

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

The relationship between collective bargaining and organisational performance: A case study of the National Employment Council for the Electronic, Communications, Radio, TV Manufacturing and Allied Industry

By

REGISTRATION NUMBER: B1850077

**THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF COMMERCE HONOURS**

DEGREE IN HUMAN CAPITAL MANAGEMENT

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DECEMBER 2021

RELEASE FORM

Registration Number: B1850077

Dissertation Title: The relationship between collective bargaining and organisational performance

Year Granted: 2021

Permission is granted to the Bindura University of Science Education Library and the department of the Human Capital Management to produce copies of this Dissertation in an effort it deems necessary for academic use only.

Signature of student

Date signed

APPROVAL FORM

The undersigned certify that they have read and recommended to the Bindura University of Science Education for acceptance of a dissertation entitled THE RELATIONSHIP BETWEEN COLLECTIVE BARGAINING AND ORGANISATIONAL PERFORMANCE.

Submitted by registration number B1850077 in partial fulfillment of the requirements of the Bachelor of Commerce (Honours) Degree in Human Capital Management.

.....

Name of Student	Signature	Date
-----------------	-----------	------

.....

Name of Supervisor	Signature	Date
--------------------	-----------	------

.....

Name of Chairman	Signature	Date
------------------	-----------	------

.....

External Examiner	Signature	Date
-------------------	-----------	------

DECLARATION OF AUTHORSHIP

I declare that this research project is my original work and has not been copied or extracted from any previous source without due acknowledgement of the source.

.....

Name of Student

Signature

Date

DEDICATION

Special thanks goes to my parents who helped me with everything throughout my academic years.

ABSTRACT

At National Employment Council for Electronic, Communications, Radio, TV Manufacturing and Allied Industry (NECECAI) the employer representatives and the trade union were failing to reach a collective bargaining agreement and as a result this decreased the effectiveness of collective bargaining and the performance of the organisation simultaneously. The purpose of the study was to assess the relationship between collective bargaining and organisational performance. This study was carried out at the National Employment Council for Electronic, Communications, Radio, TV Manufacturing and Allied Industry located at the Harare Branch, Zimbabwe. The study was guided by four specific objectives which were; to determine the practices of collective bargaining at NECECAI, determine the contribution of collective bargaining in improving performance of NECECAI, to identify the challenges facing collective bargaining at NECECAI and to identify the issues covered in the collective bargaining agreements at NECECAI. Data were collected through questionnaire, interview and documentary review methods.

The findings of the study indicates that collective bargaining is practiced at NECECAI. Various practices of collective bargaining were provided which included appropriate planning and preparations for collective bargaining, observation of legal procedures, absence of unfair practices, bargaining in good faith and effective communication between employer representatives and trade union. Also, the findings further showed that collective bargaining at NECECAI has led to the improvement in organisational performance. This is because there has been enhanced job satisfaction among employees, increased market expansion, increased customer satisfaction, increase quality of services by NECECAI and increase in new customers. On the other hand, poor communication in the organisation, bargaining in bad faith, inequality in bargaining powers and lack of knowledge among parties were found to be the challenges facing collective bargaining in the organisation.

Based on the findings of the study, it was concluded that collective bargaining at NECECAI is still ineffective to meet the principles of an effective collective bargaining process. Thus, as a recommendation of the study, collective bargaining effectiveness can be improved by improving communication between employers' representatives and trade union, improving negotiation skills and balancing of the bargaining powers.

ACKNOWLEDGEMENTS

I would like to thank the Lord Almighty for the gift of life, strength, hope and wisdom that he gave me to complete this research. The authority to carry out a research study at NECECAI granted by the General Secretary of NECECAI is greatly treasured. Also the support from my supervisor is greatly appreciated. The contribution by all the respondents who participated in the study are greatly valued. The spiritual support, inspiration and prayers of the family and friends towards the achievement of this work is greatly valued.

TABLE OF CONTENTS

RELEASE FORM.....	i
APPROVAL FORM	ii
DECLARATION OF AUTHORSHIP.....	iii
DEDICATION	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vii
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER 1: INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the Study.....	1
1.3 Statement of the problem	3
1.4 Objectives of the study.....	4
1.5 Research Questions	4
1.6 Research Assumptions	4
1.7 Research Delimitations	5
1.8 Research Limitations	5
1.9 Significance of the study.....	5
1.10 Definitions of key terms.....	6
1.11 Abbreviations	7
1.12 Chapter Summary	8
CHAPTER 2: LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Conceptual Framework.....	9
2.3 Organisational Performance.....	21
2.4 Theoretical Framework.....	24
2.5 Empirical Literature	27
2.6 Gap Analysis.....	29
2.7 Chapter Summary	29

CHAPTER 3: RESEARCH METHODOLOGY	30
3.1 Introduction.....	30
3.2 Study Area	30
3.3 Research Design.....	31
3.4 Research Methods	31
3.5 Population	32
3.7 Data Collection Methods	34
3.8 Validity and Reliability of Instruments.....	37
3.9 Data Presentation and Analysis.....	37
3.10 Research Ethics	38
3.11 Chapter Summary	39
CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	40
4.1 Introduction.....	40
4.2 Response rate of the respondents	40
4.3 Demographic characteristics of respondents.....	41
4.4 Practices of Collective Bargaining at NECECAI.....	44
4.5 Contribution of collective bargaining to organisational performance at NECECAI	49
4.6 Challenges facing collective bargaining at NECECAI	52
4.7 Issues covered in the collective bargaining agreements at NECECAI	55
4.8 Chapter Summary	58
CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	59
5.1 Introduction.....	59
5.2 Summary	59
5.3 Conclusions.....	60
5.4 Recommendations	61
5.4.1 Recommendations for Policy	61
5.4.2 Recommendations for Practice	62
5.4.3 Recommendations for Research.....	63
REFERENCES	69

LIST OF TABLES

Table 1: Sample size	34
Table 2: The percentage distribution of questionnaire responses of regular employees	40
Table 3: The age groups of the respondents	41
Table 4: The sex of the respondents	42
Table 5: The education level of the respondents	42
Table 6: The working experience of the respondents	43
Table 7: Collective bargaining practices.....	46
Table 8: The contribution of collective bargaining to organisational performance at NECECAI	49
Table 9: The issues covered in the collective bargaining agreements at NECECAI.....	55

LIST OF FIGURES

Figure 1: Conceptual Framework	10
Figure 2: The Collective Bargaining Process	12
Figure 3: (Definition of Performance	22
Figure 4: Frequency Distribution Regarding the Practicing of collective bargaining at NECACAI	44
Figure 5 Challenges facing collective bargaining at NECECAI	53

CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter introduces the background of the study, statement of the problem, research questions, research objectives and significance of the study. It also covers assumptions, delimitations, limitations and definition of key terms that inform the study.

1.2 Background of the Study

Organisational performance is determined by the organisations' ability to tackle and handle in-house intricacies between the employer and the employees. Conflicting interests and industrial disputes are inevitable issues that every organisation must endeavor to control and enhance production and improve performance. In light of the increased conflicting interests between the employer and the employees, most organisations have embraced a number of strategies for increasing performance, one of which is collective bargaining. The Labour Act (Chapter 28:01) of 2016, sets out that the collective bargaining promotes peace and democracy in an organisation to resolve disputes.

A number of studies assessed the relationship between collective bargaining and organisational performance and numerous findings show that collective bargaining is an essential aspect in enhancing organisational performance. Katz et al (2008) study asserts that employees are the productive power of the organisation while the employer provides wages and benefits. This means that under the conditions of fair collective bargaining both the employer and the employees' benefits. The employer gains an increase in output and the employee earn wages for their labour. Collective bargaining provides positive influence on productivity due to employees' high motivation and satisfaction (Addison et al, 2004). Collective bargaining acts as a tool that promotes co-operation and maintain cordial relations between the employer and employees. Fang et al (2019) carried out a research on productivity of multinational enterprises and their findings indicates that collective bargaining has statistically and significant shown positive effects on organisations' productivity, especially when there is close cooperation between the management and then trade

unions. Therefore maintaining a collective bargaining system in an organisation is a pre-requisite to the improvement of organisational performance (Moe, 2009).

The National Employment Council for Electronics, Radio, TV Manufacturing and Allied Industry (NECECAI) is a bipartite body deeply ingrained in the labour relations system in Zimbabwe. It falls under the Ministry of Public Service, Labour and Social Welfare and is empowered to negotiate, enforce agreements and to legislate the conditions of services to govern the electronics, communications and allied industries. Its main objective is to promote a collective bargaining platform where the employers' associations and the trade unions negotiate and come up with a Collective Bargaining Agreement (CBA) on issues relating to wages and salaries. NECECAI provides services such as encouraging job opportunities, settling of disputes between the employer and the employee and interpreting all labour related matters falling the scope of the council. The scope of the Council includes all the companies involved in communications and related services, cellular communication services, computer networks and support products, internet and email providers, amusement machines, electronic security systems, radio and television (NECECAI Statutory Instrument, 2006).

The current membership of NECECAI consists of more than 90 industries including Safeguard Alarms, Herald, G. L Communications, Technical Systems, SOS Systems and Hobin Services. The industries register with NECECAI by completing a registration form within 30 days and they pay for a monthly levy which is deducted from every employee within the organisation. They are deemed to agree to the NECECAI's code of conduct, new amendments and CBA agreements made during collective bargaining (NECECAI Statutory Instrument, 2016). The NECECAI enforces labour legislation in which both the employer and the employee are instructed to follow and failure to comply with the legislation the council sues any member engaging in unfair labour practices. The employer and the employee have the right to take all the matters affecting their employment relationship to the council to be legally assisted so that they maintain the employment relationship. Issues that are mainly reported to NECECAI by the industries includes unfair dismissal and forced leave by the employees' and insubordination by the employers'. Also the industries are allowed to apply for short time and exemptions where required (NECWEI, 2017).

Section 62 of the Labour Act updated to 2019 (Chapter 28:01) mandates employment councils to assist employer and employee representatives in the conclusion of CBAs to improve the conditions

of the employment contract and organizational output. However, NECECAI has been facing problems which includes high employee representatives' turnover, low performance, abandonment of negotiations and illegal company withdrawals. These problems have resulted from employers' unhelpful approaches to collective bargaining which include bargaining deadlocks, unfair labour practices and poor collective bargaining training techniques (Chakanya, 2016).

Employers and employee representatives have been arranging meetings from time to time at NECECAI to negotiate on labour related matters and come out with an agreement which benefits both the employees and the organisation but the result have been partially successful. This research thus sought to examine the relationship between collective bargaining and organisational performance.

1.3 Statement of the problem

The goal for the establishment of Employment Councils is to assist workers and employer representatives in the conclusion of the CBAs as provided for by the Labour Act chapter (28:01) of 2016 section 62. However, in as much as the Act stipulates the global factors that guides the collective bargaining negotiations, NECECAI has been facing challenges in aiding its members in the conclusion of CBAs. The adversities experienced were as a result of continuous deadlocks by the parties, unfair labour practices and lack of training technics for collective bargaining (Chakanya, 2016). This negatively impacted on the performance of the organisation as companies illegally withdrew from the organisation citing workers representatives' intransigence. The workers representatives were reported to have rapidly decreased in their number halting the existence of the organisation. NECECAI abandoned the wage negotiations which is in contrast to their objectives as the parties failed to compromise during collective bargaining when the employees demanded a 15% increment on wages with the employer refusing to implement any wage increase (Ministry of Public Service, Labour and Social Welfare, 2014). If the situation is not addressed momentarily it may cause continuous disputes in the organisation which can degenerate into collective job actions such as intense strikes, stay- away and sit-ins. It is in light of this situation that the study seeks to address the relationship between collective bargaining and

organisational performance to enhance good industrial relations which in turn will allow improved performance in the organisation.

1.4 Objectives of the study

General Objective

The general objectives of this study is to assess the relationship of collective bargaining and organisational performance.

Specific Objectives:

- ❖ To determine the practices of collective bargaining at NECECAI;
- ❖ To determine the contribution of collective bargaining in improving performance of NECECAI;
- ❖ To identify the challenges facing collective bargaining at NECECAI; and
- ❖ To identify issues covered in a Collective Bargaining Agreement at NECECAI.

1.5 Research Questions

The research questions are as follows:

1. How is collective bargaining practiced at NECECAI?
2. What is the contribution of collective bargaining towards performance of NECECAI?
3. What are the challenges facing collective bargaining at NECECAI?
4. What are the issues covered in the collective bargaining agreement at NECECAI?

1.6 Research Assumptions

For the purpose of this study it is assumed that:

- ❖ The respondents will be disposed to support, cooperate and engage in the research and they issued true and dependable information.

- ❖ The researcher will have access to all pertinent information for the research to be accomplished effectively.

1.7 Research Delimitations

The study was limited to the NECECAI under the Ministry of Public Service, Labour and Social Welfare in Harare and the study in particular targeted the NECECAI as an organisation.

1.8 Research Limitations

The time frame of the research will be limited due to the continuous meetings that were taking place in the organisation. The general secretary was always busy with meetings of the wages and salary negotiations, appeals meetings and grievance hearings and the designated agents were assigned for labour inspections. Therefore, the researcher had to be patient and increase time allocation to attain dependable information from the samples.

Collective bargaining contains very sensitive and confidential information about an organisation and its employees'. Thus the confidentiality policy of the organisation will lead to respondents' potential disinclination and bias in responding to some of the questions. The researcher however managed to win the confidence of the general secretary of the organisation so that the members of NECECAI respond with utmost truth.

Due to the COVID 19 pandemic it will be difficult for the researcher to get access to all the information from the sample chosen because of the lockdown restrictions upon the movement of people. However, the introduction of internet online communications was a great help in overcoming the problem as the researcher used zoom in and google meet to effectively communicate with the sample that was chosen and extract reliable information.

1.9 Significance of the study

The study was executed to achieve the following remarkable significances:

The researcher: The researcher augmented knowledge about collective bargaining and its importance to the organisation and how it can enhance organisational performance.

BUSE: The research will serve as a reference material to other researchers.

The organisation: This study was useful to the organisation in identifying pertinent gaps and general strategies that improve organisational performance. The study will help establish general understanding to employers, employees and even trade unions on how an effective collective bargaining process can be useful not only in improving the well-being of employees but also in improving the performance of a particular organisation.

The study will help to provide wide range of understandings to trade unions on the legal protection of the right of freedom of association and collective bargaining. The study will also help to point out problems arises in collective bargaining which in one way or another reduce the effectiveness of the bargaining process and at the end reducing employees' motivation and productivity in the organisation.

Future Researchers: The study is also useful to the future researchers who intend to carry out similar research. It helps the researchers discover new treatments upon their view on collective bargaining and help find best ways to make collective bargaining effective enough to increase the performance of the organisation. The study intends to help the future researchers find answers pertaining the relationship between collective bargaining and organisational performance filling gaps in knowledge and be able to change the way organisations' perceive collective bargaining.

1.10 Definitions of key terms

In the study the following terms are defined:

Collective Bargaining

Cloutier et al, (2012) defined collective bargaining as a mutual influence between the employer and the union with an objective of reaching mutual agreement on employees' working conditions.

It is a method of determining terms and conditions of employment and it includes the process of negotiation between the representatives of management and employees (Salamon, 1987).

Organisational Performance

It involves examining a company's performance against its objectives and goals. It encompasses real output compared with intended outputs (Didier, 2002). It relates to how well an organised group of individuals with a particular determination perform a function.

Collective Bargaining Agreement

The International Labour Organisation (2016) described CBA as "A tenet of all labour relations between unions and the management for the purpose of ensuring competitive salaries, congenial working conditions and legal protections should there be a breach of negotiated terms". Rolfsen, (2013) further defined CBA as a "joint labour and management framework for deciding on a contract that provides an employment agreement for a defined period of performance."

National Employment Council

It is a bilateral body which is made up of equal representation of employers and trade union. It is thrust with the duty of assisting its members in the conclusion of collective bargaining agreements Section 62 of the Labour Act (Chapter 28:01, 2016).

1.11 Abbreviations

The researcher reveals the following abbreviations:

BUSE: Bindura University of Science Education

CBA: Collective Bargaining Agreement

NEC: National Employment Council

NECECAI: National Employment Council for Electronics, Communications, Radio, TV Manufacturing and Allied Industry.

1.12 Chapter Summary

This chapter covered the background of the study, statement of the problem, research objectives, research questions, assumptions, delimitations and limitations. It also includes covered significance of the study and definition of key terms. The next chapter puts emphasis on the theoretical frameworks and empirical evidence in relation to the effectiveness of collective bargaining on organisational performance.

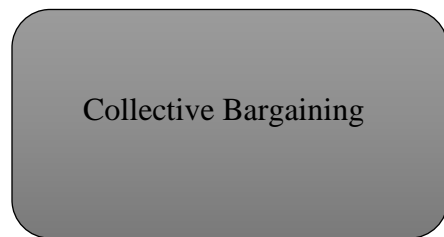
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter provides the conceptual and theoretical framework, empirical research findings, gap analysis and the chapter summary.

2.2 Conceptual Framework

Independent Variable



Dependent Variable

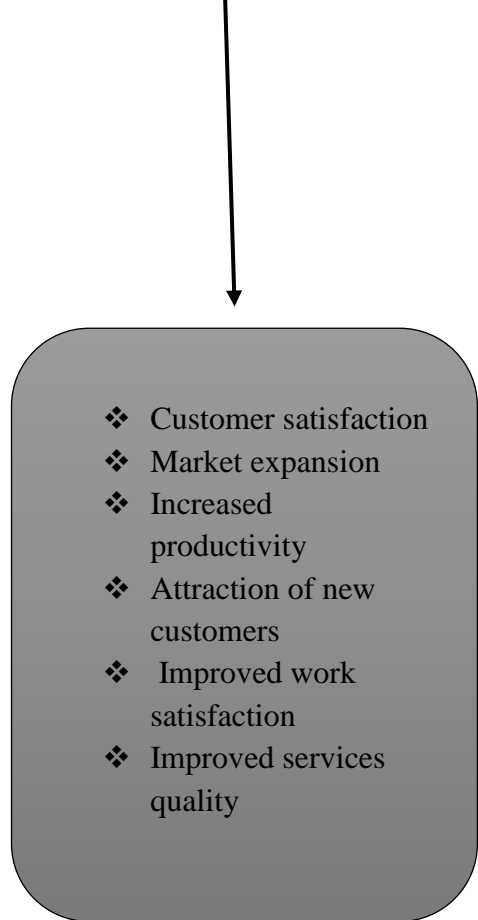
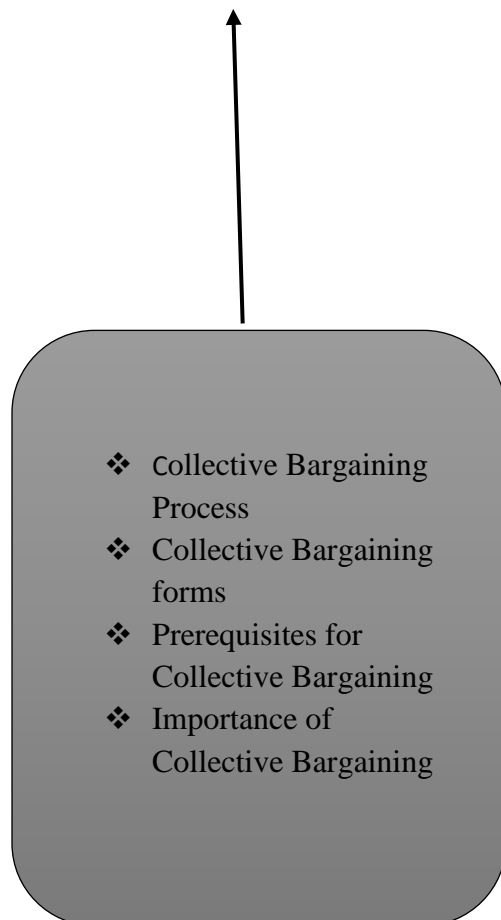


Figure 1: Conceptual Framework

Source: Researcher, (2021).

As illustrated above by figure 3 conceptual framework of this study is comprised of the independent variable which is collective bargaining and organisational performance as the dependent variable. Collective bargaining affects organisational performance after meeting a criteria of being an effective process. This means that there are some elements in collective bargaining which has the need to be addressed to be able to influence organisational performance. The elements include the collective bargaining process, collective bargaining forms, prerequisites for effective collective bargaining and its importance. Organisational performance is determined if there is increased productivity, increased work satisfaction, improved quality of service, increased customer satisfaction, attraction of new clients and market expansion.

2.2.1 Collective Bargaining

Collective bargaining is the establishment by negotiation and discussion of agreement of terms of common concern to employers and unions covering the employment relationship and terms and conditions of employment (Armstrong & Taylor, 2014). It is defined by Rycroft and Jordaan, (1992:116) as the “voluntary process for reconciling the conflicting interests and aspirations of employers and employees through the joint regulation of terms and conditions of employment”. It exists to help promote cooperation and mutual understanding between employers and employees by providing a framework for dealing with work relation issues without resorting to collective job actions. Godfrey et al (2007), describes collective bargaining as vital to any industrial relations system because it is a tool through which regulated flexibility is attained. It is a process whose outcome is the formulation of CBA between the employer and the employee representatives. According to the section 74 of the Labour Amendment Act (2015) the scope of CBAs follows measures to foster a feasibility of activities and high levels of employment where appropriate, the measures includes:

- ❖ To promote high levels of productivity;
- ❖ To promote economic competitiveness;

- ❖ To promote economic and environmental sustainability; and
- ❖ To mitigate the cost of living.

Babalola and Ishola, (2017), defined collective bargaining as an ethical approach in Human Resource Management (HRM) used in the resolution of issues faced by the employees at the workplace. The main characteristic of collective bargaining is that it is not a competitive process but a complementary process. This means that the labour provide productive exertion to the organization and in return the management pays for the effort. The subordinates and the management are expected to sort out their differences with the aim of reaching a CBA so that it continue achieving the organisations' objectives. The concept of collective bargaining is premised on the principle of industrial equality where trade unions represents the employees in the negotiations with the management. Collective bargaining focuses on the terms of employment and condition of service such as remuneration rates, hours of work, overtime, leave days, health and safety equipment and other benefits for employees (Madhuku, 2015).

2.2.2 Practices of Collective Bargaining

According to Watershed associates (2017), there are five collaborative stages which must be adhered during collective bargaining process. The employer and employee representatives should follow these stages to reach a cordial solution. These stages include preparation, discussion, proposal, bargaining and settlement as shown in Figure 1 below.

The Collective Bargaining Process

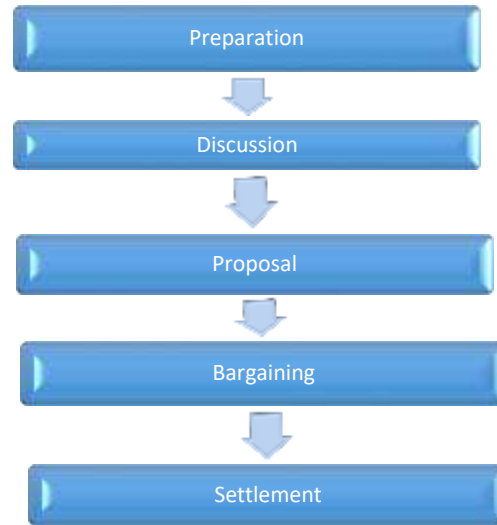


Figure 2: The Collective Bargaining Process: Drucker, (1974).

Preparation

Preparation is the first stage in the collective bargaining process. It involves preparations before negotiation with other parties to reach an agreement. Both parties involved in collective bargaining should prepare before going for negotiations so that there can be appropriate negotiation at the time of discussion. Hart (2008) explains that both parties involved have to go through this stage in order to ensure even flow of the process.

The preparation would include the issue, parties involved, causes, costs and impacts. This conveys confidence in the partaking parties and would ultimately result in effective negotiations. In this step a representative is selected one from the trade union and one from the employers to represent their matters and should have sufficient information about the issues to be covered to represent their respective interests in the negotiations. According to Drucker (1974) each party should be familiar with the issues to be raised at the meeting and should have adequate knowledge about labour law.

With regards to the employer, the management has to be prepared with the proposals of the changes that are predictable in terms of work in conjunction with statistical numbers to justify its stand. On the other side the union must collect useful information with regards to the monetary state of the organization together with its capabilities to compensate and make a written document on the matters with interests of employees that they will be representing (Kessler & Purcell, 2009).

Discussion

This is the stage where both parties decide the ground rules which guide the negotiations. The major issues to be discussed in collective bargaining are identified in this stage. Scott, (2011), explains that the issues discussed could be in relation to salaries and wages as well as working terms and conditions.

Proposal

The stage includes chief negotiators opening up a conversation for the employer's representatives and the trade union to put up their initial demands at the table. The two parties eloquently lay out their interests and expectations. They brainstorm ideas and bring forth their opinions which leads to arguments and counter arguments (Hart, 2008).

Bargaining

The actual negotiations are carried out in this stage as the parties tries to win over each other. One party attempts to achieve the best outcome for themselves over their opponents. These arguments however can drag for days until the best decision is attained (Hart, 2008). In some cases, parties likely reach an amicable solution but at times party intervenes in form of adjudication.

Settlement

According to Drucker (1974), settlement is the final stage in the collective bargaining process. Both parties agree on a common solution to the problem discussed. They reach a consensus and end it through the signing of the CBA which become legally binding to both parties.

2.2.3 Forms of Collective Bargaining

Four main forms of collective bargaining includes distributive bargaining, integrative bargaining, productivity bargaining and composite bargaining as they are explained below.

Distributive Bargaining

In this form of collective bargaining the employer and the employee try to maximize their respective gains. Filzmoser and Vertschera (2008) defined distributive bargaining as a negotiation associated with circumstances where parties with opposing interests are involved in a process of

dividing a limited resource. Distributive bargaining involves zero sum negotiations whereby one party tries to get the most out of the negotiations by outsmarting or overpowering the other party. Spangler (2003) explains that “in a zero-sum situation it is impossible for the one party to advance its position without the other party suffering a corresponding loss”. According to Arya (2010) the interests of both parties opposes and their motivation is to create a winning situation for one party hence there is a win-lose situation for example, the employees negotiate for wage increase and the employer negotiates for higher productivity at lower wages. It focuses on the attainment of one party’s goals when they are in basic conflict with those of the other party (Walton &McKersie, 1995).

Integrative Bargaining

In this type of bargaining the employer and trade unions try to find a mutual agreement for the benefit of both parties. It is also referred to as interest based bargaining because it is a negotiation strategy in which both parties cooperate in finding a win-win solution to their differences (Kersten, 2001). Boniface & Rashmi (2013) defined interests-based bargaining as a process that uses a mediating presence to drive a joint collective bargaining process between trade unions and employers’. The employer and the trade union attempt to find ways to improve their difficulties and reach a cordial solution (Kothari, 2004). Each negotiator works to comprehend what the other participants’ needs out of the negotiations.

The goal of integrative bargaining is to expand the deal and show flexibility at both end such that both parties can benefit from the outcome of the collective bargaining process. The focus is more on asking the question on why certain issues are important and finding common interest (Walton & MacKersie, 1995). It is compared to problem solving technique where both parties share information and create possible solutions as its fundamental importance is to yield more sustaining results for the negotiators.

Productivity Bargaining

Shell (2001) describe productivity bargaining as a type of bargaining that is implemented by the management whereby, the employees are rewarded with incentives for their augmented productivity. This type of bargaining relates incentives with the productivity that is higher the productivity, higher will be the incentive. It motivates employees to work extra hard and push their

parameters so as to exceed the predictable level of productivity and gain additional benefits (Stoshikj et al, 2014). Bratton &Gold (2009), indicates this form of bargaining as a trade off in collective bargaining negotiations, whereby the employer proposes to increase workers' pay and the trade union agree to the changes that increases productivity.

The issues of vital importance in productivity bargaining consist of changes in practices and methods of work. The main objective is to enhance constant advancements in efficiency and this necessitates close co-operation between the employers and the employees. The key features of this form of bargaining are full involvement of employees as well as the employers with each party arguing their case and bilateral negotiations (Kothari, 2004).

Composite Bargaining

Composite bargaining allows employees to express their concerns over different issues related to work such as working conditions, benefits, health and safety policies and training (Gordon, 2013). It attempts to reach to mutual agreement with respect to employment terms and enjoy long-term relationship with each other. The core intention of composite bargaining is to achieve a collective agreement among the two parties with regards to working conditions and apprehend a prolonged relationship with one another.

2.2.4 Prerequisites for Collective Bargaining

The prerequisites for collective bargaining include recognition of trade unions and freedom to associate, good faith and effective communication which are explained below.

Recognition of Trade Union and Freedom to Associate

The trade union should be recognised and respected to solve every issue affecting employees. Bryson &Wilkinson (2002) posits that through the existence and recognition of trade unions they may significantly escalate employee motivation, thus enhancing productivity and performance of the organisation through giving a voice to employees' concerns and grievances and represent their issues to the employer. Recognition of a trade union occurs when the employer accepts a particular trade union as having a representative character hence they will be willing to engage in discussions

with the trade unions with respect to the interests of employees'. In Zimbabwe within six months of trade union formation, the union must adopt a written constitution and submit to the minister and the members must apply for registration by submitting a prescribed form for registration to the registrar along operational rules (Constitution of Zimbabwe, 2013).

Recognition of trade unions is either voluntary or statutory. Berg (2015) explains that voluntary recognition implies that an employer agrees to recognise a union without the use of legal procedures whilst statutory recognition is when a trade union makes an application to be recognised by the employer. The Labour Act of 2016 (chapter 28:01) explicates that in the process of collective bargaining there must be freedom of association. This means that employees must be at liberty to associate, join or form trade unions in order to be able to bargain collectively. The Constitution of Zimbabwe of (2013) allows freedom of association to all members provided that no person may compel any other person to join an association. The Labour Act of 2016 (Chapter 28:01) section 4, gives the employees' fundamental trade union related which are as follows:

- ❖ The right to be a member or an officer of a trade union;
- ❖ The right to take part in the formation and registration of trade union; and
- ❖ The right to engage in the lawful activities of such trade union for the advancement or protection of his interests.

Good Faith

For collective bargaining to function properly, unfair labour practices must be avoided. Blyton et al (2008) reveals that collective bargaining is effective provided that the parties bargain in good faith. Good faith is gained when information and attitudes are shared honestly among the employees', employers' and the organisation as a whole. There should be sincere willingness on the part of the trade unions and the employer to give and take at the bargaining table, collaboration and consideration of impartiality under the process. Gomez et al (2003) went further to say that parties are said to be showing good faith in bargaining when:

- ❖ They are prepared to meet and discuss with one other at the reasonable time and place;
- ❖ They are willing to negotiate over conditions of employment, wages and hours of working;
- ❖ They sign a written contract that validates their agreement and binds them to it; and

- ❖ Each party gives the other adequate notice of termination or modification of the agreement before it expires.

Effective Communication

The organisational management and the trade union should both keep their members respectively well informed since lack of communication leads to misunderstandings between the parties. Lack of feedback creates tension between the parties hence denting credibility of the process (Johnstone et al, 2004). During the collective bargaining process it is important for the parties to inform each other of their needs, wants and attitudes. Verbal language is the most effective way of communication between the parties during collective bargaining process. Nel and Van Rooyen, (1985:93) states that collective bargaining is fundamentally a process of communication and consequently it displays all the problems usually with communication, added to the other inherent problems surrounding collective bargaining.

2.2.5 Importance of Collective Bargaining

Successful collective bargaining creates a platform where the interests of the employer and the employees are equally addressed and through the agreement made the employer is able to establish organisations' objectives and the employee is satisfied with the conditions of the employment contract. The importance of collective bargaining to the employee and the organisation is explained below.

Importance of Collective Bargaining to the Employees

Collective bargaining provides opportunity for employees' to participate in decision making with the employers'. It allows the employees to have a voice function as they able to influence personnel and labour relations practices. Participation in decision making ensures that employees' are delivered with employment benefits, leaves, and overtime compensation of which all these motivate employees to improve performance of the organisation (Herman, 2003). Babalola and Ishola (2017) states that collective bargaining leads to augmented motivation of employees. Motivation increases as employees are given an opportunity to express their anxieties and grievances to the employers. This in turn enhance mutual understanding and corporation between

employees' and employers' by creating framework for dealing with industrial relation issues and lockouts. The result of increase motivation of employees to the organisation is that there will be improved performances and productivity in the organisation.

Collective bargaining has a legal value. The value is linked with the contractual nature of the agreement. Divina, (2003) states that since collective bargaining is a continuous process its legal value is revealed for it comprises a continuing legal duty. It provides the foundation for which employers and employees settle down working conditions and terms of employment hence providing a contract to guide standards such as certainty about job security. According to Doucouliagos et al (2017) it means that collective bargaining gives a protective function to the employees' by ensuring that they are provided with adequate wages and safe working conditions. Employee performance and high commitment levels are achieved due to the existence of a lawful context between the employers and employees. Furthermore, collective bargaining helps employees to receive distribution of gains that might result in the introduction of new technology. It also provides a distributive function in the form of sharing their ideas of technological progress and productivity (Morikawa, 2010).

The Importance of Collective Bargaining to Organisations

If the management recognises the employees' chosen representatives as a bargaining partner of equal standing, this may help "manufacture consent" and enhance compliance with the organisations' goals leading to productivity coalitions which in turn improves the performance of the organisation (Windolf, 1989). Collective bargaining acts as a charter of temporary reconciliation which guarantees production planning. Also, it facilitates modernisation and restructuring which is seen as a way to overcome failures within the organisation.

Collective bargaining provides a platform where employers and employees through their representatives meet and discuss several matters relating to organisational performance and how its resources are distributed to employees. Ibrahim (2013) discussed that improved communication between employers and employees ensures that employees get to know each and be conscious about the organisations' objectives and adapt strategies that enhance productivity. Dispute resolution brings stability in the organisation and allows the employees' to concentrate on performing their duties in the organisation.

CBA's convey means of dealing with matters that have a negative influence on employees' in the organisation. This allows fairness to take place in the organisation because the issues concerning the different interests of the employer and the employee are resolved through discussion by the negotiating parties that is the trade unions and the employer representatives. According to Condrey (2010) collective bargaining facilitates employees' through their trade unions to reach agreements with their employers so that they decrease disputes that affect the peace and harmony of the organisation and enhance increased efficiency, effectiveness and productivity.

Furthermore, collective bargaining can enhance the adoption of High Performance Work Practices (HPWPs) in the organisation. Godard (2004) defines HPWPs as a set of human resource management and organisational practices that aim to transform employees' into work design and official participatory practices and high commitment practices including training and financial involvement. One of the important principles of the high performance approach is that employees' hold exclusive knowledge on how to improve their individual productivity and implement it to establish organisational goals. Through HPWPs, trade unions have the legality and capacity to express employees' concerns and to counteract employers' attempt in using human resource modifications to weaken the trade unions. HPWPs provides employees' with suitable motivation, opportunity to contribute in fundamental shop-floor decisions and ensure that they have the required skills that upgrade productivity (Appelbaum et al, 2000). The adoption of HPWPs imposes overcoming three types of barriers that hinder increased performance and productivity in the organisation. The barriers include resistance barrier in which the employer may be unwilling to abandon certain power, a cost barrier which is related to their application and employees' engagement and commitment barrier.

2.2.6 Challenges to Collective Bargaining

Collective bargaining becomes unsuccessful when hindrances arise. These problems make it difficult for the trade union and the employer representatives to conclude a CBA. The challenges emanate from the employers, trade unions and the government and they are explained below.

Challenges from the Employers

Refusal to award wage increase and non-compliance with agreed wages or timely payment of wages and salaries citing the following reasons:

- a) Declining capacity utilization rates
- b) Deflationary environment
- c) High production cost
- d) No competition due to influx of cheap imported goods
- e) Liquidity challenges
- f) Unwillingness to negotiate in good faith
- g) Non remittance of union dues by employers thereby paralyzing trade union functions
(International Labour Office, 2006).

Trade Union Challenges

The trade unions faces many challenges to collective bargaining which are listed below.

- ❖ Deadlocks which remains forever unsolved for instance some unions have pending cases.
- ❖ Company closures and retrenchments causing trade unions to lose trained negotiators and trade union activist who are critical in either negotiations or mobilization for negotiations
- ❖ Outdated CBA clauses
- ❖ Refusal of the Ministry to register NECs new trade unions to facilitate sectorial negotiations (Morris, 2002).

Government and political factors

The other challenges to collective bargaining are from the government and political factors. The challenges are explained below.

- ❖ Change of conditions for registering CBA by Ministry of Labour for example a union is unable to register a CBA without giving justification.
- ❖ Failure to harmonize the Public Service Acts with the Labour Act.
- ❖ Some government officials and members of Parliament are now employers and have the power to influence negotiation process to the disadvantage of workers (Morris, 2002).

2.3 Organisational Performance

Defining Organisational Performance

Performance is centered more on the idea of results, attained goals, and quality less the aspects of effectiveness and efficiency. Thompson (1967) defined organisational performance as “the capability to achieve its mission through a comprehensive management and a resolute commitment”. Organisations’ are deliberately formed at some point in time to achieve certain objectives. In order to accomplish these objectives, the organisation have the obligation to formulate appropriate strategies which contribute to the escalation of performance and development of the organisation through which the set of objectives are achieved.

According to Tanenbaum (1972) the organisational performance is typically used to refer to goal attainment. In this sense it is functional rather than structural. Performance consist of “achieving the goals that were given to in convergence of enterprise orientations” (Noye, 2002). It is not ordinary finding of a result, but rather it is the result of the contrast between the objective and the outcome. Performance consists of the actual output of an organisation measured contrary to its planned output (Houseman, 2006). Performance include components, products, consequences, impact and can likewise be correlated to economy and efficacy.

Farnham and Pimlott (1995) reveals that the organisation is more likely to accomplish its objectives through a sound and safe environment formed by a collective agreement system. They further explained that increased output and profits can be achieved through a well-motivated labour force since collective bargaining aims at meeting essential needs of employees as well as the organisations’ anticipations. The different definitions of performance led Folan (2007) to highlight three priorities of performance which are performance should be evaluated by each organisation within the limits of its environment in which they choose to operate. For example the organisations’ performance needs to be assessed in the industries in which it functions and not that are irrelevant to its operations. Also, performance is constantly related to one or numerous objectives by the body whose performance is analyzed. Consequently, an organisation measures its performance against objectives and targets established and acknowledged internally instead of those used by external bodies.

Matei (2006) presented performance graphically as shown in figure 3:



Figure 3: (Definition of Performance, Matei 2006).

Through the diagram above performance involves the presence of an association between objectives, means and results so that performance is the result of simultaneous exercise of efficiency, effectiveness and adequate budgetary process.

2.3.1 Factors necessary for improved organisational performance

There are factors that are considered in improving the performance of an organisation and they includes: industrial relations, effective communication, effective coordination, leadership and morale.

Industrial Relations

Industrial relations atmosphere has been recognised as a crucial mediating feature in the relationship between high- performance work systems and organisational performance and its effectiveness. Stable industrial relations environment is vitally significant for the performance of

the organisation. According to Kersley et al (2006) industrial relations refers to the atmosphere, values, norms, attitudes and behaviours reflecting and underpinning how employees, trade unions and employers interact collectively, which in turn influence workplace outcomes. There must be good relations between the employer and employee as well as sound working conditions to achieve organisational performance. Core to the industrial relations system is collective bargaining. Collective bargaining seeks to maintain the relationship between the employer and the employee if practiced in a fair manner.

Effective Communication

A neglectful attitude by the administration to appropriate channel communication conveys negative reactions to the management and in turn it frustrate all the plans to increase organisational performance (Johnstone et al, 2004). Not keeping other participants well-versed of the occurrences within the organisation with respect to policies, plans, programs and problems will influence the performance of the organisation. Organisational performance is achieved when there is effective communication between the employer and the employee with both parties being conscious of the objectives and goals of the organisation. Also it occurs when the employee comprehends what is happening in different entities and be able to make propositions for possible improvement.

Effective Coordination

This is the alteration of the shares to each other and the movement and operation of parts in time so that each can make its maximum contribution to the progress as a whole. Cole (2002) suggests that to achieve good performance in any complex organisation, the parts have to work on coordination with each other. Poor coordination reduces efficiency and productivity. Effective coordination is absolutely essential to good administration.

Effective Leadership

Leadership according to Stegdill (1978) is defined as the process of influencing group activities towards goal setting and attainment. It is a strategy for accomplishing organisational objectives through effective and efficient application of resources of the organisation. It injects and infuses life into an organisation thus resulting in oriented action. An organisation without leadership is an

assemblage of people without direction and in consequence without clear purpose and mission to accomplish. If organisation lacks effective control of its employees it can result in low productivity.

Morale

This is the willingness of employees to contribute in an active manner to dedicate their full labour to organisations' tasks. Employees tend to undertake positive attitude towards the continuance of the organisational goals when morale is high. In the absence such morale, the organisation faces many challenges in concluding tasks of supplying initiatives (Gall, 2007).

2.4 Theoretical Framework

In the theoretical framework the study focus on three perspectives which are pluralist perspective, unitary perspective and Marxist perspective and their application in the context of collective bargaining.

2.4.1 The Pluralist Industrial Relations Perspective

Pluralist industrial relations perspective is a perspective that identifies a divergence of legitimate interests and objectives within the industrial relations system. The interests of the employer and employees' are regarded as being in rivalry with each other for the accomplishment of their discrete objectives and consequently inherit conflict. Frequently in the workplace the basic conflict of objectives and interests can be interpreted as one basically between employee securities and management competence. Freedland (1976) explains that pluralism as ideology explains the amount of conflict acceptable as well as depicts the predictions for resolving any difference as being mutually realistic and obligatory for the progression of both parties. The prime establishment whereby conflict is controlled and resolved is collective bargaining. Salamon (1987) asserts that conflict is dealt by collective bargaining and is regarded unnecessarily a bad thing because if managed it can be channeled towards assessment and encouraging change in the organisation.

Employer-employee conflict is accepted as inevitable and is tolerable within certain limits. This is because it is recognised that in the workplace, the employer and the employees must depend on each other if both parties are to progress their interests and objectives (Flanders, 1990). Conflict is

not viewed as unresolvable and the ideological principle of this approach is rather a philosophy of mutual survival. Pluralist perspective therefore narrowly defines the amount of workplace conflict tolerable and depicts the prospects for resolving any differences as being both realistic and necessary for the progression of both parties (Dunlop, 1993).

In this perspective collective bargaining establishes a means in which two sides can get together, share their problems, necessities and objectives and try to resolve their differences (Bendix, 1989:77). Collective bargaining denotes a set of processes where the employers and employees can reconcile their differences regarding the workplace in particular manner. In order to do so, the parties have the need to share important commitment to the process of collective bargaining. Both parties must recognize the process normally to be fair if genuine commitment is to exist on both sides.

The role of trade unions under pluralism is to serve as a “countervailing power” to the control of the management and therefore to contribute to an equivalence of sorts in bargaining between parties. According to Mullins (2005) trade unions are considered as appropriate representatives of employees in collective bargaining addressing conflicts of interest of the employers. The Zimbabwean industrial relations system can best be described as a pluralist system because it accepts the view that organisational conflict is inevitable and it can be altered through the enhancing industrial peace (Nyanga & Chifamba, 2012).

2.4.2 The Unitary Industrial Relations Perspective

Bray (2009) expounds that unitary perspective assumes that the employer and the employee share common interests and objectives which are in relation to the operation and success of the organisation. It is least considerate to the existence of collective bargaining and trade unions and it minimizes the involvement of parties outside the employment relationship in the management of the relationship. Trade unions are viewed as an intrusion in the efficient performance of the management function and unnecessary for the protection of employee interests. Hamman (1993:15) asserts that the law establishes an unsolicited invasion of the personal relations between employees and the employer. In this perspective for the organisation to attain its objectives only one source

of legitimate organisations' authority is tolerated and must be protracted to all parts of the organisation for the successful pursuit of productivity and profitability.

A number of implications follows from this opinion and they state that a hierarchy is inherent in the organisation as it is a marked division of labour between the employer and the employee. The relationship is categorized with little or no challenge to organisations' authority (Tustin & Geldenhuys, 2000:41). Each party consents its position and functions following the control of the one appointed. Conflict is considered not to exist in this model.

2.4.3 The Marxist Industrial Relations Perspective

It is centered on Karl Marx view of the society. This approach holds that the employer has the greater power than that of the employee and this is because of the employers' ownership of the means of production, which the working class lost to the capitalist class during the Industrial Revolution (Blyton et al, 2008). Because of inequity in social supremacy in capitalist society, there is no equivalence of authority between the employer and employee. Flanders (1990) explains that the employer exploits the employees by trying to acquire power at the lowest price and then to increase the returns on each unit of labour procured. On the other hand, the employees sell their only asset that is labour for the highest price he can obtain. In this perspective, work relations are unequal because the power distribution between the employer and employee is asymmetrical whether employees are viewed collectively or individually. However, Fox (1966) comprehended the power of capitalists in practice as being subjected to at least nominal checks. Collective bargaining is regarded as the prime example of such a check upon the implementation of management discretion (Divina, 2003).

Traditionally, the approach have alternatively regarded trade unions as crucibles within the bases for the overthrow of employer's forms of production lie (Hyman, 1982). On this view collective bargaining is not largely an alternative means of employee power but an assistant of employer's control exercised on management behalf by the trade union. The trade union serves as a "junior partner" of the employer's by organizing employee compliance with the grievance process and encouraging their recognition of these processes as the primary means for the resolution of conflict in the organization as naturally and inevitably hierarchical (Glasbeek, 1984). The ultimate goal of

the trade unions is to replace the capitalist economic system with socialism first and communism eventually (Hyman, 1982).

2.5 Empirical Literature

Dike et al (2015) conducted a research on Collective Bargaining and Organisational Performance at the Nigeria Union of Local Government Employees of Idemil North Local Government Council Anambra State (2009-2012). They used a survey research method and had a population study of 493 employees relying heavily on primary and secondary data. Their findings where that Nulge Idemili North Local Government has assisted in ensuring organisational peace. It improved employee commitment to optimal work productivity. The respondents disclosed that Nulge Idemili Local Government used collective bargaining successfully in increasing organisational performance. They indicated that the approaches on how to augment organisations' productivity and strategic decisions influencing employer-employee relations are adopted through collective bargaining. This is supported by Nchimbi (2018) whereby he describes collective bargaining as an approach that is used to increase productivity of an organisation and also the employment relationship. In the study the researchers recommended that constant and sufficient awareness needs to be developed amongst the parties in industrial relations of their role in emerging and sustaining a free work environment. They also noted that trade unions are ought to develop suitable strategies that will inform members on the need to be extremely dedicated to the protraction of organisational goals.

Various studies has examined the role of collective bargaining on competitiveness and they have found collective bargaining as a tool to improved organisations' performance (Robinstein 2000; Block, 2003; Kochan et al 2009 and Lu et al, 2010). Block, (2003) suggests that the organisation should use collective bargaining so that gets a buy in from the employees which in turn gives an organisation a competitive advantage. He observed that poor collective bargaining in an organisation can cause an emergence of collective job actions such as lockouts and strikes. Robinstein (2000) and Kochan et al (2009) have shown that union involvement in organisations

can help to enhance trust and leads to mutual gains in terms of improved working conditions and enhanced productivity. However the researchers reveal that these results are determined by the organisational power and strategy of trade unions. They find that employer-employee cooperation over restructuring is more widespread and more often associated with productivity improvement in countries with high bargaining coverage and strong participation rights.

The study by Jepkorir (2014) revealed that, presence of trade unions in an organization and their role in various activities especially collective bargaining, striking actions, and employees' representation influence employees to be confident and productive something which improves organizational productivity. Cote (2013) argues that, trade unions during collective bargaining process have the duty to force organizations to increase wages and as employees will be provided with higher wages, management can demand for efficiency in productivity by employees something which will improve overall performance of the organization. The author further adds that, trade unions can sign performance contracts with management during collective bargaining and thus contributing to increased organizational productivity.

Gyesie (2017) and Mwakyembe (2019) carried out studies on the impact of collective bargaining on performance management. As per their results, it was revealed that collective bargaining is practiced in order to improve the working conditions of the employees' and the overall performance of the organisation simultaneously. CBA can be used to create high performance programs through selective recruitment, well-structured compensations practices, talent management and performance accountability. Kiawa (2019) on CBA suggests that there must be four main pillars of CBA including organisational structure, employer policies, leadership and economic factors. This is to imply that the organisation is ought to address collective bargaining in terms of the adopted structure by the organisation, set of policies by the employer leadership state of the organisation and economic conditions.

Considerable research has been dedicated to the effect of trade unions on productivity and research studies show that the association between trade unions and productivity differs transversely in countries and that variant can be attributed to differences in significant industrial relations characteristics (Jirjahn, 2016; Doucouliagos et al, 2017). By controlling numeral factors, Jirjahn (2016) obtained estimations of a significant effect of trade unions on productivity of more than 20%. Doucouliagos et al (2017) indicate that the effect of trade unions on productivity is positive

in sectors such as construction, education and nursing thus negligible elsewhere. Barth et al (2017) expounds that trade unions agreements have intense influence on work organisation and policies at workplace level hence raising the output. Bryson and Dale-Olsen (2020) added that union bargaining is positively associated with product innovations.

2.6 Gap Analysis

Most of the studies about collective bargaining and organisational performance were conducted in countries like Great Britain, Kenya and Nigeria which is beyond the borders of Zimbabwe. In spite of the evidence that collective bargaining helps in ensuring organisational performance, NECECAI is finding it very difficult to enhance cooperation between trade unions and employer representatives to ensure positive collective bargaining outcomes in the form of an agreement. The collective bargaining being held are not bringing favourable results to the organisation at large through the continuous deadlocks that are taking place.

2.7 Chapter Summary

This chapter focused on literature review revealing the conceptual framework, theoretical framework as well as the empirical evidence and gap analysis. The next chapter introduces the research methodology

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology that was applied in the study on the relationship between collective bargaining and organisational performance with particular reference to NECECAI. It incorporates research design, population, sampling methods and study instruments. The data presentation and analysis methods are also critically discussed at the end of the chapter.

3.2 Study Area

This study was carried out at NECECAI Harare branch which is located in 139 Bishop Gaul Avenue Avondale West. Avondale West is situated in urban Harare, Zimbabwe and its geographical coordinates are 17 ° 46'57" South, 31° 1' 27" East. NECECAI falls under the Ministry of Public Service, Labour and Social Welfare. The organisation is empowered to negotiate, enforce agreements and to legislate the conditions of services to govern the electronics, communications and allied industries.

The researcher used this organisation to carry out the research because it promotes win-win employer-employee relationship through ensuring fair labour practices and standards in order to achieve maximum labour productivity. Taking into account how important industrial relations is in every organisation, there is a need for improved performance within the organisation in order to ensure effectiveness and quality services provision from this organisation. Also, as collective bargaining has been an important aspect which needs to be adopted by public organisations', the researcher used the organisation in determining the extent to which collective bargaining affect performance of the organisation including services performance.

3.3 Research Design

De Vours (2001) defines research design as the overall strategy that the researcher chooses to investigate the different components of the study in a coherent and logical way thereby ensuring the researcher to effectively address the research problem. It consists of the blueprint of collection, measurement and analysis of data. Zikmund (2005) defines a research design as a master plan that specifies the methods for collecting and analyzing the needed information.

The research design which was used in the study is case study design which is defined by Kothari (2004) as, “an intensive description and examination of a distinct case, individual or group”. The emphasis of case study design is on a single case or an individual and as from this study, the focus is on a single organisation which is NECECAI. The reason as to why the researcher used case study design was for the purpose of simplifying data collection process. This is because, the researcher had to concentrate on the selected respondents from this organisation and collect every kind of information related to the study from them.

Case study design assisted the researcher in reducing the scope of the study as having a small scope of the study is rich in terms of information availability and time management. Using respondents from a single organisation as a result of case study design assisted in relating the answers provide by different respondents on the same question. This assisted the researcher in realizing the existing situation of the problem under study.

3.4 Research Methods

The researcher used the mixed-methods in which the information which was collected during data collection process was analyzed in two forms which were qualitative form and quantitative form. Qualitative research methods explores insights and relationships apprehended by affected individuals and groups. Lincoln (2000) expounds that qualitative research comprises of an interpretive and naturalistic approach. “This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings

people bring to them”. The nature of qualitative research aims for a holistic representation from traditionally exclusive situations, where peculiarities are important for meaning.

In contrast, quantitative research is a type of informative research in which the researcher chooses what to study, collects quantifiable data from participants, analyzes the numbers using statistics and conducts the inquiry in an unbiased, objective manner. It emphasizes on collecting and analyzing information in the form of numbers and collecting scores that measure distinct attributes of individuals and organisations.

The Advantages of Combining Qualitative and Quantitative Research Methods in Mixed Methods Approach.

- ❖ Compares quantitative and qualitative data;
- ❖ Reflects participants’ point of view; and
- ❖ Provides methodological flexibility since it adapts many study designs, such as observational studies to explicate more information than can be obtained in only quantitative research.

3.5 Population

Wegner (2003) defines population as the aggregate of all that conform to one designated set of specifications. The population of the study constituted of all the members at NECECAI as an organisation including the trade union members operating in the organisation and the employers’ representatives. The trade union is the one that act as a bargain agent and representative of all employees within the organisation during collective bargaining process. Using members of the union both subordinates and their officials who represent them during bargaining process were helpful in gathering important information on how the bargaining process is undertaken, and how it affects workers’ performance which in turn affects organisational performance. The employers’ representatives act as representatives of the government on the side of employer during the bargaining process. They were also helpful in providing pertinent information regarding collective bargaining process in the organisation. They are also the ones who are conscious on the trend of performance of the organisation which is helpful in realising the extent to which collective

bargaining assists in improving performance of the organisation. The total study population comprised of 25 members which includes the NECECAI trade unions, the employer representatives and the labour officers (NECECAI Journal Records, 2019).

3.6 Sampling techniques and sample size

3.6.1 Sampling Techniques

There is one sampling technique which was used during data collection in selecting respondents who participated in the study and it is purposive sampling technique.

❖ Purposive sampling technique

Purposive sampling techniques are also referred to as non-probability sampling or qualitative sampling. It involves selecting certain units or cases based on a specific purpose rather than randomly (Tashakkori & Teddie, 2003a). Purposive sampling technique was used in selecting respondents who participated in the study. This kind of sampling technique is used in selecting respondents in response to the purposes of the study. As the researcher had a purpose to be met, the trade unions and the employers' representatives of the organisation were selected to provide necessary information for the attainment of the purpose of the research. The researcher selected the group of respondents and interviewed each of the selected individuals.

The researcher chose purposive sampling method because it is a non-probability sampling method which occurs when the elements of the sample are chosen by the judgment of the researcher. Its main goal is to focus on particular characteristics of a population that are of interest which will help the researcher to answer the research questions. It helps in obtaining sound judgment which result in saving time and money.

Advantages of Purposive Sampling Technique

Purposive sampling technique is one of the most cost effective and time effective sampling techniques. It is the only appropriate technique available if there are limited number of primary data sources which contributes to the study. Also, the sampling technique is effective in exploring anthropological situations where the discovery of meaning benefits from the intuitive approach.

3.6.2 Sample Size

The sample had a total of 15 participants, translating to 60% of the total population of 25 members. The trade unions were 7 translating to 47% of the sample, employer representatives were 7 also translating to 47% of the sample chosen and 1 labour officer which is 6%. The use of representative sample to collect data was preferred rather than the entire population since sampling plays a vital role in saving time and financial resources while also enhancing the accuracy of outcomes.

Table 1: Sample size

POSITION	TOTAL POPULATION	NO OF RESPONDENTS
TRADE UNIONS	10	7
EMPLOYER REPRESENTATIVES	10	7
LABOUR OFFICER	5	1
TOTAL	25	15

The researcher drew a sample size that was equivalent to 60% of the target population because it give a sufficient large representative sample size for valid and reliable results.

3.7 Data Collection Methods

Data collections refer to all process of getting data from the study area of given targeted populations. This study will involve the collection of both primary and secondary data. According to Kothari (2004) Primary data are those which are collected afresh and for the first time and they tend to be original by character. Secondary data are those which have already been collected by someone else and which have already been passed through statistical process. As from this study, the primary data collection methods which were used include questionnaire method and interview method while secondary data were collected through documentary review.

3.7.1 Questionnaire method

Hinkle et-al (1994) clarified that a questionnaire is a set of statements on a form which is completed by the respondent in respect of a research project. They are relatively inexpensive tools of collecting data from a large sample of individuals in different locations.

The researcher used questionnaire method as from this method the researcher was able to use larger number of respondents within a short time by providing each of them with a paper containing questions something which led to accumulation of enough information. This method is used to counter for the respondents who prefer much writing than speaking and they needed to provide information under less supervision. On the questionnaire method the researcher specifically used open ended questions which allow the individuals to express what they think in their own words. Open ended questions enable the respondents to answer as much detail as they like and they produce rich qualitative data since open questions allow the respondents to elaborate on their answers. This means that the research can find out why a person holds a certain attitude. The researcher supplied questionnaires to NECECAI members who were be selected.

Questionnaires provide the following advantages:

- ❖ They allow the participants to respond to the questions at their own pace;
- ❖ They ensure uniformity on the questions asked;
- ❖ They save time as they administer to many participants at the same time; and
- ❖ They allow easy analysis and interpretation of the data collected.

Disadvantages of questionnaire method:

- ❖ The standard questions limited the amount of information to be gathered; and
- ❖ The researcher have no opportunity to clarify matters which the respondents did not understand.

3.7.3 Interview method

An interview is a face to face interaction where information or data is gathered through oral questions to the respondent. The researcher used semi structured interview to additionally gather

much information as possible. This allowed the respondent to answer in their own words. Saunders and Lewis (1997) defined semi – structured interviews as a category of interviews, in which the interviewer commences with a set of interview themes but vary the order in which the questions are asked and ask new questions in the context of the research.

This was also another primary source of data collection as the researcher conducted an oral conversation with respondents and ask them various prepared questions and possibly some unprepared questions related to the problem under study. The researcher prepared specific questions though there were other questions which were raised during the interview, and thus making the researcher explore enough information. Also, interview ensured acquisition of relevant information as the researcher directly participated in the conservation and thus being ensured with maximum accuracy of the information to be provided. The researcher conducted an interview with some of the employer representatives and the labour officers.

Advantages of interviews:

- ❖ The researcher had the flexibility in presenting the questions to the respondents;
- ❖ The researcher had an opportunity to observe verbal and non- verbal responses; and
- ❖ The researcher was able to reveal feelings and potential problems through probing techniques.

Disadvantages of interviews:

- ❖ They are expensive to conduct and time consuming;
- ❖ The moods of the respondent affect the type of responses in the interview; and
- ❖ Some of the respondents were always busy with other commitments.

3.7.4 Documentary review

This method involved collection of data and information from documents available on the organisation on the research subject. These documents included journals, books, Collective Agreements, Recognition agreements, Agency shop agreements, wages and salary policies, disciplinary code and procedures; Disciplinary records sheets, financial performance reports, auditing reports.

3.8 Validity and Reliability of Instruments

To improve the validity and reliability of the questionnaires, the researcher carried out a pilot study to recognise and correct difficulties before conducting the authentic study. The use of questionnaires and interviews permitted the respondents to express themselves on their opinions.

Validity is the quality of data gathering instrument or technique, which allows it to measure what it is intended to measure. According to Ghauri and Gronhaug (2005) “validity explains how well the collected data covers the actual area of investigation. It must be given attention so that the instruments used measure what they are actually intended to measure and the data obtained from respondents is accurate and free from errors and bias. The validation of results ensures the credibility of the results since it measures what it is intended to be measured (Field, 2005). The researcher used the method of criterion validity which refers to the extent to which a measure is related to an outcome.

Reliability of data refers to the degree to which two studies independently studying the same phenomena under similar conditions can generate comparable findings. Reliability concerns the extent to which a measurement of a phenomenon provides stable results (Robinson, 2009). It refers to the extent in which the research study is consistent, thus if done twice the assessment should provide the same results. Testing for reliability is important as it refers to the consistency across the parts of a measuring instrument. To ensure internal consistency reliability the researcher used likert scales in the questionnaire.

For a research study to be free from bias and distortion, validity and reliability are two checking concepts used. Validity on the other hand, measures accuracy of the study. A study can be reliable but its reliability does not guarantee its accuracy.

3.9 Data Presentation and Analysis

Quantitative form included analysis of data collected from closed ended questions as the researches included mathematical calculations, tables and graphs in presenting the information. Microsoft

Excel was used in drawing tables and graphs. Qualitative analysis included an analysis of information collected from open ended questions as well as information collected from interview through the use of quotation marks in quoting the answers from participants.

The researcher used data analysis methods for quantitative and qualitative data. Data analysis is the most important component of research because weak analysis produces inaccurate results that makes the results unusable. To ensure that the findings of the research are actionable and insightful the researcher used descriptive analysis in quantitative data analysis. The data analysis method helped the researcher summarize the data and find the patterns. The commonly used descriptive analysis in the study was the percentage. Percentage is used to express how a value or group of respondents within the data relates to a larger group of respondents. In analysing qualitative data the researcher used narrative analysis. This method is used to analyse content from variable sources such as interviews of the respondents, observations from the field or surveys. It focuses on using the stories and experiences shared by people to answer the research questions.

3.10 Research Ethics

According to Saunders et al (1997), ethics refers to the appropriateness of one's behaviour in relation to the rights of those who became the subject of your work or are affected by. The researcher was guided by the ethical values governing ethical research such as justice, autonomy and respect for the dignity of participants. The researcher obtained informed consent from all involved in the study and assured respondents of the confidentiality of the response. Before collecting information from respondents, the researcher requested permission from relevant authorities in order to ensure that the process of collecting information is procedural and legally accepted. The permit described the reasons for undertaking the study something which made respondents free to participate in the study as they provided necessary information without any fear of violating organisational regulations. To ensure confidentiality the researcher used participant codes to label data instead of using names. During interview the researcher used an alias to ensure confidentiality.

3.11 Chapter Summary

This chapter looked at the research design, the population, the sample, the sampling techniques, research instrument, data collection methods, validity and reliability of the research instruments ,data collection procedures, presentation and analysis. The next chapter focuses on data, presentation, analysis and discussion.

CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter provides an analysis of findings which were obtained during data collection process using interview, questionnaire and documentary review. The chapter is going to present, analyse and discuss the findings of the study. The analysis of the findings is more based on the demographic characteristics of respondents who participated in the study and the major findings from specific objectives of the study.

4.2 Response rate of the respondents

Table 2: The percentage distribution of questionnaire responses of regular employees

	Questionnaires sent	Response received	Percentage
NECECAI members	15	15	100

Source: Primary data (2021)

A total number of fifteen (15) questionnaires were administered to seven trade union members, seven employer representatives and one labour officer. The overall number of 15 NECECAI members responded to the questionnaires sent thus the findings in Table 2 showed that there was a usable response rate of 100%. This shows that the NECECAI members' worked together in responding to the questionnaires sent in order for the researcher to effectively gather information regarding collective bargaining and its effectiveness on organisational performance.

A similar research of Chamunorwa (2018) at National Employment Council for the Food and Allied Industries in Zimbabwe revealed similar results where a sample size of 18 participants namely: one (1) Senior Manager, four (4) Designated Agents, three (3) Line Managers and ten (10) non-managerial employees. Out of (18) eighteen participants (17) seventeen participants managed to take part in the research. Therefore, making the overall response rate summing up to a total of

94%. This shows that the participants ensured that the researcher gather the sufficient information that helps in revealing explicit results.

4.3 Demographic characteristics of respondents

Respondents used in this study were NECECAI members working in different departments of the organisation particularly the trade unions and the employer representatives of the organisation. The demographic characteristics of respondents presents personal information of respondents including age, sex, education level and working experience. These characteristics conveyed distinction among individuals in case of their opinions concerning the questions directed to them. Only respondents who completed their questionnaires are the ones to whom their demographic information will be presented.

Table 3: The age groups of the respondents

Age (Years)	Frequency	Percentage
20-25	1	7
26-31	3	20
32-37	5	33
38-43	2	13
44-49	3	20
50 and Above	1	7
Total	15	100

Source: Field Data (2021)

Table 1 shows demographic characteristics of respondents which is the age (years) of respondents. By beginning with age, there was one respondent (7%) aged between 20 and 25 years, three

respondents (20%) aged between 26 and 31 years, five respondents (33%) aged between 32 and 37 years, two respondents (13%) aged between 38 and 43, 3 respondents (20%) aged between 44 and 49 years and one respondent (7%) aged from 50 years and above. Considering the findings from respondents, it can be deduced that NECECAI has employer representatives and trade union members who belong to different age groups (NECECAI Journal Records, 2019). Most of employees in the organisation are aged between 32-37 years though the researcher used respondents from each age group.

Table 4: The sex of the respondents

Sex	Frequency	Percentage
Male	12	80
Female	3	20
Total	15	100

Source: (Field data, 2021)

In case of sex, there were 12 males (80%) who ticked male sex and three females (20%) who selected female sex. As from these findings, the study employed respondents from male and female sexes though the number of male respondents was greater than that of female. This is because the organisation has larger number of male members compared to that of females (NECECAI Journal Records, 2019).

Table 5: The education level of the respondents

Educational Level		
	Frequency	Percentage
Certificate	3	20
Diploma	2	13

Degree	9	60
Masters	1	7
Total	15	100

Source: Field research data (2021)

The other demographic characteristic of the respondents of the study was the education level which was presented in Table 3. In case of education level of respondents, the findings shows that three respondents (20%) had certificate level of education, two respondents (13%) had diploma level of education, and nine respondents (60%) had a degree level of education while one respondent (7%) had a master's level of education. These findings mean that greater number of employees in the organization had bachelor degree level of education. The study used respondents from different education levels in order to be able to extract information from respondents differing in their views on the issue of collective bargaining.

Table 6: The working experience of the respondents

Working Experience (Years)	Frequency	Percentage
0-5 Years	2	13
6-11 Years	10	67
12 Years and Above	3	20
Total	15	100

Source: Field Data (2021)

In case of working experience of respondents, table 4 shows that there were two respondents (13%) with working experience between 0 and 5 years, 10 respondents (67%) with working experience between 6 and 11 year three respondents (20%) with working experience between 12 years and above. The findings reveal that most of employees in the organization had experience ranging from 6 and 11 years. This experience influences their knowledge on how collective bargaining in the organization has been affecting performance of the organization. Other respondents from other

categories of working experience were also useful in providing important information for accomplishment of the study.

4.4 Practices of Collective Bargaining at NECECAI

Before determining whether there is a relationship between collective bargaining an organizational performance, it was necessary to determine how collective bargaining at NECECAI is practiced. Collective bargaining practices would be obliging in determining whether collective bargaining process is effective or not and whether it can improve performance of the organization or not. In order to meet this objective, the researcher prepared two questions and the first question asked the respondent whether collective bargaining is practiced at NECECAI or not. The other question contained various statements related to effective collective bargaining process and respondents were to rate those statements using keys such as strongly disagree, disagree, neutral, agree and strongly agree.

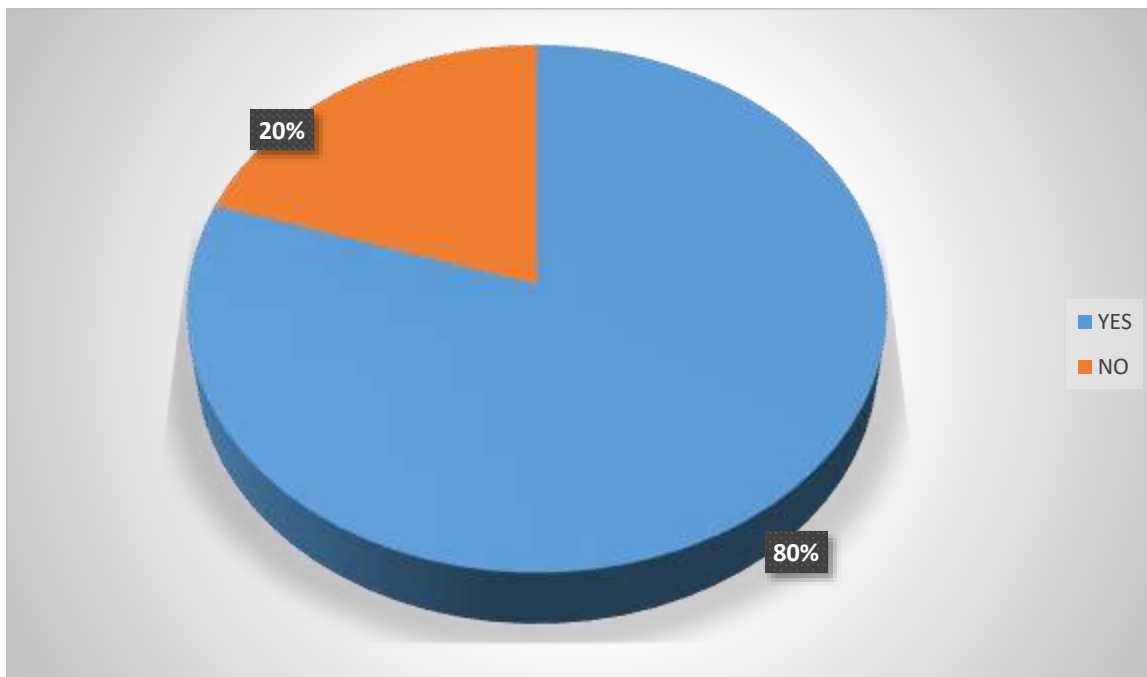


Figure 4: Frequency Distribution Regarding the Practicing of collective bargaining at NECECAI
Source: Field research data, (2021)

Figure 4 shows the answers obtained from respondents participated in the study after being asked if collective bargaining is practiced at NECECAI. As indicated in the Figure 4, 12 respondents (80%) agreed that collective bargaining is practiced at NECECAI while three respondents (20%) disagreed that collective bargaining is practiced at NECECAI. The findings show that NECECAI as one among public organizations it has engaged itself in ensuring that collective bargaining is practiced in the organization. The members of NECECAI know of the existence of collective bargaining especially after being members of the trade union which is responsible for representing employees during bargaining process.

The results given are similar to a research carried out by Mwakyembe (2019) where 49 respondents (75%) agreed that collective bargaining is practiced in the organisation while 16 respondents (25%) disagreed that collective bargaining is practiced in the organisation. There are a large number of respondents who agreed that collective bargaining is practiced at Tanzania Electric Supply Company Limited (TANESCO). This shows that collective bargaining is practiced in many organisations including TANESCO and it is considered a critical aspect which increase organisational performance.

There are some employees that does not know that the trade union undertakes the bargaining process and helps in the practicing of collective bargaining as there were those who disagreed that collective bargaining is practiced at NECECAI. There is the existence of poor information flow to subordinate employees thus making it hard for some of them to comprehend whether the bargaining process takes place or not. There seem to be less participation of employees in the organisation through either meetings, negotiations, consultations and even collective bargaining.

During an interview with one of employer representatives', the explanations provided by the respondent were that:

Collective bargaining is practiced at NECECAI because we cannot sit directly with employees and negotiate with them the terms of employment. This is why the organisation advocates for the existence of trade unions in order to be able to submit complains and claims.

This shows that the NECECAI has been intense in ensuring that collective bargaining is practiced. The main emphasis of having collective bargaining at NECECAI is to negotiate terms of

employment and other interests' of employees through the use of representative body. This helps in circumventing the problems of meeting with every employee to discuss his/her interests.

Table 7: Collective bargaining practices

1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

S/N	Statements	1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	There is appropriate planning and arrangements before collective bargaining at NECECAI	1	7	3	20	2	13	3	20	6	40
2	Collective bargaining is practiced under the principle of good faith at NECECAI	4	27	1	7	0	0	7	46	3	20
3	Collective bargaining follows the legal procedures at NECECAI	5	33	2	13	1	7	3	20	4	27
4	There are no unfair practices for collective bargaining at NECECAI	2	13	6	40	2	13	4	27	1	7
5	There is effective communication between the employers' representatives and trade unions at NECECAI	0	0	3	20	5	33	6	40	1	7

Source: Field research data, (2021) F= Frequency

Table 7 shows the practices of collective bargaining at NECECAI as respondents of the study rated their level of agreeing on whether the provided elements of effective collective bargaining are practiced or not. The first issue is about the existence of appropriate planning and arrangements before collective bargaining at NECECAI there was one respondent (7%) who strongly disagreed while six respondents (40%) strongly agreed. There were also three respondents (20%) who disagreed, two respondents (13%) who were neutral and three respondents (20%) who agreed. As most of respondents strongly agreed, it is obvious that there has been appropriate planning and

arrangements before collective bargaining at NECECAI. The planning and arrangement has not been too much effective as still there were other respondents who disagreed that there was the existence of planning and arrangements before collective bargaining at NECECAI.

During an interview with the employer representatives, it was said that:

The employer representatives prepare themselves before sitting for bargaining process. They notify all participants of the bargaining process, prepare a place where collective bargaining will take place and prepare the agenda to be discussed during the collective bargaining process. They do this in order to ensure that they save time and make bargaining process smooth.

Moreover, the other statement was that collective bargaining at NECECAI is undertaken under the principle of good faith. There were four respondents (27%) who strongly disagreed with this, one respondent (7%) who disagreed with this, no respondents (0%) were neutral, seven respondents (46%) who agreed and three respondents (20%) who strongly agreed. The meaning of these findings is that, the principle of good faith at NECECAI is adhered though not in all circumstances. This is because, there were many respondents who agreed that collective bargaining is undertaken under the principle of good faith while others disagreed to mean that bargaining in good faith is not adhered.

This means that there has been reduced attention to the proposals made by one party during bargaining process. There are acts which undermine the bargaining process or the authority of the other's representative which include lack of respect on the role of other's representatives. Failure to bargain in good faith makes the bargaining process less effective as explained by the Labour Act (Chapter 28:01) of 2016. This will act as the breach of the rules and values guiding collective bargaining.

The second statement was that collective bargaining adheres to legal procedures. Within this statement, three respondents (20%) strongly disagreed, two respondents (13%) disagreed, one respondent (7%) was neutral, five respondents (33%) agreed while four respondents (27%) strongly agreed. Looking at the number of the respondents who agreed, it can be said that collective bargaining follows legal procedures. However, it cannot be concluded that collective bargaining

at NECECAI follow all the necessary legal procedures because there are other respondents who disagreed that legal procedures are adhered during bargaining process.

Furthermore, in case of unfair practices, two respondents (13%) strongly disagreed that there are no unfair practices while one respondent (7%) disagreed that there are no unfair practices. Two (13%) respondents were neutral while six respondents (40%) agreed that there are no unfair practices and four respondents (27%) strongly agreed. The findings from the statement means that collective bargaining process at NECECAI is not entirely perfect as there were still unfair practices that rise during the bargaining process. Unfair practices lead to an imbalance of agreements as one party will have more control and dominates in decision making while the other party fail to argue against the decisions made. Respondents view the bargaining process as associated with unfair practices. This is when part of employer interferes and reject the right of employees to organize, join or assist the trade union before entering into the bargaining process.

The other statement is that there is effective communication between employers' representatives and the trade unions at NECECAI and the respondents of the study rated their level of agreeing where no respondents (0%) strongly disagreed that there is effective communication while three respondents (20%) disagreed. There were also five respondents (33%) who were neutral, six respondents (40%) who agreed and one respondent (7%) who strongly agreed that there is effective communication between employers' representatives and trade unions. As most of respondents agreed, it is evident that there has been effective communication between employers' representatives and trade union at NECECAI. The kind of communication has not been too much effective as there were other respondents who disagreed upon the existence of effective communication.

Taking into consideration the respondents who disagreed, it can be concluded that the existing communication between the employers' association and trade union is not that much effective. This is because when communication between the two parties fails it makes it difficult for employers' representatives to contact and negotiate with the trade unions thus leading to ineffective collective bargaining process.

4.5 Contribution of collective bargaining to organisational performance at NECECAI

The objective was prepared to determine the contribution of collective bargaining to organisational performance at NECECAI. Various pointers of organisational performance were used in determining if collective bargaining has contributed to the performance of any of given indicators. The indicators includes job satisfaction, market expansion, customer satisfaction, quality of services and new customers. Respondents were to rate the arranged statements which carried the performance indicators. Their answers would provide a depiction on whether collective bargaining has enriched the performance of the organisation or it has reduced the rate of performance of the organisation.

Table 8: The contribution of collective bargaining to organisational performance at NECECAI

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

S/N	Statements	1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Collective bargaining has increased job satisfaction among employees at NECECAI	1	7	3	20	2	13	5	33	4	27
[2	Collective bargaining has increased market expansion at NECECAI	2	13	2	13	1	7	6	40	4	27
3	Collective bargaining has increased customer satisfaction at NECECAI	0	0	2	13	3	20	9	60	1	7
4	Collective bargaining has increased the quality of services by NECECAI to its members	3	20	1	7	0	0	6	40	5	33
5	Collective bargaining has increased the number of new customers	1	7	3	20	1	7	8	53	2	13

Source: Field data (2021)

Table 7 shows the responses from the trade unions who participated in the study through questionnaire method. The answers presented in the table indicates the contribution of collective bargaining to organisational performance at NECECAI. The first contribution was on job satisfaction among employees. There was one respondent (7%) who strongly disagreed that collective bargaining has increased job satisfaction among employees while three respondents (20%) disagreed with this. There were also two respondents (13%) who were neutral, five respondents (33%) who agreed and four respondents (27%) strongly agreed. According to these findings, majority of the respondents agreed that collective bargaining has increased job satisfaction among employees. Employees' satisfaction motivates employees' to perform their duties more precisely and thus leading to increased organisational performance.

The research carried out by Ibrahim (2013) supports that collective bargaining assists in building strong job satisfaction among the employees within an organisation. Increased job satisfaction in an organisation enables the application of organisational strategies aiming at increasing performance something which will lead into improvement in organisational performance. The research suggests that improved job satisfaction among the employees leads to increased efficiency, effectiveness and productivity in the organisation.

However, there were respondents who disagreed that collective bargaining has increased satisfaction among employees. This means that not all employees in the organisation have met their maximum job satisfaction as a result of collective bargaining. This means that there are other employees whose anxieties have not been met especially after bargaining process. One of the employer representatives who was interviewed concerning the collective bargaining and satisfaction of employees said

Most of employees have been capable to progress well with their duties after discussing with their representatives on various issues of their concern. The possibilities made on improving their working conditions have upgraded their motivation thus increasing their commitment in staying in the organisation and improve their performance.

Moreover, the other contribution of collective bargaining is on increasing market expansion at NECECAI. There were two respondents (13%) who strongly disagreed, two respondents (13%) disagreed. One respondent (7%) was neutral, six respondents (40%) agreed and four respondents

(27%) strongly agreed. As the number of those who agreed was higher than those disagreed, it is obvious that the expansion of NECECAI services has been conveyed by collective bargaining. There are those who disagreed which means that their demands have not been met to the extent of perceiving collective bargaining as less effective in expanding the size of market of NECECAI.

In case of customer satisfaction, no respondents (0%) strongly disagreed that collective bargaining has increased customer satisfaction while two respondents (13%) disagreed. There were three respondents (20%) who were neutral, nine respondents (60%) who agreed and one respondent (7%) who strongly agreed. This shows that collective bargaining has contributed to increased customer satisfaction as most of the respondents agreed. Increased customer satisfaction results from enhancement in services provided by NECECAI employees. Improvement in services provision results from improvements in working conditions of employees as a result of collective bargaining. However, there were others who disagreed that collective bargaining has increased customer satisfaction hence it shows that not all customers at NECECAI have met their satisfaction.

The other contribution of collective bargaining was on the increase of quality services by NECECAI to its members. There were three respondents (20%) who strongly disagreed while one respondent (7%) disagreed. There were no respondents (0%) who were neutral, six respondents (40%) agreed and five respondents (33%) strongly agreed. This means that, NECECAI has been able to increase its quality of services as a result of collective bargaining. This is because, employees who were well remunerated were motivated in increasing their level of performance which in turn increased the quality of services and the organisational performance at NECECAI simultaneously. Nevertheless, not all employees are aware on the increasing level of quality services at NECECAI as there were those who were neutral meaning that they neither agree nor disagree.

Also, in the case of increasing new customers, the findings show that one respondent (7%) strongly disagreed that collective bargaining has increased new customers while three respondents (20%) disagreed with this. There was also one respondent (7%) who was neutral while eight respondents (53%) agreed and two respondents (13%) strongly agreed. These findings reveal that the increasing number of new customers at NECECAI was as a result of effective collective bargaining. Improvement of services results from improvement in working conditions of employees who are motivated to perform higher. Not all employees have improved their performance as there are

those who disagreed that collective bargaining has increased new customers. These are the ones who show that collective bargaining has not been a hundred percent to all employees meaning that there are still some weaknesses within the bargaining process.

During an interview with employers' representatives, one of the interviewed participants was quoted explaining that

We do receive calls of new customers who need to be registered in the services of NECECAI. These have heard and witnessed the quality of services offered by the organisation and this is why they also wish to enjoy from the services. Our employees have been trying to reach customers on time and solve all their claims related to our services. We are trying as much as we can to negotiate good terms with the trade union and provide our employees with what they demand as much as we can.

4.6 Challenges facing collective bargaining at NECECAI

This was the other objective of the study which was prepared in order to identify the challenges facing collective bargaining at NECECAI which decrease the effectiveness of the bargaining process and negatively influence the performance of the NECECAI. Respondents were asked whether there were any challenges that face collective bargaining at NECECAI. They were to reply whether “yes” or “no”. Those replied yes were the ones who were asked to list some of those challenges facing collective bargaining in the organisation.

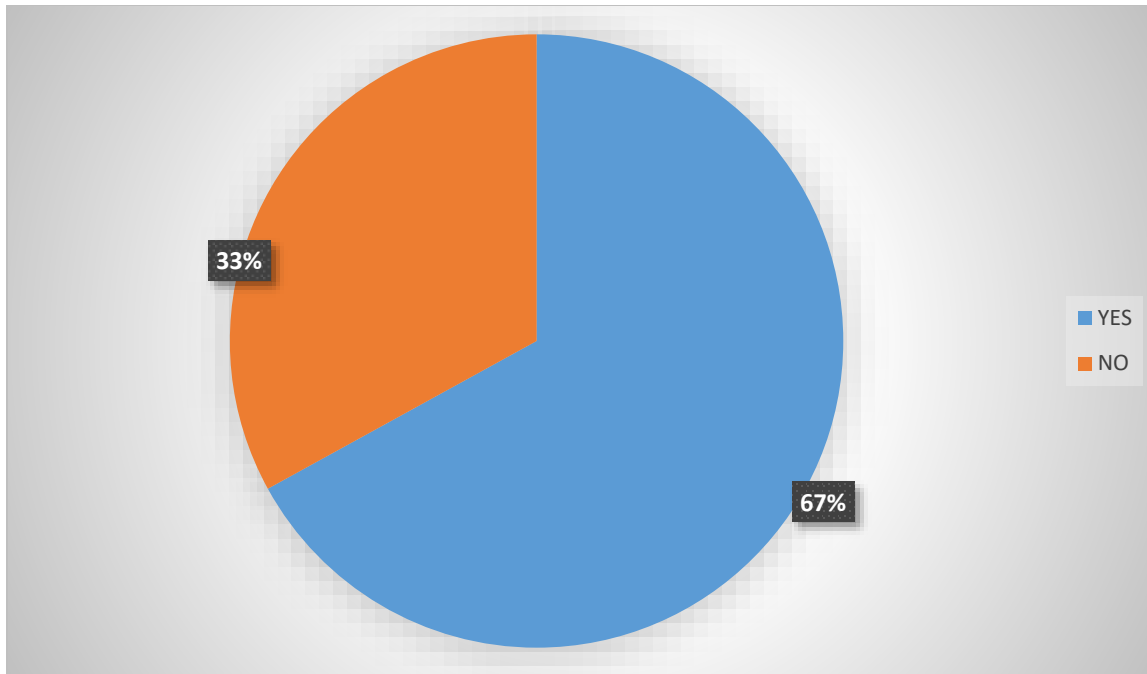


Figure 5 Challenges facing collective bargaining at NECECAI

Source: Field Data (2021)

Figure 5 shows the answers from respondents participated in the study as they were asked whether there are any challenges which hinder the effectiveness of collective bargaining at NECECAI. The findings show that 10 respondents (67%) agreed that there are challenges while five respondents (33%) disagreed that there are challenges. This means that, even though collective bargaining at NECECAI is practiced, it has been ineffective also in meeting the demands of all parties to a greater extent. This is because the bargaining process has been facing various challenges which reduce its effectiveness.

There were several challenges which were mentioned by respondents who replied “yes” to the question. Three respondents identified that the challenge they faced was poor communication in the organisation, two respondents mentioned bargaining in bad faith, four respondents identified that the main challenge was that of inequality in bargaining powers and one respondent revealed that the challenge they faced lack of knowledge among social partners thus it hindered the effectiveness of collective bargaining at NECECAI. These were the commonly mentioned challenges which have been hindering effectiveness of collective bargaining at NECECAI. These

challenges have been responsible in reduction in higher performance of the organisation especially when terms are not agreed which would boost morale of employees.

One of the employer representatives who was interviewed and asked on the challenges facing collective bargaining said;

We sometimes fail to meet the agreement due to misunderstandings occurring during bargaining process. Sometimes the demands of the part of employees are excessive which cannot easily be met. This results in conflicts as representatives of employees become harsh to force what they need to be agreed.

This means that there are conflicts arising during collective bargaining process which result from differences in interests. It seems that there are some of employees' interests which are not met the by the employers. As trade unions are there to represent the interests of employees, conflicts arise when trade union representatives strive to reach an agreement over those interests which are beyond the ability of employers. Conflicts among bargaining parties lead to failure in meeting the agreements and thus making collective bargaining ineffective. This is why whenever the bargaining parties enter into conflict then the commission for mediation takes its duty of resolving conflicts. If at all the commission fails to resolve the conflict then then the labour court will be in charge of settling all conflicts arose.

Another employer representative said;

We sometimes have pending agreements as we fail to reach the conclusion especially when the issues proposed are too critical to decide during one meeting. The problem comes when we meet the other day as new proposals come something which make it difficult to deal with the new proposals and those pending decisions. What happens is that there are other decisions which are skipped in order to provide room for discussion of new proposal.

This means that the negotiations are sometimes extended to a certain period of time after failure to come to conclusion. Extending those negotiations make it difficult to deal with new issues arising. This is because, the pending agreements will occupy the upcoming bargaining process to the extent of failing to deal with the new issues arising. Sometimes, relying much on new proposals

will lead into failure to meet final agreements of pending agreements. This will lead into ineffective bargaining process as the purposes of having collective bargaining will not be met.

The research carried out by Nchimbi (2018) reveals similar results upon the challenges faced during collective bargaining by the trade unions and employer representatives. It states that trade unions and employer representatives faced various challenges during the collective bargaining process in Tanzania. One of the challenge is communication and keeping the trade unions up to date on issues pertaining the collective bargaining process. This has resulted in a negative perception among the trade unions who consider that they are disregarded by the employer representatives thus reducing their rate of participating in the collective bargaining process. The study recommended for improvement in communication between employer representatives and the trade unions in order to ensure that there is effective collective bargaining process.

4. 7 Issues covered in the collective bargaining agreements at NECECAI

Table 9: The issues covered in the collective bargaining agreements at NECECAI
1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

S/N	Statements	1		2		3		4		5	
		F	%	F	%	F	%	F	%	F	%
1	Wages and salaries tend to be the most important issue covered in the collective bargaining agreements at NECECAI	1	7	0	0	3	20	7	46	4	27
2	Occupational health and safety is considered a vital issue covered in the CBA at NECECAI.	3	20	2	13	0	0	6	40	4	27
3	CBA covers issues concerning working hours at NECECAI	1	7	4	27	2	13	8	53	0	0
4	There are no issues covered by the CBA at NECECAI	11	73	2	13	1	7	1	7	0	0

5	Training is regarded as a key issue covered by the collective bargaining agreements at NECECAI	2	13	4	27	1	7	5	33	3	20
---	--	---	----	---	----	---	---	---	----	---	----

Source: Field Data (2021)

F= Frequency

The last objective was concerned with the issues covered in the collective bargaining agreements at NECECAI. The above table shows the level of responses by the respondents on the statements concerning the issues covered in the collective bargaining agreements at NECECAI. The first issue was that wages and salaries tend to be the most important issue covered in the collective bargaining agreements at NECECAI. According to the responses one respondent (7) strongly disagreed, no respondents (0%) who disagreed while three respondents (20%) were neutral. Seven respondents (46%) agreed and four respondents (27%) strongly agreed. Through the number of people who agree it shows wages and salaries tend to be the most important issue covered in the collective bargaining. This is because employers have the duty to pay the employees' wages and salaries for the value they add to the organisation. Wages and salaries are one of the interests of the employees that can negatively impact organisational performance if not met accordingly.

Moreover, the other statement was that occupational health and safety is considered a vital issue on the collective bargaining agreements at NECECAI. There were three respondents (20%) who strongly disagreed that occupational health and safety is a vital issue while two respondents (13%) disagreed, no respondents (0%) were neutral and six respondents (40%) agreed. Four respondents (27%) strongly agreed that occupational health and safety is considered a vital issue in the collective bargaining agreements. Most of the respondents agreed with the statement thus this shows that when making collective bargaining agreements the parties should meet with the health and safety issues regarding the employees and the working environment that they work in. Health and safety issues enhances employee commitment thus retaining much to the organisation hence leading to increased performance

During an interview with the labour officer, it was stated that:

Health and safety issues are strictly considered when coming up with the collective bargaining agreements at NECECAI. This is so because the employees are considered as the center of the organisation where if their health and safety conditions are not considered it leads to high levels of conflicts as well as distortion of the organisational objectives.

Furthermore, the other statement was that collective bargaining agreements covers issues concerning working hours. One respondent (7%) strongly disagreed while four respondents (27%) disagreed that collective bargaining agreements also covers issues concerning working hours. There were two respondents (13%) who were neutral, eight respondents (53) who agreed and no respondents (0%) who strongly agreed. Given the number of respondents who agreed it shows that collective bargaining agreements covers issues concerning working hours. Working hours are also important as they state the time period where the employee is able to work per day. It gives a picture on how an organisation perceive their employees and the free time they are given to refresh themselves. Working hours are important in the organisation because it allows the employers to meet employees the need for a work life balance.

Also, the fourth statement shows that there are no issues discussed in the collective bargaining agreement at NECECAI. 11 respondents (73%) strongly disagreed that there are no issues discussed in the collective bargaining agreements. There were two respondents (13%) who disagreed, one respondent (7%) who was neutral, there was also one respondent (7%) who agreed and no respondents (0%) strongly agreed that there are no issues discussed in the collective bargaining agreements. This strongly shows that collective bargaining agreements covers a range of issues that influence the employment relationship. The issues includes the wages and salaries, occupational health and safety, working hours and training. However, there was one respondent (7%) who agreed that there are no issues covered in the collective bargaining agreements. This shows that the respondent was not exposed to the past collective bargaining agreements and the issues which were discussed during the collective bargaining process.

The last statement explains that training is regarded as a key issue covered in the collective bargaining agreements. The level of response shows that two respondents (13%) strongly disagreed while four respondents (27%) disagreed. There was one respondent (7%) who was neutral while five respondents (33%) agreed that training is regarded as a key issue covered in the collective bargaining agreements. Also three respondents (20%) strongly agreed to the statement. As most of the respondents agreed to the statement it shows that training is indeed another key issue which is covered in the collective bargaining agreements. This is because increases the capabilities of the employees in carrying out their different tasks in the organisation. Training increases the knowledge, skills and abilities of the employees hence NECECAI found it vital in

investing in the human capital of the employees. Nevertheless, there were a number of respondents who disagreed that training is another key issue covered in the collective bargaining agreements. This depicts that they were not exposed to training and do not have the know-how on the importance of training to both an individual and the organisation.

4.8 Chapter Summary

This chapter focused on data presentation, analysis and discussion, it concentrated on the demographic of the respondents, with analysis and discussion of the data gathered being done separately according to the research instrument sent to the respondents. The chapter ensured that each objective of the research was fulfilled by gathering, analysing and presenting the results that were collected during the study.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary, conclusion and recommendations of the study. The summary of the study points out the main issues in the study including the study objectives, methodology of the study and the findings in terms of each objective of the study. The conclusions were derived based on the results of the study whereas the recommendations suggests on what need to be done in order to ensure that there is effective collective bargaining process that enhances organisational performance. The recommendations also include recommendations regarding areas for further research, which indicate gaps which needs to be covered by future researchers concerning the issue of collective bargaining.

5.2 Summary

This study was carried out at NECECAI Harare branch. The general objective of the study was to assess the relationship between collective bargaining and organisational performance. The study was guided by four specific objectives which were; to determine the practices of collective bargaining at NECECAI, determine the contribution of collective bargaining in improving performance of NECECAI, to identify the challenges facing collective bargaining at NECECAI and to identify issues covered in a collective bargaining agreements at NECECAI. The respondents in the study were members of the trade unions and employer representatives of NECECAI. The sampling technique which was used in obtaining these respondents was purposive sampling technique. Data were collected through questionnaire, interview and documentary review methods. The analysis was made through qualitative and quantitative forms.

The findings regarding the first objective of the study revealed that collective bargaining is practiced at NECECAI. Various practices of collective bargaining were provided and they included appropriate planning and preparations before collective bargaining, bargaining in good faith, observation of legal procedures, nonexistence of unfair practices and effective communication between employer representatives and the trade unions. However, not all of the

practices were effectively practiced, there were some respondents who disagreed thus indicating that the practices are occasionally violated.

The second objective of the study states was to determine the contribution of collective bargaining in improving the performance of NECECAI, the findings from the research revealed that collective bargaining had led to the improvement of performance at NECECAI. This is because there was increased job satisfaction among employees, increased market expansion, increased customer satisfaction, improved quality of services provided by NECECAI to its members and increased number of new customers. Henceforth, not all respondents approved that collective bargaining contributes in improving the performance of NECECAI. This shows that there are other members in the organisation who have been failing to increase their performance because collective bargaining has failed to meet their interests.

The third objective of the study aimed at identifying the challenges during collective bargaining at NECECAI. It was revealed that there are various challenges which hindered the effectiveness of collective bargaining at NECECAI. The challenges include poor communication in the organisation, bargaining in bad faith, inequality in bargaining powers as well as lack of knowledge among parties. All these have been leading to ineffective collective bargaining process thus affecting the performance of NECECAI.

The final objective was to identify the issues covered in the collective bargaining agreements at NECECAI. The study revealed that there are various issues covered in the collective bargaining agreements and they include wages and salaries, occupational health and safety, working hours and training of the employees. However it was noticed that there was one (1) respondent who agreed that there are no issues covered in the collective bargaining agreements at NECECAI. This shows that the respondent is not exposed to the agreements made during the collective bargaining process and is not aware of the issues that are covered during the process.

5.3 Conclusions

Considering the results obtained in the study, it positively indicates that collective bargaining at NECECAI is still ineffective in meeting the goals of an effective collective bargaining process.

This is because, though collective bargaining have been helpful in improving performance of employees and the organisation through improving the working conditions of employees, there are challenges which still hinder the effectiveness of the collective bargaining process. Not all employees at NECECAI agreed with the contribution of collective bargaining towards performance of the organisation. This means that not all members of the organisation have been provided with their needs. It shows that the collective bargaining process in the organisation has failed to meet the interests of all its members hence that is why measures need to be taken in order to enhance the effectiveness of the collective bargaining process which in turn will increase the overall performance of NECECAI.

5.4 Recommendations

In order to enhance the effectiveness of collective bargaining at NECECAI, below are various recommended measures which should be taken into account. Based on the study findings the researcher presented the following recommendations for policy, recommendations for practice and recommendations for research.

5.4.1 Recommendations for Policy

The organisation is recommended to allow the government help in strengthening the capacity of the employer representatives and the trade union in order for them to negotiate effectively. There should be the involvement of the government who intend to take measures which promotes effective collective bargaining as well as improving the performance of the organisation, respecting the voluntary nature of collective negotiations and the autonomy of the parties. When formulating a strategy or policy to promote collective bargaining the organisation must ensure that the role of the government that is promoting the full development and utilization of procedures and machinery for collective bargaining should be followed and taken into account. In addition, there should be sensitization of social partners to raise consciousness on the significance of collective bargaining in enhancing the well-being of employees. This will be supportive in

allowing the employees to have the know-how on the relationship between collective bargaining and organisational performance. This increases the rate of participation of employees during the collective bargaining process through submitting their difficulties to the trade union representing them.

There should be recommendation on the recognition of representative parties for the purpose of bargaining. The organisation must ensure that there is a policy framework which allows and identifies the importance of representative parties during the collective bargaining process. This is so because the recognition of the trade unions by the employers is key to the promotion of effective collective bargaining. The recognition of trade unions occurs when the employers acknowledge, recognise and accept the trade unions for the purpose of negotiating. In situations where there is proliferation of trade unions there can be disputes over who should represent the employees hence this decreases the effectiveness of collective bargaining as well as the performance of the organisation. To alter for such situations it is recommended for the employers to recognise the trade unions to the collective bargaining process.

5.4.2 Recommendations for Practice

There must be enhancement in communication between the employer trade union and employer representatives during the bargaining process in order to ensure that they reach a collective bargaining agreement. The channels of communication between employer representatives and trade union should be upgraded in order to ensure that employees in the organisation are rightly represented. Also, communication should be improved between trade union representatives and their members as it will be helpful in updating employees on the union activities.

Moreover, there should be more improvement in improving the negotiation skills between the employer representatives and the trade union who participates in the collective bargaining process. This will be supportive in making sure that the parties involved in the collective bargaining process own skills of practicing peaceful bargaining so that they come up with a collective bargaining agreement. There will be a decrease in conflicts which rise during the collective bargaining process. Negotiation skills will help the bargaining parties to apprehend the mechanisms to reach a final conclusion which will be satisfactory to both parties.

There should be a balance in the bargaining powers. This is an essential issue which needs to be considered so as to make the collective bargaining process more effective. There must be a balance in powers among the negotiating parties. There should be no domination of any party during the bargaining process as well as the final decision of the bargaining process. This will help in reducing misinterpretations during collective bargaining process.

5.4.3 Recommendations for Research

The researchers are ought to further identify the gaps about the effectiveness of collective bargaining and how it can be improved in order to increase organisational performance. There must be further research upon the best practices and issues of collective bargaining to ensure that the interest of both parties are fulfilled in order for them to reach an agreement.

The findings from this research shows that collective bargaining is practiced at NECECAI and there are numerous collective bargaining practices which are observed in the organisation hence not to a greater extent. There have been differences among the respondents who are the employer representatives and the trade union in the organisation on the collective bargaining practices and the contribution of collective bargaining in enhancing organisational performance at NECECAI. There were other respondents who agreed while others were disagreed on different issues pertaining collective bargaining and organisational performance.

For future studies it is wise for the researchers to focus on the motive behind the differences among both parties in the organisation on the practices of collective bargaining and the contribution of collective bargaining to the performance of the organisation. They should focus on why other some respondents were agreeing while others disagreed.

Appendix 1: Questionnaires to members of NECECAI

Introduction

Dear Respondent

My name is Ashley S Mburuma, a student of Bindura University of Science Education pursuing Honours Degree in Human Capital Management. As part of requirements for accomplishment of my studies, I am expected to conduct research on the relationship between collective bargaining and organisational performance, a case of NECECAI. The questions below will be helpful in providing information linked to the research. I request for your collaboration in answering the questions and assure maximum confidentiality on the information provided.

PART 1: Biographical information

Please provide the information required below by ticking the appropriate options.

1. Age: 20-25 ()
 26-31 ()
 32-37 ()
 38-43 ()
 44-49 ()
 50 and above ()

2. Sex: Male ()
 Female ()

3. Education level: Certificate ()
 Diploma ()
 Degree ()

Masters ()

4. Working experience: 0-5 Years ()

6-11Years ()

12 and above ()

Part 2: Information related to the study

1. Do you know anything about collective bargaining? A. Yes () B. No ()

2. If yes please explain what collective bargaining means

3. Is collective bargaining practiced at NECECAI? A. Yes () B. No ()

4. If Yes please explain which collective bargaining practices occur at NECECAI-----

5. Please indicate the extent to which you agree with each of the following statements about the practices of collective bargaining in your organisation.

Key: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree

S/N	Statement	1	2	3	4	5
1	There is appropriate planning and arrangements before collective bargaining at NEECAI					
2	Collective bargaining is practiced under the principle of good faith at NECECAI					

3	Collective bargaining follows the legal procedures at NECECAI					
4	There are no unfair practices for collective bargaining at NECECAI					
5	There is effective communication between the employers' representatives and trade unions at NECECAI					

6. Please indicate the extent to which you agree with each of the following statements about the contribution of collective bargaining to organisational performance.

Key: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree

S/N	Statements	1	2	3	4	5
1	Collective bargaining has increased job satisfaction among employees at NECECAI					
2	Collective bargaining has increased market expansion at NECECAI					
3	Collective bargaining has increased customer satisfaction at NECECAI					
4	Collective bargaining has increased the quality of services by NECECAI to its members					
5	Collective bargaining has increased the number of new customers					

7. Please state any other contribution of collective bargaining towards performance of your organisation-----

8. Are there any challenges which obstruct the effectiveness of collective bargaining in your organisation?

a) Yes () b) No ()

9. If Yes please list some of the challenges which hinder the effectiveness of collective bargaining in your organisation -----

10. Please indicate the extent to which you agree with each of the following statements about the issues covered in the collective bargaining agreements at NECECAI.

Key: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree

S/N	Statements	1	2	3	4	5
1	Wages and salaries tend to be the most important issue covered in the collective bargaining agreements at NECECAI					
2	Occupational health and safety is considered a vital issue covered in the CBA at NECECAI.					
3	CBA covers issues concerning working hours at NECECAI					
4	There are no issues covered by the CBA at NECECAI					
5	Training is regarded as a key issue covered by the collective bargaining agreements at NECECAI					

Appendix 2: Interview questions to the Employer Representatives of NECECAI

1. Does your NECECAI practice collective bargaining?
2. Who are involved in the bargaining process?
3. How is collective bargaining practiced at NECECAI?
4. Which are the duties undertaken by each party attending the bargaining process?
5. Which issues does collective bargaining in your organisation focus on? Wages? Working conditions? Training? Occupational health and safety? Equal treatment?

6. How does collective bargaining influence your organisational performance?
7. Which challenges does collective bargaining at NECECAI face?

REFERENCES

- Addison, J. T, Schnabel, C. & Wagner, J. (2004) *The Course of Research into the Economic Consequences of German Works Councils*. British Journals of Industrial Relations, Vol 42 (2), pp. 255-281.
- Armstrong, M. & Taylor, S. (2014) *Armstrong's Handbook of Human Resource Management Practice*. 13th Edition. London, Kogan Page Publishers.
- Appelbaum, E., Bailey, T., Berg, P., Kalleberg, A. L., & Bailey, T. A. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.
- Arya, R., K and Awe, A., (2010) *Empirical Investigation on Industrial Relations and National Productivity*. Ozean Journal of Applied Sciences. Vol. 3(3), pp.331-339: Delta State.
- Bendix, S. (1989) *Industrial relations in South Africa*. Cape Town: Juta.
- Block, R. N. (2003) *Bargaining for Competitiveness: Law, Research and Case Studies*. W. E Upjohn Institute for Employment Research, Kalamazoo, Michigan.
- Blyton, P., Baron, N., Fiorito, J., and Heery, E., (2008) *The Sage Handbook of Industrial: Industrial Relations*. Sage Publication, London.
- Boniface, M., & Rashmi, M. (2013) *Interest-based bargaining: Efficient, amicable and wise?* Employee Relations, Vol 35, pp. 460-478. (Online). Available at: Doi:10.1108/ER-10-2011-0057. [Accessed on 25 February 2021].
- Bratton, J., & Gold, J. (2009). *Human Resource Management*. 6th Edition. Macmillan Education.
- Bryson, A. and Wilkinson, D. (2002) *Collective Bargaining and Workplace Performance: An Investigation using the Workplace Employee Relations Survey*. Employment Relations Research Series, No. 12, London.
- Bryson, A., & Dale-Olsen, H. (2020). *Unions, tripartite competition and innovation* (No. 13015). IZA Discussion Papers.

Chakanya, N. (2016) *Minimum Wages and Collective Bargaining in Zimbabwe*. (Online) Available from: <https://alrei.org/education/minimum-wages-and-collective-bargaining-in-zimbabwe-ledriz>. [Accessed on 23 February 2021].

Cloutier, J., Denis, P. L. & Bilodeau, H. (2012) “*Collective Bargaining and Perceived Fairness*”: Validating the Conceptual Structure. *Relations Industrielles/ Industrial Relations*, 67(3), pp. 398-425.

Cole, G. A. (2002). *Personnel and Human Resource Management*. London: Book Power Thomson Learning.

Condrey, S.E. (2010) *Handbook of Human resource Management in Government*. 3rd Edition. John Wiley and Sons.

Didier N., (2002) *Manager Les Performances [Managing Performance]*, Insep Consulting Editions, Paris.

Dike, E. E., Onyekwelu, U. R., & Okpalibekwe, N. U. (2015) *A Study of the Nigeria Union of Local Government Employees of North Local Government Council, Anambra State*. Collective Bargaining and Organizational Performance.

Divina, E. M. 2003 *Collective Bargaining Process and Its Outcome*. Manila: Center for Business and Economics Research and Development (CBERD) Working Paper Series.

Doucouliaagos, H., Freeman, R. B., & Laroche, P. (2017) *The Economics of Trade Unions: A Study of a Research Field and its Findings*. Taylor & Francis.

Drucker, P. F. (1974) *Management Tasks, Responsibilities and Practices*. New York: Harper and Row.

Edwards, P. (2002) *Impact of Collective Bargaining on Workplace Performance*. (Online) Available from: <http://www.europa.eu/eiro/index.htm>. [Accessed on 5 January 2021].

Fang, T., Ge, Y., & Fan, Y. (2019). *Unions and the productivity performance of multinational enterprises: Evidence from China*. *Asian Business & Management*, Vol 18(4), pp. 281–300.

Farnham, D., & Pimlott, J., (1995) *Understanding Industrial Relations*. 5th Edition. Colset Private Limited: Singapore.

Flanders, A. (1990) *Management and Unions: The theory and reform of industrial relations*. London: Faber and Faber.

Folan P., Browne J. & Jagdev H. (2007) *Performance: It's Meaning and Content for Today's Business Research*, Computers in Industry, Vol 58 (7).

Fox, A., 1966 *Industrial Sociology and Industrial Relations*. Royal Commission Research Paper No. 3. London.

Gall, G. (2007). Turning full circle? *Changing industrial relations in the magazine industry in Britain*. Personnel Review, 36. 1, 91108.

Glasbeek, H. J. (1984) "*Voluntarism Liberalism and Grievance Arbitration.*" The Death of Voluntarism Conference, School of Management, University of Lethbridge, Alberta.

Godard, J. (2004). *A critical assessment of the high performance paradigm*. British Journal of Industrial Relations, Vol 42(2).pp. 349-378.

Godfrey, S., Theron, J. and Visser, M. (2007) *The State of Collective Bargaining in South Africa: An Empirical and Conceptual Study of Collective Bargaining*. Labour Policy and Enterprise Policy Research Group, Working Paper 07/130, University of Cape Town.

Gomez-Mejia, L.R., Balkin, D.B. and Cardy, R.L. (2003) *Managing Human Resources*. Delhi India: Pearson Education.

Gordon, J., 2007 *The Pfeiffer Book of Successful Conflict Management Tools*. Safari books. (Online) Available from my.safaribooksonline.com. [Accessed on 7 January 2021].

Gyesie, N. (2017). *Exploring the Impact of Collective Bargaining Agreement on Employee Performance Management*. Dissertation and Doctoral studies at Walden Universities. Walden: Walden University.

Hamman, J. 1993 *Collective bargaining in primary agriculture: A strategic choice perspective on labour law reform*. Stellenbosch: University of Stellenbosch. (Thesis - M. Law).

Houseman, S. (2006) *Outsourcing, Offshoring, and Productivity Measurement in U.S. Manufacturing* Upjohn Institute Staff Working Paper No. 06-130.

Hytter, J., 2008 *Employee Relations and Work Environment*. Second Edition. McGraw Hill: New York.

Hyman, R. (1975) *Industrial Relations: A Marxist Introduction*. London: Macmillan.

Ibrahim, I. M. (2013) *Impact of Trade union on Improving Employees Working Conditions: Case study COTWU and TUGHE*. Open University of Tanzania.

International Labour Organization. (2016) *Collective Bargaining and Labour Relations*.

Jirjahn, U. (2016) *The Contribution of Labour Economics to the Analysis of Unions and Collective Bargaining in Germany*, Cambridge Scholars Publishing. pp. 187 – 220.

Johnstone, S., Wilkinson, A. & Ackers P. (2004) “*Partnership paradoxes: A case study of Energy Company.*” *Employee Relations*, Vol 26. 4, pp. 353-376.

Katz, H. C, Kochan, T. A & Colvin, A. J. S. (2008) *An Introduction to Collective Bargaining & Industrial Relations*. 4th Edition. Boston, McGraw-Hill.

Kersley, B., et al. (2006) *Inside the workplace: Findings from the 2004 Workplace Employment Relations Survey (WERS)*. London: Routledge.

Kessler, I. and Purcell, J. 2003 “*Individualism and collectivism in industrial relations.*” In *Industrial relations: theory and practice*. 4th Edition. Blackwell Publishing: London.

Kiawa, T. (2019) *A Study of CBA and Performance of State Corporations in Kenya*. (Online) Available from: [THESIS%20-%20Solomon%20M%20Kiawa.pdf](#). [Accessed on 25 February 2021].

Kochan, T. A., A. E. Eaton, et al. (2009) *Healing Together: The Labor-Management Partnership at Kaiser Permanente*, ILR Press Limited.

Kothari, C. R. (2004) *Research Methodology: Methods and Techniques*. Second Edition. New Delhi, India. New Age Publishers

Labour Act. (2006). Chapter 28:01: Law Development Commission of Zimbabwe.

Labour Amendment Act, (2015). Government Printer, Harare.

Madhuku, L. 2015 *Labour Law in Zimbabwe*. Harare: The Friedrich Ebert Stiftung.

Matei L. (2006) *Management public*. Second Edition. Economic Publishing House, Bucharest, pp. 191.

Ministry of Labour and Social Welfare, (2014). *Collective Bargaining Agreements Report*.

Mullins, L. J. 2005 *Management and Organisation Behaviour*. Essex England: Pearson Education Limited.

Mwakyembe, J. (2019) *The Role of Collective Bargaining in enhancing Performance of Organisation in Tanzania*. The Case of Tanzania Electric Supply Company Limited. Mzumbe University. (Online). Available from: Msc.HRM-DCC-Mwakyembe,%20Jumanne-2019.pdf. [Accessed on 25 February 2021].

NECECAI Statutory Instrument 147 of 2006. Government Printer, Harare.

NECECAI Statutory Instrument 88 of 2016. Government Printer, Harare.

Nel, P.S., Van Rooyen, P.H. (1985) *Worker representation in practice in South Africa*. Goodwood: Academica.

Nyanga, T., & Chifamba, E. (2012) *Problems and challenges of collective bargaining in the public service in Zimbabwe, teachers' views and perceptions*. Journal of Social and Management Sciences, Vol 3(1), pp.79-97.

Rolfesen, M. (2013) "*We put teamwork back on agenda and again*." Team Performance.

Rolstadas A. (1998) *Enterprise Performance Measurement*. International Journal of Operations and Production Management, Vol. 18 (9-10).

Rubinstein, S. (2000) "*The Impact of Co-Management on Quality Performance*": The Case of the Saturn Corporation." Industrial and Labor Relations, pp. 197-218.

Rycroft, A, Jordaan, B. (1992) *A guide to South African labour law*. Second Edition. Cape Town: Juta.

Salamon, M. (1987) *Industrial Relations: Theories and Practices*. Prentice Hall: London.

Scott, S. (2011) *Employee Relations Challenges*. Arizona State University: New York.

Tanenbaum, A. (1972) *Mechanism of Control in Local Trade Union, Industrial Relations Model for Developing Countries the Nigeria System: Fourth Dimension*.

The Constitution of Zimbabwe, (2013). Section 65(3) Amendment Act. Government Printer, Harare.

Thompson, J.D. (1967) *Organization in Action: Social Science Bases of Administrative Theory*. New York; McGraw-Hill.

Tustin, C., Geldenhuys, D. (2000) *Labour Relations. The psychology of conflict and negotiation*. 2nd Edition. Cape Town: Oxford.

Turner, L. (1991) *Democracy at Work: Changing World Markets and the Future of Labor Unions*. Ithaca, Cornell University Press.

Walton, R., & MacKersie, R. (1995) *A Behavioral Theory of Labour Negotiations*. Ithaca: ILR Press.

Windolf, P. (1989) "*Productivity Coalitions and the Future of European Corporatism*", *Industrial Relations*, Vol. 28, pp. 1-20.

.