrimination in respect of employment and occupation.

It declares that all member states, even if they have not ratified the conventions in question, have an obligation arising from the very fact of membership in the organization, to respect, promote and realize—in good faith and in accordance with the constitution—the principles concerning the fundamental rights that are the subject of those conventions. Thus, in joining the ILO, all member states accept an obligation to respect, promote and realize the effective recognition of the right to collective bargaining (ILO, 2021). Finally, the ILO Declaration on Social Justice for a Fair Globalization, adopted in 2008, reaffirms that freedom of association and the effective recognition of the right to collective bargaining are particularly important to the attainment of the four strategic objectives of decent work.

Bargaining in Good Faith

Boersma et al. (2022) postulate that collective bargaining is a process of negotiation. Parties typically start off from very different positions. The process typically involves the justification of demands and positions taken, the sharing of information, debate and trade-offs in order to arrive at a collective agreement. For collective bargaining to be effective, it is important that negotiations be conducted in good faith (Hopfgartner et al., 2022). In practice the principle of good faith is reflected in the following conduct:

1. recognition of representative organizations for purposes of collective bargaining;
2. engaging in real and constructive negotiations;
3. endeavouring to reach an agreement;
4. avoiding unjustified delays in negotiations;
5. respecting commitments made, and implementing collective agreements once concluded.

According to Ford and Ward (2021) negotiating in good faith builds trust between the parties and is at the core of sound and harmonious industrial relations. This does not mean that the negotiating parties always agree

or can always accommodate the interests of the other party. Instead, good faith is reflected in the persistent and constructive efforts of the parties to negotiate with each other (International Labour Office, 2021), and in their commitment to implement a collective agreement they have concluded. Each round of negotiations conducted in good faith affirms the legitimacy of the parties involved to represent their members, respect commitments made and be bound by a collective agreement (Bureau of Labor Statistics, 2021). Parties that respect each other as legitimate representatives are more inclined to justify their demands, share information, engage in problem solving, make proposals, and fully explore the range of solutions to their issues in common or at variance. However, there are situations in which the negotiating parties may hold different ideas about how collective bargaining works, and rather than engaging in constructive negotiations, may adopt a “take it or leave it” attitude (Kanyenze, 2022). At an individual level, representatives may come from different occupational backgrounds, hold different values, beliefs and ideologies, and have different personalities, expertise and negotiating skills. They may not possess the same information or have a shared understanding of the issues at stake. This can result in highly adversarial negotiations, and a deteriorating labour relations climate. Public authorities have an important role to play in encouraging parties to engage in good faith in constructive and informed negotiations.

Merits of Collective Bargaining in Enhancing Employee Morale

Collective bargaining law in Zimbabwe has tremendously contributed to the whole industrial relations framework both economically and socially.

The major economic benefit so derived by parties to the employment relationship has been the establishment of a framework upon which individual and collective workplace relations are managed and where industrial conflict is institutionalized for the pursuit of a harmonious employee relations climate (Bray et al., 2021).

Fundamentally, the law has aided employee relations socially (in terms of justice and democracy) by the strength of S2A of the Act (Purpose of the Act). Farber et al., (2021) affirms that collective bargaining autonomy, though some argue is limited, remains, but a significant factor that has been enjoyed by parties to employee relations.

The legally binding nature of collective bargaining has been significant. It falls at the hub of such works like Monti (2021) who argue that law comes as a force to regulate, support, and restrain the powers of management and organized labour. In other words, there is a clear recognition of the power differences between individual employees against management or organized labour against management respectively, the inadequacies of the former (organized labour) to provide a power base that can be equated to that of the later (management) at the bargaining table, which then justifies the need for a machinery to govern their relationship (in terms of setting the framework upon which terms and conditions of employment are regulated) (Berti, & Simpson, 2021; Chigudu, 2015).

According to Boersma and Nolan (2022) collective bargaining plays a pivotal role in enhancing employee motivation. Companies with a strong culture endeavor to engage employees in collective bargaining on mandatory issues. Thus, the government acts as a referee in making sure that the parties engage in collective bargaining in a conducive environment. Thus, employee relations can be fostered at the work environment by enabling employees to engage in a collective bargaining process. The bargaining process can be at a plant, at a factory or at the industry level (Porter, 2020a). It can also be a coalition bargaining or national union bargaining. It involves two parties namely employer and employees. It begins if there are issues that need to be dealt with and in most cases, disputes of interest. The two basic methods of bargaining are traditional bargaining and

partnership bargaining. The traditional style of bargaining has been used since collective bargaining began between management and the early labour unions.

Furthermore, the law has improved on trade union effectiveness, as measured by the meeting of primary needs of workers such as better pay and conditions, increased influence on what they regard as increased influence on what they regard as workplace decisions, and protection against arbitrary management action (Morrissey, & Sherer, 2022). This is regardless of whether unions are instrumentally or ideologically motivated to do so. Collective bargaining fulfils a number of functions for employees and for employers (or management), and it has various advantages and disadvantages for both parties and for society as a whole, some of which may depend on the level and structure of bargaining (OECD, 2019; Visser, 2019a). From an economic perspective, collective bargaining can increase labour market efficiency by correcting market failures (like information asymmetries and excessive firm power) and by reducing the transaction costs of all parties involved. It also can improve the quality of employment relationships between workers and firms and thus the efficient allocation of resources and productivity.

“Collective bargaining may further have an impact on wage dispersion and income inequalities. The downside is that collective bargaining can also introduce labour market distortions, for instance if unions and insiders have excessive power. Overall, collective bargaining may affect labour market performance in a number of ways, depending on the specific features of a country’s bargaining system, its interaction with other key labour market institutions (like minimum wage legislation and employment protection), and on the prevailing macroeconomic conditions and economic policies” (OECD, 2017).

The law has improved on trade union effectiveness, as measured by the meeting of primary needs of workers such as better pay and conditions, increased influence on what they regard as increased influence on what they regard as workplace decisions, and protection against arbitrary management action (Peetz et al., 2020). This implies that the government plays a pivotal role in crafting laws that will be adhered to by the employers and the employees in a collective bargaining process.

Businesses have weathered the storm through Covid-19 lockdown and into the first stages of year 2021. As mining companies emerge into a second quarter post lockdown the researcher takes a look at why motivating employees through collective bargaining is absolutely key to business success. It is critical for the managers of mining firms to look at ways that business can identify opportunities to boost team morale and company productivity. It is essential to observe that motivation is an internal state that propels individuals to engage in goal-directed behaviour (Alanizan, 2023). Motivation therefore, plays a pivotal role in determining the success of an organization because it transforms the firm’s human resources. Del-Castillo-Feito et al. (2022) view employee motivation as “the psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort, and a person’s level of persistence in the face of obstacles”. This means that if workers are effectively motivated, they are eager to accomplish the prescribed organisational goals. Ultimately, motivation refers to when a person is moved to do something. Thus, when mining employees are motivated at work, they have a desire to surpass set targets. According to Armstrong (2021) “an employee is motivated if he or she feels energized and activated towards accomplishing a given task, whereas an unmotivated individual lacks inspiration and impetus”. Happy employees are determined to accomplish set targets.

If collective bargaining (CB) is conducted in a fair and transparent manner employee the organisation mat benefit in terms of productivity and overall motivation of employee increases with more freedom to divide their time and plan their work flexibly around their day to day routine (Alsafadi, & Altahat, 2021). It is imperative to

note that by giving employees increased flexibility to plan their day allows the staff to make their own wellness a priority and when it is time to work employees are much more motivated and productive. Employee involvement through CB allows employees to air their grievances concerning working conditions hence a consensus may be reached where employees may work more flexibly and at times of the day that suit them. Hermawan et al. (2021) asserts that in order to motivate employees, Chief Executive Officers and executive teams of mining firms must become more visible and lead by example. The management is thus called upon to create an environment where employees can collectively bargain freely and the leaders should be honest with staff about the challenges they will be facing. Thus, collective bargaining engenders increased leadership from management.

When employees are given the chance to meet the management they will find it stimulating to be able to engage with the CEO and this might give the management team the ability to provide a clear vision during a difficult time and recognise great work that will be happening across the business (Al-Suraihi et al, 2021). Collective bargaining may come up with the rewarding of staff achievements. In other words, collective bargaining may see owners offer the management the chance to easily reward staff for their hard work. Now that mining firms are moving into a hopefully more buoyant economy employees are likely to become more empowered and motivated through collective bargaining to maintain a stronger work life balance. An employee with the right skill sets for the job can become a forerunner in the job market and ultimately decide what companies they would like to work for (Ghani et al, 2022). The same employee is likely to have an increasing set of demands with many being motivated by engaging in collective bargaining which might usher the need to work flexible hours and have a promise of a more flexible work life balance. Employees also want to know that they are working for a company with a positive impact on the world and a strong ethos for corporate social responsibility (CSR).

Omidi and Dal Zotto (2022) opine that “Motivation refers to the reasons underlying certain behaviour”. This implies that employers should create a conducive environment where the employees feel motivated to perform their duties in an exceptional way at the workplace. Motivation is that which activates human behaviour through the blending of motive and incentive (Chikove, & Shiri, 2021; Alqudaha et al., 2022). Fundamentally, motivation is one of the most important factors for understanding and managing organizational behaviour, because it explains why employees behave or act in a particular way (Ghani et al, 2022). Therefore, the role of employee motivation cannot be overemphasized in this dynamic world as it determines organizational survival. Liang et al. (2022) states that employee motivation can be looked at from two different angles, that is, from an individual’s view point as an internal state that leads to chasing the objectives which need to be accomplished and from the manager’s viewpoint, where motivation entails employees accomplishing set targets. Therefore, motivation refers to the power that strengthens employee behaviour and triggers the tendency to continue to perform the tasks efficiently and effectively.

Theoretical Foundation

Pluralism

The workplace is viewed as a microcosm of society replete with heterogeneity in social groups, social interest, values and beliefs that generate conflict (Uzhenyu, 2018). So conflict is inherent as the actors have divergent interests and objectives. For example, employees are interested in higher wages, safe working environment, increased leisure, autonomy, flexibility while employers are interested in making profits through exploitation of labour. Thus, conflict is inevitable in today’s organisations but it needs to be controlled with effective industrial relations strategies as it can be disruptive. Conflict between employers and employees is

accepted to be natural but there is compromise from both sides in their interests so that the organization survives (Peetz et al., 2020). Trade unions are perceived as legitimate to protect employees' interests within the framework of rules provided by the state and collective bargaining is used as a tool to resolve disputes at the work place (Dandira et al., 2020). There is industrial democracy as employees are given a voice on decisions that affect them. According to Cooper and Wolfe (2021), the employer uses staff meetings, quality circles, and works councils to articulate conflicting interests of employees to ensure superior organizational performance. Employees' right to strike and employer's right to lock out provides an equilibrium (power balance). Both parties have to use power with restraint for the relationship to be stable (not to have perennial winners/losers all the time as there can also be winners and losers in the negotiation process (not balance all the time).

Methodology

This study employed the positivism research paradigm. Baghlaf (2023) affirm that in positivism research philosophy knowledge exists outside of what's being studied. In other words, what is being studied can only be done so objectively, and it cannot include opinions or personal viewpoints. Positivism states that there is only one reality and that all meaning is consistent between subjects. Knowledge can only be acquired through empirical research, which is based on measurement and observation (Bhangu et al., 2023). As a philosophy, positivism adheres to the view that only "factual" knowledge gained through observation (the senses), including measurement, is trustworthy. In positivism studies the role of the researcher is limited to data collection and interpretation in an objective way.

In this study the researcher will use the explanatory research design. The explanatory strategy is a popular strategy for mixed methods design that often appeals to researchers with strong quantitative leanings (Creswell, & Poth, 2018). The explanatory research design enabled the understanding of a researcher on a certain subject. In addition, it led to better conclusions. The study sampled 200 employees using stratified random sampling method from a target population of two hundred employees.

Fundamentally, identifying a sufficient sample size in this study was determined by Etikan and Bala (2017), who opine that a 10% or more of the target population is regarded as a sample since the population is homogeneous. Hence from a target population of 200 participants a sample size 50 participants was selected to participate in the study.

This study employed the stratified random sampling technique. Pyo et al. (2023) assert that the stratified random sampling technique divides the population into groups called strata. However, this time it is by some characteristic, not geographically. For instance, the population might be separated into males and females. A sample is taken from each of these strata using either random, systematic, or convenience sampling.

The response rate is acceptable as 100% of the population was accessed. The majority of the sample comprised males (80%) compared with females (20%) while. Thus, the mining sector is a male domain. In the study, the age categories of the participants 20-29 years old 10.5%, the 30-39 years group (30.6%), 40-49 years (45.16%), and 50+ (13.74%). Therefore, it can be safely concluded that the majority of the sample used in this study were the 40 to 49 years age group, with a cumulative percentage of 45.16% of participants being less than 50 years.

Measuring instruments: The standardised questionnaire was developed by the researcher was used. The questionnaire was constructed as thus: section 1: biographic data, section 2: Self-assessment questions on collective bargaining. The biographical data sheet gathered information on the participants' position held, age, marital status, work experience, highest academic qualification and highest professional qualification.

Research Procedure

The permission to conduct the study was sought from the management of various gold mining firms in Mberengwa District. This was followed by a pilot study, conducted to assess the effectiveness of the instruments in relation to aspects such as length, wording and validity. The study used questionnaires to collect data. The participants gave their informed consent before participating in the study. The questionnaires were administered by the researcher directly to participants after obtaining a sampling frame from the Human Resources Department which allowed the researcher to group the miners into different groups, such as functional categories. Other ethical considerations applied throughout the research process include confidentiality and withdrawal from the research process even after informed consent had been given, was allowed.

Results

Table 1

Correlation KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin measure of sampling adequacy		0.727
Bartlett's test of sphericity	Approx. chi-square	2081.485
	Df	28
	Sig.	0.000

Table 1 shows that the correlation matrix for these items is factorable (Significant Bartlett's test: $p < 0.05$). The KMO shows that the sample is very adequate ($KMO > 0.7$).

Table 2

Collective Bargaining Related Factor

Questionnaire statements	Collective bargaining related factor
Collective bargaining does not presuppose conflict, but should pre-empt conflict	0.795
Collective bargaining seeks to reach agreement by all negotiating parties	0.780
Collective bargaining is a process of joint problem solving	0.773
Collective bargaining aim at worker involvement at all levels	0.736
Collective bargaining allows management to have predictability in their expenses or budgets such as controlling salaries and compensations in a pre-planned manner	0.730
Collective bargaining ensures stability in the company finances	0.691
Collective bargaining empowers the employees	0.640
A healthy relationship is developed across all departments and hierarchal levels of an organization	0.593
Cronbach Alpha	0.865
Mean & Standard deviation	4.4016 \pm 0.36030
KMO value	0.727
Bartlett's Test value	51.896%

Table 2 shows the results of the factor analysis for collective bargaining related factor. It is also noteworthy that when the management of gold mining companies ought to effectively involve employees in decision making in an endeavour to enhance employee morale. Fundamentally, if collective bargaining is done employee relations will greatly improve as it allows for the protection of employee's rights and welfare as well as promoting industrial democracy. In addition, collective bargaining improves workers' quality of life, creates enforcement consistency, encourages cooperation, creates a binding result, creates relationships and above all it gives workers

a larger voice. Furthermore, sound employee relations allow management to have predictability in their expenses or budgets such as controlling salaries and compensations in a pre-planned manner, stabilises the organisation as well as bringing harmony in the organisation. The KMO of the identified factor was 0.727. The associated Bartlett's Test of Sphericity was statistically significant as $p \leq 0.00$ and Cronbach's alpha was 0.865. A mean of 4.4016 and a low standard deviation of 0.36030 were confirmed for the factor collective bargaining. This mean indicates a tendency to lean more towards the higher end of Likert scale, above 3 which implies that collective bargaining acts as a vital motivational tool which can be used to guard against high labour turn over due to demotivation of employees in the Zimbabwean gold mining industry.

Discussion of Findings

The study revealed that collective bargaining does not presuppose conflict, but should pre-empt conflict. This implies that a healthy relationship is developed across all departments and hierarchical levels of an organization. In other words, Collective Bargaining prevents strikes. Just like any other organization, it is normal for employers and employees to disagree. If the employer is not capable of solving the issue at hand, employees will go on strike. Collective bargaining is, therefore, going to cater to the needs of both the employer and employee. The union will appoint representatives to attend to any situations that may arise. As a result, strikes will rarely occur. The findings are consistent with Boersma and Nolan (2022) who opine that collective bargaining plays a pivotal role in enhancing employee motivation parties engage in collective bargaining in a conducive environment. Thus, employee relations can be enhanced at the work environment by enabling employees to engage in a collective bargaining process.

The study revealed that Collective Bargaining is a process of joint problem solving and above all it aims at worker involvement at all levels. The results are consistent with preceding studies (Porter, 2020a ; Morrissey, & Sherer, 2022) which established that the parties namely employer and employees engaged in collective bargaining do so with the notion of reaching a consensus and also it begins if there are issues that need to be dealt with and in most cases, disputes of interest.

This study revealed that Collective Bargaining seeks to reach agreement by all negotiating parties. Thus, if Collective Bargaining (CB) is conducted in a fair and transparent manner employee the organisation may benefit in terms of productivity and overall motivation of employee increases with more freedom to divide their time and plan their work flexibly around their day to day routine. The study is consistent with Alsafadi and Altahat (2021) who affirm that if employee grievances are tackled with the intention of having a win-win situation it enhances their morale and performance.

The study also revealed that Collective Bargaining encourages cooperation. Thus, through this agreement, employees get fair pay, great benefits, and a safe working environment. It is also imperative to note that employers, on the other hand, earn more due to an increase in production. The results corroborate with the views of Hermawan et al. (2021) who assert that asserts that in order to motivate employees the Chief Executive Officers and executive teams must become more visible and lead by example by not magnifying differences. The management is thus called upon to create an environment where employees can collectively bargain freely and the leaders should be honest with staff about the challenges they will be facing.

The study revealed that Collective Bargaining allows management to have predictability in their expenses or budgets such as controlling salaries and compensations in a pre-planned manner. Thus, Collective Bargaining

ensures stability in the company finances and hence organisational growth this implies that once an organization begins to generate more revenue, there will be an increase in labour force hence economic growth. This is consistent with Harris and Nolan (2022) who affirm that Collective Bargaining may further be employed to guard against giving employees salaries and wages below the Poverty Datum Line. Overall, collective bargaining may affect labour market performance in a number of ways, depending on the specific features of a country's bargaining system, its interaction with other key labour market institutions (like minimum wage legislation and employment protection), and on the prevailing macroeconomic conditions and economic policies. Undeniably, it can also improve the quality of employment relationships between workers and firms and thus the efficient allocation of resources and productivity.

The results revealed that Collective Bargaining empowers the employees. This implies that enhances job security and stability. With a collective bargaining agreement, it is not easy for any employer to terminate an employee's contract Willy nilly. If they do so, the employee is entitled to certain benefits as agreed between the employer and the trade union. It is in consistent with Dandira et al. (2020) who argue that collective bargaining engenders respect for employee rights as enshrined in the Labour Relations Act (Chap. 28.01).

The study revealed that Collective Bargaining leads to a better life for workers. Thus, collective bargaining agreements should be done with the intention of improving the welfare of employees. Employees should get to enjoy higher wages and more benefits, such as healthcare and retirement. This wage and benefit advantage consequently improves their lifestyle. The findings corroborate with the views of Morrissey and Sherer (2022) who affirm that the law has improved on trade union effectiveness, as measured by the meeting of primary needs of workers such as better pay and conditions, increased influence on what they regard as increased influence on what they regard as workplace decisions, and protection against arbitrary management action. In addition, Collective Bargaining fulfills a number of functions for employees and for employers (or management), and it has various advantages for both parties and for society as a whole, some of which may depend on the level and structure of bargaining.

Conclusions

This study concludes that collective bargaining plays a key role in motivating employees thereby achieving set targets. Sound labour relations can be enhanced through the creation of an environment which promotes collective bargaining. A them and us attitude should be nipped in the bud during a collective bargaining process in a bid to not to demoralise employees. Collective bargaining stabilizes the organisation. In addition, collective bargaining establishes workable bilateral relationship between the staff and the management. It is noteworthy that collective bargaining endeavors to bring the workers and employers representatives to a round table. Furthermore, it provides security to workers as well as prohibiting strikes. Collective bargaining is a legally sound platform or mode of communication as representatives of trade unions are given the latitude to protect the rights and interest of employees. The employer ought to cooperate in good faith with the employment council or employment board.

Recommendations

It is recommended that:

Managers should approach collective bargaining with the view to reach a consensus hence guarding against litigation, as the wages dispute would leave the internal negotiation table and takes the journey through the courts

thus giving the employer a breathing space thereby wasting production time as they would be engaged in a stalemate. In other words, the management should negotiate in utmost good faith because when collective bargaining hits a snag, the downside is that in the end one has a disgruntled workforce that is demotivated giving less to the business impacting negatively on productivity.

Managers should train their employees in negotiation skills since wage negotiation has many complexities that require expert training and guidance and planning that is very sober. Training is beneficial to both the employee and the organization in that it seeks to widen general knowledge pertaining to new business techniques. This would certainly go a long way in motivating employees towards the attainment of organisational goals.

Managers should realise that there is a need to balance workers interests with business needs while threading through labour legislation and labour relations. Thus, managers of mining companies should give trade unions enough room to in a bid to have employee grievances addressed through collective bargaining. In a nut shell the managers should be guided by the precept of the law during a collective bargaining scenario so that they stick to the clause(s) that govern the rate at which collective bargaining may be undertaken and situations which permit the reviewing of agreements can be reviewed in a manner that is clear and precise.

Managers should guard against preventing or obstructing employees from seeking legal redress to protect their interest. Thus, managers and employees both enjoy an equal footing hence can have a collective goal for mutual rewards. Therefore, labour officers should be given the right of reasonable access to workers during working hours at their organisations for the purposes of advising the workers on the law. In principle, the employees should be given a latitude to belong to a trade union and or workers committee. There should be protection against discrimination on the grounds of race, tribe, place of origin, political opinion, creed or sex in relation to promotions and appointments.

Managers should create an environment where employees enjoy fair labour standards. This promotes democracy in the work place. Thus, by involving employees in collective bargaining as it allows management of a company to have predictability in their expenses or budgets such as controlling salaries and compensations in a preplanned manner. This implies that the management and the employees should be brought to the same platform where both parties can engage in discussions to solve problems and to address issues.

Managers should involve employees in decision making through collective bargaining empowers the laborers and a healthy relationship is developed across all departments and hierarchal levels of an organization. Managers should draw up a policy focusing on employee collective bargaining so as to improve a worker's quality of life as collective bargaining creates enforcement consistency. A well-functioning employee participation strategy is able to generate and leverage on social facilitation for a positive influence on attainment of organisational goals.

Managers should foster an environment in which there is effective communication. Effective communication is a must in ensuring that employees are effectively motivated. Employees should be well versed with what is going on at the organization on a day to day basis. There should be mutual understanding between management and employees through effective communication. Effective communication is the cornerstone for any organization that seeks to prosper. In other words, it is the life blood for any organization. It is therefore imperative to note that every business organisation should strive for the promotion of effective communication. Communication is a catalyst for all meaningful focuses in business organisations. Effective communication is therefore seen as a yard stick for measuring the success of business organisations. It facilitates discipline, order and effective use of human resources in business organisations.

Limitations

Generalizability

Results from this study would be difficult to generalize to other countries.

Single-Sector

This study has focused on only one sector.

Further Research

Considering the fact that this is the first on the effectiveness of collective bargaining on employee motivation and work performance with a particular focus in the gold mineral sector. It will be imperative to accumulate a lot of data by investigating the same aspect in a number of mineral sectors such as diamond, platinum, coal, tantalite and chrome so as to have an in-depth understanding of these constructs holistically. Doing so will allow generalisability of the findings to the mining industry as a whole, which is something which cannot be done with the current study.

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