

Labour Brokering as a Corporate Strategy for Sustaining Joblessness in Zimbabwe's Mining Sector

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Abstract

The study sought to assess labour brokering as a preventive strategy for joblessness in Zimbabwe's mining sector. The study was qualitative focusing on a sample size of 10 managerial and senior employees in the mining sector in Mashonaland West Province. Purposive sampling was used to select the respondents. Interview guides were used to collect data. Data was analysed and presented thematically. The study findings showed that in the mining industry, the labour broker acts as a catalyst for workers who are absent for short periods of time due to illness, maternity leave, or other reasons. The research also showed that mining firms regularly employ recruitment agencies like FC Platinum Labour Brokers to acquire cutting-edge know-how and expertise. Findings suggested that brokers were employed by mining corporations to reduce the potential for human mistake and danger while also overcoming inefficiencies and risks. The study concluded that labour brokers are necessary for managing costs like those associated with long-term insurance policies, medical insurance, and other funeral annuity costs, as well as for gaining new skills and knowledge from newly hired employees and reducing human resource inefficiencies and risks that could prevent the company from carrying out its mission.

Key Words: Labour Brokering, Corporate Strategy, Joblessness, Mining Sector, Zimbabwe.

Introduction and Background

Over the past few decades, it has been increasingly common for people in both developed and developing countries to hold temporary occupations (Schoeman and Blaauw, 2017; Cassim and Casale, 2018; Senne and Nkomo, 2019; Runciman and Hlungwani, 2022). As a result, the concept of labour broking as a means by which companies can mitigate risk and keep prices in check has gained traction in economies all over the world. Despite this, several scholars have concluded that it has a wide range of impacts. To facilitate communication between mining firms and employees, labour brokers play a crucial role in the supply chain, as stated by Steele (2013). Theorists have also pointed out that there have been anecdotal accounts of brokers not paying their employees or even subjecting them to servitude (Cassim and Casale, 2018; Senne and Nkomo, 2019; Calvo, McDonald and Bolay, 2021). References to these studies can be found in publications such as Cassim and Casale (2018), Senne and Nkomo (2019), and Calvo, McDonald, and Bolay (2019). A contract between the client and the broker is essential due to several liability issues attached to any labour dispute, between the broker, the client, and the employee. Unlike permanent employees, casual workers do not receive medical aid, life insurance, or other benefits (Steele, 2013).

Labour brokering is a legally recognised part of the job relationship (Casale, 2018). The provision of a social justice and security system that can effectively protect this workforce has always been a point of contention, as has been the question of how to pay a living wage to this workforce and how employers will find the money to cover the undeniable costs associated with doing so. Part-time work, employment through temporary help agencies and contract companies, short-term and contingent labour, and independent contracting have all become commonplace in recent years as alternatives to traditional employment arrangements (Steele, 2013). Long-term, high, and consistent unemployment (sometimes known as "underemployment") has complex causes that are often misunderstood and poorly articulated.

Increasing regional and worldwide trade competitiveness has led to a rise in non-traditional types of work, such as the usage of "temporary employment services" (or "Labour brokers" as they are more generally known) (Schoeman and Blaauw, 2017). Labor brokers have been called "the re-emergence of new apartheid strategy" and "modern slavery" by some in the Namibian and South African labour sectors. These people have ascribed these designations to themselves (Runciman and Hlungwani, 2022). Trade unions in both nations are the primary sources of the public's outcry

against labour brokers. A rise in the use of casualized and externalised labour has accompanied South Africa's reentry into the global market economy. Estimates suggest that at the present time, over 40% of the workforce in the official labour market consists of workers who are engaged in some sort of insecure work (Englert and Runciman, 2019).

Constitutions and other labour standards in the vast majority of democracies express support for providing workers with favourable employment prospects (Steele, 2013). Decent labour and decent working conditions are cornerstones of sustainable socioeconomic development frameworks in all parts of the world. The International Labor Organization (ILO) has been pushing for "decent work" in the world's workplaces since 1999, and they've been lobbying governments and businesses alike. Thus, "the promotion of decent work has been the ILO's central objective and organising framework since 1999," as stated by Govindjee (2017). This concept was first introduced and described in terms of opportunity for women and men to obtain decent and productive work in conditions of freedom, equity, security, and human dignity.

Zimbabwe's protracted economic crisis has led to an increase in the number of companies seeking the services of labour brokers in an effort to lower operational expenses and lessen exposure to risk (Chanakira, Mujere and Spiegel, 2019). In Zimbabwe, the mining industry accounts for almost 60% of the country's foreign currency earnings and contributes close to 16% to GDP (RBZ, 2021). The researcher has an interest in the field because of the industry's positive impact on the economy. The mining sector welcomed FC Platinum as a new labour broker. It has used a strategy of offering both professional and unskilled workers to its clientele in order to better suit their requirements. Employees are assigned to clients for a set period of time based on the deadlines set by the client, resulting in significant cost savings for the client.

In an article published in 2022, Platinum Holdings claims that several of Zimbabwe's top mining corporations are among their clients. This expansion has resulted in Mimosa employing over 75% of the employees. The 338 full-time employees at the Eureka mine are barely enough to cover the needs of the business. Zimplats (2020) estimates that in 2020 fiscal year, 22 local enterprises that took part in the initiative directly employed 2,450 people, 1,400 of whom were on long term contracts and 1,050 on seasonal engagements. These are just a few examples of the many major

companies that use labour brokerage as an integral part of their business strategies. A negative consequence of labour brokering is the displacement of otherwise-qualified employees. In an effort to cut costs and entice investors, the mining industry in Zimbabwe has increasingly turned to labour brokers. As a result of the desire to receive dividends, investors tend to favour businesses that are efficient and profitable. That's because financial backers only put their money where they anticipate a high rate of return (Runciman and Hlungwani, 2022). The plan is consistent with and complements the National Development Strategy. The researcher is interested in analysing the potential effects of this on businesses in Zimbabwe's mining industry. There has been no previous documented study of labour brokerage within the Zimbabwean mining sector. To that end, the researcher in this study aims to examine the use of labour brokerage as a tool of corporate strategy in the Zimbabwean mining industry.

Statement of the Problem

The unemployment rate in many countries has been significantly impacted by the reliance of various enterprises on Labour Brokers to supply them with workers over the years (Govindjee, 2017; Senne and Nkomo, 2019). Companies are trying to minimise costs by laying off employees and reorganising their operations, but this has resulted in a high turnover of qualified personnel and a consequently inexperienced workforce in Zimbabwe's mining sector. Zimbabwe's mining industry is facing hurdles in attracting top employees because of Labour broking. However, this study sought to establish the relationship between labour broking as a corporate strategy and joblessness in the Zimbabwe mining sector. There is dearth of information to this regard in Zimbabwe's mining industry, as such the study focused on the mining sector in Mashonaland West Province.

Objectives

1. To assess labour brokering as a corporate strategy for sustaining joblessness in Zimbabwe's mining sector.
2. To analyse employee perceptions on labour brokering in Zimbabwe's mining sector.

Theoretical Framework

The study was underpinned by the Resource Based Theory which is predicated on the idea that there is substantial variation in the competences and resources available to different types of organisations, and that these variations may endure through time. According to Hamel and Prahalad (1990), a company can obtain an advantage in the market by maximising the utilisation of all of its resources and strengths. The premise of the resource-based approach to outsourcing is that a company should seek out a third-party provider in order to compensate for its lack of superior, rare, and well-structured resources and competencies. For the purposes of the RBV, a company's resources are widely defined to include not just its physical assets but also its human capital, information assets, organisational procedures, and organisational capital assets (both internal and external relationships). It's possible that your company has access to certain resources that can help you out. The RBV assumes that within an industry, firms do not have complete mobility of resources nor do they share resources uniformly (otherwise firm capabilities would be equal and no one firm within an industry would achieve a competitive advantage over the others).

Review of related literature

Labour brokering as a corporate Strategy for sustaining joblessness in Zimbabwe mining sector

According to Deloitte (2016), labour brokering is a form of employment connection that is recognised by the law but looks not to be acceptable labour due to its limitations. This definition of "labour brokering" suggests that this practise is embedded within a legitimate chain of employment. Outsourcing workers is conceptually similar to the practise of using middlemen to find jobs for people. Consolidating the two terms into a single idea is essential to the success of this research. Some people think of temporary worker subcontracting as part of labour brokerage, while others think of it as the source of steady, long-term employment (Hira & Hira, 2005; Buckholder, 2006; Deloitte, 2016). While outsourcing contracts can last anywhere from three to five years, most labour brokering deals are thought to be temporary, lasting no more than a few months at most. When a worker has only one employer, works full-time at the employer's location, and is expected to remain permanently in that position, this is known as "labour brokering," and it is illegal (Schulenburg and Clark, 1996). The issue arises because casual labourers are not considered "workers" under South Africa's Labour Relations Act and hence are not afforded any legal protections.

Employers and workers alike are affected by the recruiting process, just as they would be by any other social or employment structure (Boyce et al., 2007). Labour brokering has the potential to lower worker morale and decrease their commitment to their employers (Judge, Thoresen, Bono & Patton, 2011). Still, when times are rough, hiring workers becomes a viable option; it's a way to make ends meet despite fundamentally terrible working conditions and low compensation (Berchem, 2005). Employers have looked at hiring workers as a possible way to gain a competitive edge through increased efficiency (Jauch, 2007).

Although the function of Labor brokers in the national strategic grid is nebulous at best, they might be studied in light of the TSP's objectives for a country in economic recovery. Investor trust in the Zimbabwean sector has dropped for many reasons, and this is common knowledge. As stated by the World Bank, "Upper Middle-Income Countries" have a Gross National Product (GNP) per capita of between \$3,956 and \$12,235, which is the stated aim of the TSP for 2030. Upper middle-income status and pro-poor, decent work-rich, and long-term development can be achieved through some methods even if poverty is not eliminated or full and productive employment opportunities are not created.

As Labour brokerage firms proliferated and contributed considerably to job creation, the TSP predicted overall real GDP growth (%) of 6.3% in 2018, 9.0% in 2019, and 9.7% in 2020. Although the TSP laid forth objectives for economic growth, it did not specifically address issues like poverty alleviation or the creation of new jobs. Therefore, the TSP did not pursue a sustainable development strategy that equally weighted economic, social, and environmental considerations. It is based on the tenet of conventional macroeconomics that asserts that if economic growth is achieved, then more jobs will be created and poverty will be alleviated as a natural by-product. Furthermore, natural resource sectors were anticipated to maintain long-term economic growth (particularly mining). The advent of labour brokering was a game-changer in the mining industry, leading to increased prosperity that benefited the populace through the development of new jobs and a reduction in poverty.

Since the NDS1 was implemented, several camps have discussed whether or not labour brokering should be added as a strategic partner to the national objective. Having the ability to rapidly bring

in extra workers when needed and let them go when there is less work to do is a major perk of labour brokering for businesses (Du Toit, 2004; Mostert, 2011; Deloitte, 2016). Savings can be made on things like office supplies, advertising, job boards, lodging, and interviews (Schmid, 2015; Lockett & Thompson, 2015). Since it permits workers to leave unsatisfying jobs, the secondary market for labour contracts benefits workers, employers, and labour brokers alike.

It is a well-known fact that during the last few decades, the number of individuals working in temporary jobs has grown in both developed and developing nations (Schoeman and Blaauw, 2017; Cassim and Casale, 2018; Senne and Nkomo, 2019; Runciman and Hlungwani, 2022). Therefore, in Zimbabwe, there has been a rise in the popularity of the idea of employing labour broking to mitigate risk and control expenses. Despite this, several scholars have drawn various conclusions about its effects. Steele (2013) argues that intermediary labour brokers, who facilitate communication between mining companies and workers, play a crucial role in the supply chain.

More and more businesses in Zimbabwe are turning to labour brokerage to cut expenses and reduce risk as a result of the country's ongoing economic crisis (Chanakya, Mujere and Spiegel, 2019). About 16% of GDP and over 60% of foreign currency revenue in Zimbabwe comes from the mining industry (RBZ, 2021). The importance of the industry to the economy piques the researcher's interest in the field. For example, Platinum Holdings (2022), a sizable labour brokering organisation headquartered in Zimbabwe's central province of the Midlands, claims to count among its clientele the country's most prominent mining conglomerates. Because of this expansion, nearly three-quarters of Mimosa's new work has been secured through Labor outsourcing from contractors, leaving the company with a paltry 338 full-time workers. Zimplats (2020) estimates that in fiscal year 2020, a total of 2,450 people were directly employed by the 22 participating local enterprises. Of these, 1,400 had long-term contracts and 1,050 had seasonal engagements. Max (2015) argues that organisations can recruit independent freelancers to increase productivity while reducing costs. Even though temporary workers can be brought in to help out, permanent staff should be prioritised, as argued for by Bran (2014) and Max (2015).

In order to remain competitive with the low salaries of other countries, labour brokering has become a significant employment generator. Only a minority of employment agencies use

exploitative practises against temporary workers. Casual workers are said to be paid less, work in less than ideal conditions, and have less benefits, all of which Hamersma, Heirich, and Mueser (2013) looked into their employment conditions. Temporary workers actually make more money than full-time employees, despite the common notion to the contrary. However, permanent employees are a huge financial drain on any business, and it's only becoming worse as a result of increasingly stringent labour laws and union demands. For these reasons, labour brokering has been proposed as a panacea for social ills such as joblessness, sluggish economic growth, and poverty. Improving the economy and lowering unemployment are at the heart of the labour brokering argument. Personal's (2014) research across seventeen nations indicates a rapid expansion of employment services that find and place workers. Moreover, Canadian social science research indicates that the competitive corporate sector, fast developing technologies, and fluctuating market demand have compelled businesses to temporarily adopt nimbler or flexible means of recruiting personnel, i.e. labour brokering. Temporary workers are simple to hire during economic booms and let go of when the market inevitably cools (Schulenburg & Clark, 1996).

When a mining company's primary goal is to sustainably raise the demand for its products over time, it will often turn to temporary workers to do more with less. To minimise the cost of frequently changing permanent personnel to satisfy seasonal job demands, a corporation may choose to use casual workers rather than permanent staff if it expects production to dip for a period of time. This is normally carried out during a scheduled maintenance period. For the duration of the shutdown, all plant operations will be put on hold while necessary maintenance, repairs, equipment replacement, and internal maintenance are carried out. The miners hire a huge number of temporary workers to keep operations going at this time of year.

Employee perceptions on labour brokering in Zimbabwe mining sector

Like any social and employment system, labour hire has an impact on organizational citizens, the employer and employee (Boyce et al., 2007). On employees, labour broking can affect their job satisfaction levels and the degree of commitment to the organizations they work for (Judge, Thoresen, Bono & Patton, 2011). Despite that, labour hire becomes an option to turn to when the economic outlook turns out pressing an opportunity to earn income for sustenance in times of economic hardship despite poor basic working conditions and min mum rewards (Berchem, 2005).

For the employer, labour hire has been seen to provide competitive advantage an avenue to pursue greater efficiencies (Jauch, 2007). This lack of full time employment is characterised by, in most cases, the absence of an indefinite employment contracts and the execution of duties at the employer's locality under the employer's direction and supervision (Boyce et al., 2007).

People employed through labour broking go to work every day to ensure that they have a roof over their heads and can sustain themselves on a daily basis (Berchem, 2005). However, in their readiness to exert their physical and mental labour in exchange for remuneration, there is always an element of uncertainty (Boyce et al., 2007). Tannert, Elvers & Jandrig (2007) refer to uncertainty as the vagueness about future events a state of limited knowledge and imprecision. The situation of labour broking shows that, temporary employees are in constant fear of job losses as they can easily be replaced, sometimes without notice, especially due to conflicts or other matters arising from the employment relationship (Boyce, 2006). The triangular contractual agreement guarantees no continued employment of temporary employees compared to the traditional employment contract under which the permanent employees execute their duties (Henson, 2011& Boyce et al., 2007).

In the case of temporary employees, the core of stigmatization falls on work status, because the "stigma associated with temporary work is derived from a lack of status" (Boyce et al., 2007). Despite the fact that some temporary employees are employed in high skill and professional occupations, Cohen (2008) argues that the status difference is inherent in temporary work. This is evidenced by a variety of factors such as low pay, lack of pension and other benefits, stereotypical lack of intelligence and the impermanent nature of the temporary employees' employment relationship.

The above argument is supported by Boyce, Ryan, Imus, Morgeson & Hauer (2005) when they found that at least one fifth of temporary employees in light industrial occupations reported various types of stigmatization. The focal point is that, in the case of temporary employment, stigmatization entails being dealt with in a devalued manner, because of possessing several significant features; in this case, because an employee is a temporary employee (Boyce et al., 2007).

Unethical behaviour of co-workers, bad working conditions and stress are escape elements commonly responsible for employee mobility as a result of labour brokering (Aamodt, 2007). Premji (2005) found that bad managers are the chasers of good quality employees. Aamodt further informs that conflict that is not dealt with in the early stages, poor and stressful working conditions are some of the factors causing organizational turnover. Also, as Aamodt puts it, unmet expectations in the form of pre-conceived ideas about pay, working conditions, organizational culture and advancement opportunities were also found to be directly responsible for employee migration where labour is hired through agencies. Aamodt (2007) however, argue that labour broking is an important form of employment and is needed for businesses to compete with the low wages paid by mining companies. This fact was confirmed by ADCORP (2014), which showed that permanent employment had decreased and temporary employment contracts had increased. Labour broking can thus be seen as a remedy for poverty and the poor economic growth in both developed and developing countries (Finnemore and Joubert 2013). The argument for labour broking is largely focused on improving the country's economic growth and unemployment situation.

Research Methodology

Research approach

An exploratory qualitative approach was applied in this study. Qualitative methods were used to interpret the participants' views regarding the implications of labour brokering in selected mining companies in Mashonaland West Province of Zimbabwe. This would have been difficult to achieve if the researchers had used only quantitative methods. New ideas and insights are encouraged through qualitative research designs. The interpretive paradigm approach was followed in this research study because the researchers needed to understand how employees in the human capital department perceive changes to the labour landscape in the contemporary business environment as it affects their organisations as well.

Research procedure

Ten participants from five mining companies participated in this study. According to Elo et al. (2014), trustworthiness can be improved by spending adequate time with the participants. The researcher spent reasonable time with the participants and assured them that this was not his first time carrying out research which had implications for miners' work-life balance. This fact

enhanced the trustworthiness of the study, because the researcher's experience promoted a good working relationship with the participants. After the interviews, further telephone discussions were held with some of the participants to clarify any misunderstandings and to ensure that the participants and the researcher were in agreement over the responses obtained during the interviews. Data saturation occurred after the sixth interview and there was no need to gather more information.

Population

The population of this study were employees working in five selected mining companies in Mashonaland West Province and making use of labour brokers constituted this study's research population.

Sample

A purposive sampling technique was used to identify ten participants for this study. Ten participants were purposively selected based on their experiences in labour brokering and expertise in labour laws. In addition, participants should have been employed through labour brokering. A purposive sample was used because the participants served a very specific purpose - one of the criteria of the participants was to have knowledge about the changes in labour relations (Robinson 2013).

Data collection

Qualitative research can be conducted through words (Tesch, 2015) because every person uses words to communicate through language. In this study, words were used to interpret the information. The researchers used tape recordings so that they could later transcribe the interviews verbatim. The data obtained from the interviews was typed in one-and-a-half spacing with wide margins, which enabled the researchers to add written notes and comments. The researchers were able to identify important concepts, as well as recurring themes and ideas, from the transcripts. Individual interviews were used to explore and describe the participants' knowledge and experience. A specific time was set and the interviews were conducted in a private room at the participants' workplace to ensure there were no disturbances. Each interview took approximately an hour (Rice & Ezzy 2002). The interviews were semi-structured and consisted of broad

objectives, which were reflected in the questions asked. The participants were encouraged to explain their views and experiences in a specific situation and the researcher explored matters that arose therefrom. This balanced type of interview enabled the researchers to reach the research goal. Field notes were made, which contained information about the interviews, the researcher's personal feelings, impressions and the setting.

Data analysis

Tesch's (1990) data-gathering process was applied. Important concepts, as well as recurring themes and ideas, were gathered from the transcripts, which ensured that themes could be identified and categorised. The transcripts were then reviewed to identify any additional concepts or themes that had not been noted initially. Variations and similarities between the different interviews were noted (Saldana 2016).

Ethical considerations

To meet ethical requirements, the researchers obtained written informed consent from each participant prior to each interview. The interviews were conducted in a private boardroom and confidentiality was guaranteed by making sure that the data was available only to the researchers. The participants remain anonymous and no one had access to the data except the researcher

Results and Discussion

Response Rate

The scheduled interviews targeted 10 respondents, however only 7 were successfully conducted translating to 70% response rate. High response rate was attributed to the importance of the matter to the sustainability of mining sector in the context of Zimbabwe.

Discussion

The results were based on themes presented by respondents in the study. The objective of the study sought to assess labour brokering as a corporate strategy for sustaining joblessness in Zimbabwe

mining sector and also to analyse employee perceptions of labour brokering in Zimbabwe mining sector. However, based on this objective Respondent 1 had this to say:

...labour brokering reduces human resources inefficiencies. Accordingly, our mining organization engages in labor brokering as a method of managing human resource inefficiencies, which require effort and time while focusing on the company's strategic objectives.

Another Respondent 2 also had this to comment:

...engagement of labour brokering enhances organizational productivity since employees get to be recruited based on their highly competent skills. From my experience in this organisation, management began to pay greater labour expenditures near \$2.5 million annually at a loss in production, and the mine had to turn to labour brokering by contracting FC Platinum in order to retain profit margins.

Respondent 3 asserted that:

Quality of the people from the labour brokers is very poor, so what do we do now? If you need a boilermaker or welder, then we pay very high rates for a guy that has a boiler shop and we hire his best employees to do the job and he goes away when he is finished. With the changes we can see that contract workers become more productive to try and become permanent.

Respondent 4 added that quality of employees taken from the labour broker is not satisfactory and competitive and this cost the organisation in training new employees to acclimatize a new work environment and had this to comment:

...it is going to cost you a lot more on training because we need to employ a new worker every 3 months and these employees must be trained and supplied with safety wear and gear.

The responses were inline with literature. According to Jauch (2013), companies use labour brokers to; reduce the impact of strikes by permanent workers, increase labour flexibility and cut labour costs, avoid having to deal with disciplinary cases, outsource labour relations, avoid social responsibility toward staff, and avoid labour unions. Mutorashanga (2015) argues that labour brokering improves the adoption of new skills and personnel with updated competence, which is critical for improving firm performance.

The survey also confirms what management teams of mining companies and labour brokers already know: that one of the main reasons a mining company regards labour brokering as vital is to learn new and different skills. When asked about the mine's approach to managing skill transfer and development, Respondent 3 had this to say:

The more our firm engages in labour brokering and recruits new workers every three months, the better we manage skill transfer and development. We had workers that weren't very open to change or improvement in their skills sets before we instituted our labour brokerage strategy. Therefore, a labour broker is a resource for finding qualified new employees.

The respondents were also asked about the level of employee engagement and they felt this was linked with labour brokering and Respondent 4 had this to argue:

Although new hires may worry about their future employment, they perform well and are dedicated to building teams and exchanging information. In order to ensure that our day-to-day mining operations are as efficient and productive as possible, we have hired numerous individuals with experience working for the Anglo-American mining business.

Arguments were made during data collection suggesting that a mining company using Labour brokers is more likely to acquire new skills and expertise through recruitment. Ability in one's chosen field of study or occupation is highlighted. The findings were supported by Han (2012), who also posits that labour recruiting can be done to boost labour quality by bringing in fresh

talents. Data also showed that brokers' management, in conjunction with the mining firm's management, viewed labour brokering as a means of reducing human resource inefficiencies. As a result, Respondent 5 had this to allude:

The best way to continue focusing on our vision and minimise human relations focus was to engage an efficient Labour broker and give the company all responsibilities to manage the labour recruitment for hired vacancies while we focus on the mine's core business.

Respondent 6 also commented that:

Approximately 60% of a mining company's workforce is employed for periods of two weeks or less than three months. Most of the people we ask about through our brokerage firm do so every two to three months. To stay on the right side of the law, the contract cannot be rehired more than three months in a row. If an employee is employed for more than three months consecutively in the same role, he or she would be considered a permanent employee.

Respondent 7 also had this to say:

Supervisory or critical level employees, such as those in the safety, health, and environment (SHE) department, may be hired on an annual basis because our mine prioritises safety, and if this department is not adequately represented at mines, we may end up incurring additional costs as charged by NSSA due to unsafe acts and unsafe conditions. This division may be provided a contract for 6 months or more, in contrast to divisions like operations, which may only be offered a 3-month contract, despite the fact that they are responsible for the lives of every employee in the company.

The results corroborate the claims made by Max (2015), who argues that labour brokering is practised by businesses to rein in inefficient uses of human resources, a process that necessitates dedication to both operational and strategic goals.

Conclusions

The labour broker assembled a large and varied workforce for the mining firm. The study's findings suggest that mining companies replace departing permanent workers with contract workers to cut costs and protect against employee turnover. The growth of the labor-brokerage sector can be attributed to this tactic. In the mining industry, the labour broker acts as a temporary replacement buffer for workers who are absent for short periods of time due to illness, maternity leave, or other reasons. Findings suggested that brokers were employed by a mining corporation to reduce the potential for human mistake and danger while also overcoming inefficiencies and risks. The study concluded that labour brokers are necessary for managing costs like those associated with long-term insurance policies like NSSA insurance, medical insurance, and other funeral annuity costs, as well as for gaining new skills and knowledge from newly hired employees and reducing human resource inefficiencies and risks that could prevent the company from carrying out its mission. The survey finds that most workers have a positive outlook on employment brokers. Their employment status was a major factor in this. However, the study's results revealed that lower-level mine employees saw the upcoming implementation of the labour broker plan as a ploy by the mine to shift responsibility to lower-level employees and threaten their rights as workers. The research also found that due to the nature of the labour brokering system, short-term contracts (lasting between two weeks and three months) are given top priority, especially for entry-level general staff roles in all departments. In conclusion, the research showed that improving and regulating labour brokering could contribute to lowering Zimbabwe's unemployment rate by boosting workers' emotional security.

Recommendations

The results of this study cannot be extrapolated to other businesses using labour brokers because they were collected in a mining setting with contract personnel. In light of this, it is suggested that the research be repeated with a bigger sample size and additional participating businesses. Finally, it is recommended that more research be conducted to better understand the concerns of contract workers, permanent employees, and management in labour brokers regarding the impact of labour brokering reforms on businesses and workers.

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