

APPROVAL FORM

I, the undersigned, confirm that I have read and endorse the project titled “**COLLECTIVE BARGAINING IN A VUCA ENVIRONMENT: A CASE OF THE ENGINEERING, IRON AND STEEL INDUSTRY IN ZIMBABWE**”, submitted by **Christopher Mushiwokufa** to the Great Zimbabwe University, as part of the requirements for the Master of Science Human Resources Management. I recommend its acceptance.



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GREAT ZIMBABWE UNIVERSITY

**JULIUS NYERERE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**COLLECTIVE BARGAINING IN A VUCA ENVIRONMENT:
A CASE OF THE ENGINEERING, IRON AND STEEL
INDUSTRY IN ZIMBABWE.**

BY

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**A DISSERTATION PRESENTED TO THE DEPARTMENT OF
HUMAN RESOURCE MANAGEMENT, JULIUS NYERERE SCHOOL OF SOCIAL
SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
MASTER OF SCIENCE DEGREE IN HUMAN RESOURCE MANAGEMENT.**

GREAT ZIMBABWE UNIVERSITY

MASVINGO, ZIMBABWE

May 2023

ABSTRACT

The research sought to study the collective bargaining processes in a VUCA environment within the Engineering, Iron and Steel industry in Zimbabwe. The study was influenced by the need to understand the implications and influences on salaries and wages in collective bargaining and how macroeconomic factors influence the outcomes of bargaining processes. Such dynamics if not handled with utmost care and attention, can be extremely costly to the industry and organisations within the same industry. The study employed semi-structured interviews and document analysis to gather data from 28 participants who represented various groups involved in collective bargaining. By focusing on understanding wage determination, the impact of macroeconomic factors, and the challenges posed by the volatile and uncertain environment, this research aimed to shed light on the complexities of bargaining dynamics.

The findings reveal that wages play a crucial role in shaping the outcomes of collective bargaining. Negotiations primarily revolve around wage-related matters, indicating their significance in the bargaining process. Moreover, macroeconomic factors such as economic uncertainties and limited resources have a notable influence on bargaining dynamics. As a result, bargaining parties must employ adaptive strategies to navigate these challenges effectively. The study also highlights the need for agile capabilities in coping with the complex and ambiguous nature of the bargaining environment.

Based on the conclusions drawn from the research, several recommendations are proposed. These include fostering a deeper understanding of wage determination mechanisms, closely monitoring and adapting to macroeconomic factors, promoting collaboration and adaptability among bargaining parties, and strengthening legal provisions and regulatory frameworks to support fair bargaining practices.

This research contributes valuable insights to the existing knowledge on collective bargaining, wages, and macroeconomic factors. The practical recommendations provided can benefit practitioners, policymakers, and organizations aiming to improve their bargaining strategies and practices.

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ACRONYMS

VUCA-Volatile, Uncertain, Complexity, Ambiguous

NEWU - National Engineering Works Union

PEMTAWUZ- Progressive Engineering Metal Trades Allied Workers Union of Zimbabwe

GEMISAWUZ- General Engineering Metal Iron Steel Allied Workers Union of Zimbabwe

GAPWUZ- General Agricultural Plantation Workers' Union of Zimbabwe

ALB- Agricultural Labour Bureau

CFU- Commercial Farmers Union

EISAZ- Engineering, Iron and Steel Association of Zimbabwe

NECEISIZ-National Employment Council for the Engineering, Iron and Steel Industry in Zimbabwe


SADC- Southern African Development Community

CCMA- Council for Conciliation Mediation and Arbitration

CBA- Collective Bargaining Agreement

DECLARATION

I, Christopher Mushiwokufa, do hereby declare that this dissertation is the result of my own investigation and research. All the sources I have used or quoted have been acknowledged by means of complete references. This dissertation is therefore my original work and it has not been submitted in part or in full for any other degree to any other university.

Signature:  Date: 18/10/2023

Christopher Mushiwokufa: M221531

ACKNOWLEDGEMENTS

I wish to express my gratitude to God the Almighty for seeing me through my studies.

The research and preparation of this project involved time and effort from different persons to whom the researcher would like to show appreciation and gratitude. I wish to acknowledge most sincerely the invaluable assistance provided by the following people:

My sincere appreciation goes to my Dissertation Supervisor, Dr Farai Maunganidze for the invaluable professional effort and support through helping me in the formulation, editing and compilation of this report.

I appreciate the research participants for being generous with their invaluable time, experiences, and thoughts.

I would like to thank my beautiful wife Claris and the three angels Amarie, Anaya and Arielle for the support, caring and encouragement so as to finish this research. In you, I see the meaning of life. This is for you guys. Lastly, to my father and mother, Mr and Mrs JV Mushiwokufa for being role models, mentors and encouraging me to NEVER GIVE UP in life.

CHAPTER ONE

PROBLEM AND ITS SETTING

1.0 Introduction

In Zimbabwe, the role of collective bargaining as an effective tool for industrial democracy and social justice has been effective. Organizational and industrial collective bargaining agreements between employers and employees have been created through collective bargaining. Agreements on working conditions, particularly those relating to salaries and wages, have been essential to collective bargaining. Collective bargaining is described in ILO Convention No. 154 as all negotiations between an employer, a group of employers, or one or more employers' organizations, on the one hand, and one or more workers' organizations, on the other, for: (a) establishing working conditions and terms of employment; (b) regulating relations between employers and workers; and/or (c) establishing relations between employers or their organizations and a workers' organization. The goal of collective bargaining is to promote an amicable relationship between the employer and the workforce. to protect the interests of the employer and the employees equally and to guarantee that governmental involvement is kept to a minimal. to promote the preservation of a democratic workplace culture. Collective bargaining is a crucial component of labour and industrial relations in the modern world. Collective bargaining continues to be a key component in the shaping of the work models and how actors are associated through codified processes in every firm or organization, large or little, public or private.

At its core, collective bargaining is a complex and largely strategic process that requires teeth in most of its aspects. It addresses topics like employment conditions, including salary, hours worked, leave, job health, safety regulations, and more. To develop agreements and practices, as well as to link to the context of labor relations, the actors' business practices appear in this way. Furthermore, understanding the social dynamics of collective connections and labor unions in Zimbabwe is crucial and negotiation, haggling, or wrangling to reach a deal on terms and conditions of employment is essential in collective bargaining. The process of worker engagement is made easier by industrial democracy, which is strengthened by worker participation. Collective bargaining takes place in a context or environment and it does not take place in a vacuum. It can be political, economic, technological, social, legal, or ecological in

this setting. The environment both influences and is influenced by collective bargaining (Makings 2019). This research's main focus is on how the economy affects collective bargaining procedures and how those processes affect the economy.

1.1 Background to the study

Collective bargaining existed before the end of the 18th century in Britain; Its development took place later on the continent of Europe and in the United States, where Samuel Gompers promoted its widespread adoption while serving as the American Federation of Labour's president. The majority of European nations either have strong union membership rates, like in the Nordic nations, or have legal frameworks that guarantee comprehensive collective bargaining agreements (Muller, 2019). Negotiations at the corporate level are prevalent in the other nations. Different degrees of negotiation are connected in certain nations, like Belgium, Italy, or Sweden, whereas in others, like Luxembourg or Cyprus, they just coexist.

Contract negotiation may occur at the national, regional, or local level, depending on the structure of industry within a country. An agreement might, for instance, specify minimum wage rates only or actual wage rates and not all nations have laws that make collective agreements enforceable. Their implementation in Britain is contingent on the signatories' goodwill. In some nations, such as Germany, France, and Australia, the government may demand that the conditions of negotiated settlements be extended to all companies in an industry. The high levels of collective bargaining coverage that exist today in Austria, Belgium, France, Italy, the Netherlands, and Portugal are due, at least in part, to the legislative environment in which these negotiations take place (Muller 2019). In Austria, the chambers of trade and industry, to which all employers are required to belong, are among the negotiators on the side of the employers and as a result, practically all employees are protected. With the exception of Malta, all of these countries have between 50% and 75% of their populations covered by collective bargaining. In Croatia, however, the extension by the government of some sizable agreements makes up for the fact that the majority of negotiations are company-based. (Muller 2019). The majority of negotiations take place at the corporate level in other nations.

In certain nations, national level accords provide a roadmap for lower level negotiators to follow. Clearly, this is the situation in Belgium, Norway, and Spain. In other nations, the great majority of employees who are subject to collective bargaining have their salary and working

conditions negotiated at the industry level. (Oscar & Pedersini 2022) This is the situation in Slovenia, Austria, Germany, Portugal, and even though Austria also has various business agreements. (Muller 2019). The situation is slightly different in Italy, where productivity gains must be compensated at the corporate level while industry-level bargaining gives raises that keep pace with anticipated inflation.

Finally, there are the nations where company level discussions are the norm, though there are variances there as well, such as the UK and the majority of the states in Central and Eastern Europe. There are still a sizable number of workers in the Czech Republic, Slovakia, and Hungary who are covered by industry-level agreements even though the majority of those subject to collective bargaining have their pay and conditions decided at the business level. (Muller 2019). There are variances in the parties involved in negotiations, the duration of agreements, and the themes covered by collective agreements in addition to variations in the scope of collective bargaining and the level at which it takes place.

While the majority of African nations have laws or constitutions that support collective bargaining, the degree of implementation varies depending on the country's level of political development, current economic situation, and the engagement of the international donor community. The crucial point to keep in mind is that collective bargaining offers enough breadth to encompass all aspects of working with dignity regardless of the economy. The ILO Conventions Nos. 87 and 98 have all been ratified by Botswana, Malawi, South Africa, and Zimbabwe, however No. 154 has not. (Zvobgo 2019).

The many levels at which collective bargaining is done can affect the state, employers and employees, and even labour relations. In essence, the parties should have freedom over how to determine the bargaining level. In reality, it may take place at the branch of activity level, the enterprise level, the industry level, the central or inter-occupational level, the national level (with the government as an employer and as a participant in the Tripartite System), the regional level (such as the EU or SADC), or the global level. Zvobgo (2019) states that “It is undeniable that, regardless of the depth of discussions, the application of international labour instruments and standards by courts in both monist and dualist legal systems throughout the world has the potential to boost domestic judicial decision-making”.

The current members of the Southern African Development Community (SADC) are: Angola, Botswana, Comoros, Democratic Republic of the Congo, Kingdom of Eswatini (Swaziland), Kingdom of Lesotho, Madagascar, Malawi, Republic of Mauritius, Mozambique, Namibia, Seychelles, Republic of South Africa, Tanzania, Zambia, and Zimbabwe are just a few of the countries that are included in this list. SADC approved a Social Charter in 2003, with the main goal of promoting harmonious labour relations in the region through close and frequent consultations among social partners. (Zvobgo 2019). This is a brave step toward creating minimal regional norms, which are crucial when engaging in transnational collective bargaining with SADC-wide businesses. The SADC area contains a variety of labour law systems, and each country has a unique industrial relations environment. However, the majority of SADC nations have embraced the idea of alternative dispute resolution venues in the framework of collective bargaining and labour dispute resolution. In accordance with the *Labour Relations Act*, the Council for Conciliation, Mediation, and Arbitration (CCMA) was founded in South Africa. Both the Departments of Labour in Botswana and Malawi offer mediation and arbitration services. (Zvobgo 2019).

In Zimbabwe, collective bargaining occurs at the corporate, sectoral, or industrial levels (through the National Employment Council, or NEC). Employees have the right to collective bargaining under Section 65 of the Zimbabwean Constitution Muccheche (2023). Sections 24, 25A, and 74 of the Labour Act (Chapter 28:01 as amended) provide justification for this. The aforementioned means that an employer cannot refuse to bargain and must attempt to bargain in good faith. (Labour Act 28:01 Sec. 75). Under the supervision of the Works Council, the employer bargains with his own employees at the corporate level. The Labour Act (Chap 28:01) permits negotiation for better working conditions other than those provided in the CBAs or legal instruments, therefore the agreement does not need to be registered with the government. Industry collective bargaining, which takes place at the National Employment Council (NEC) level, is the most popular type of collective bargaining (Madhuku 2015). Employer associations and trade unions within the sector are involved in this. Engineering, Iron and Steel Association of Zimbabwe, for instance, is the employers' association in the engineering, iron and steel sector. On the other hand, trade unions like the National Engineering Workers Union (NEWU), Progressive Engineering Metal Trades Allied Workers Union of Zimbabwe (PEMTAWUZ), and General Engineering Metal Iron Steel Allied Workers Union of Zimbabwe (GEMISAWUZ) represent the employees in this sector. Collective Bargaining Agreements (CBAs) are the result of these factors coming together, and they are recorded and legally

binding under the Labour Act (Chap. 28:01). The National Employment Council is responsible for overseeing the collective bargaining process for Zimbabwe's engineering, iron, and steel industries. If a party doesn't follow through on an agreement, they could face legal action. A different kind of dispute settlement is collective bargaining. It is thought that industrial democracy at work can be promoted through the process of engagement between employers and employees.

1.2 Statement of the problem

Zimbabwe has experienced a very hostile economic environment over the past few years. Volatile, Uncertain, Complex, and Ambiguous is the acronym for the current economic situation. With rising inflation rates, escalating process and currency depreciation, a choppy currency exchange rate, and a patchy regulatory and policy environment. The current state of the economy is hazy, unpredictable, and uncertain. The economy is more unpredictable and difficult to anticipate the more complicated and dynamic it is. These environmental factors have an impact on collective bargaining at the organizational and industry levels. There have been more demands for employers to match pay to the going rates in the gray or parallel market, or for salaries to be paid in USD. The collective bargaining process has faced certain difficulties as a result of these currency dynamics. Collective bargaining procedures have undergone a drastic transformation as a result of the VUCA environment, and incomes have decreased. Recently, collective bargaining has shifted away from the traditional practice of yearly agreements to biennial, quarterly, and even monthly agreements! Deadlocks and negotiation breakdowns have become the norm, and in some cases, employers have been forced to use industrial strikes to make them reevaluate the salary situation. Additionally, in light of this, collective bargaining is now much more focused on salaries and earnings alone rather than taking a holistic approach to job conditions. Additionally, this atmosphere has led to internal negotiations as a backup plan to the major industry negotiations.

In light of this, the researcher aims to determine the effectiveness, efficiency, flaws, and strengths of collective bargaining processes in this VUCA environment, as well as how they affect the engineering, iron, and steel sector. Additionally, it aims to show how the collective bargaining process affects the VUCA environment and vice versa. This has also led to certain companies and/or employees seeking better employment terms than the industry level or approach at their place of employment. The researcher aims to investigate the problems,

difficulties, and strengths of the collective bargaining processes as well as their impact on the industry in order to address the question of how the engineering, iron, and steel industry has managed the collective bargaining process in this VUCA environment.

1.3 Aim and Objectives of the Study

1.3.1 Aim of the Study

The study's goal is to ascertain the existence, problems, difficulties, and advantages of collective bargaining in a VUCA context and how it affects Zimbabwe's engineering, iron, and steel industries.

1.3.2 Research objectives

- i. To determine the agenda of collective bargaining between the parties in a VUCA environment.
- ii. To determine the elements within the VUCA environment that influence the collective bargaining process.
- iii. To determine the problems of the collective bargaining process in a VUCA environment
- iv. To determine the strengths of the collective bargaining process in a VUCA environment.
- v. To advance recommendations, solutions, alternatives and best practices to collective bargaining within a VUCA environment.

1.4 Research questions

1.4.1 Main Research Question

What difficulties have arisen as a result of the VUCA environment in Zimbabwe with regard to collective bargaining and the implementation of CBAs and/or resolutions in the EIS industry?

1.4.2 Sub Research Questions

- i. What main issues have been brought at the bargaining table during the collective bargaining process in the VUCA environment?
- ii. In the current VUCA environment, what has been the major environment factors that have influenced the collective bargaining process?
- iii. What has been the major causes of problems in failing to reach collective bargaining agreements within the VUCA environment?
- iv. What has been the benefits of collective bargaining in the VUCA environment to the industry and/ or organisations?
- v. What strategies or interventions would recommend in making collective bargaining more relevant, efficient and effective in a VUCA environment?

1.5 Significance of the study

The cornerstone of all industrial relations, whether they are primarily private or public, is appropriate collective bargaining. The normal terms of employment, such as compensation, benefits, hours, leave, workplace health and safety standards, strategies to balance work and family, and more, are determined and regulated in large part through collective bargaining. Governments, industries, employers, and employees would not be able to agree on or establish these concerns at a standard that does not disadvantage one party or the other without collective bargaining and therefore, this section describes the importance of this study to particular populations and how it might assist them.

1.5.1 To the Researcher

The study will give the researcher more understanding, expertise, and experience on the research topic of the collective bargaining process, enabling him to gain a deeper understanding of the function of collective bargaining in the performance of organizations, industry, the national economy, as well as the health of employer-employee relations, and thereby enabling him to carry out his responsibilities in a pertinent position. It is crucial to obtain a complete understanding of how environment dynamics, such as VUCA, affect collective bargaining and

how they affect one another. National Employment Councils (NECs), private organizations, government institutions, and parastatals will act according to a norm that would have been created as a result of this research if they were aware of how efficiently and effectively collective bargaining operates. The research's findings can be used by the government in particular to improve the laws governing collective bargaining in public institutions and possibly expand them to cover institutional operations inside works councils.

1.5.2 Great Zimbabwe University

The Great Zimbabwe University library and the students planning to perform related research will both benefit from the secondary data provided by this study. As a result, this research study will serve as a valuable source of information for the university and serve as a guide for those looking for data for future research projects.

1.5.3. To the economy and policymakers

Elements of economic performance like inflation and exchange rates are influenced by the collective bargaining process, and vice versa. Economies all over the world have relied on collective bargaining to break deadlocks over issues relating to the terms of employment, such as benefits, hours, leave, occupational health and safety policies, ways to combine work and family, and more. Collective bargaining has been and should continue to be a crucial component of the framework for regulating industrial labour relations, according to Zimbabwe's Ministry of Industry and Commerce for 2021. Therefore, the goal of this study is to act as a foundation for future policy makers. Its importance stems from the knowledge it gives policymakers about the function of collective bargaining as Zimbabwe moves toward its 2030 goal of being a middle-income country.

1.5.4 To the Engineering, Iron and Steel Industry in Zimbabwe

A significant sector of the economy of Zimbabwe is the engineering, iron, and steel industry. By ensuring that the needs of the engineering, construction, and infrastructure sectors are met, it makes a significant contribution to the GDP of the nation. Therefore, the growth of the country's economy depends on how well it performs. This study is crucial for the engineering,

iron, and steel sector in Zimbabwe because it sheds light on potential problems that could either directly or indirectly affect how well it performs and because it could be used as a useful tool for future collective bargaining procedures. This study will offer beneficial insights, best practices, and best-fit strategies for the collective bargaining process in a difficult economic environment and it will mark the beginning of a better era for management and employee perception, involvement, and representation in strategic decisions. Employees and managers will see themselves in a completely favourable light as business and strategic partners that contribute value to the sector as a result of this. The study's importance for the EIS in Zimbabwe also stems from the fact that it provides an empirically based analysis of the difficulties that the VUCA environment has posed for the negotiation process and the implementation of collective bargaining agreements and/or resolutions in the country's EIS sector. The research's value to the Zimbabwean EIS industry also stems from its assessment of the current VUCA environment in relation to the nature and dynamics of the collective bargaining issues, the positions taken by various parties during the bargaining process, and the results of those processes. In essence, it acts as a springboard for improved haggling and satisfaction of the parties involved and in order for organizations to stay competitive in their environments and employee grievances to be adequately addressed, recommendations resulting from this study will offer insightful information on what can be done to improve or streamline collective bargaining.

1.6 Justification of the Study

The Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) of today's dynamic business landscape is forcing employers and employees to reassess how they can position themselves and which strategies they can use to fend off the effects of their environment and maximize their business deals or labor relations with one another. The literature on collective bargaining in Zimbabwe in a VUCA setting is still lacking. The majority of studies on this subject come from Europe, America, and Sub-Saharan Africa; as a result, they have a different backdrop and dynamics than the situation in Zimbabwe. The majority of European research are based on a substantially more stable environment with fewer shaky rules and a less turbulent economy than Zimbabwe.

Nyanga & Tapfumanei (2019) in “Collective Bargaining: A Catalyst for Dispute Resolution between Employers and Employees in the Retail Industry in Urban Mutare” focused on the

function of collective bargaining as a mechanism for resolving disputes in the retail industry. Concerning "Problems and Challenges of Collective Bargaining in the Public Service in Zimbabwe: Teachers' Views and Perceptions" Nyanga & Chifamba (2012), another study on collective bargaining was conducted. Few of those studies take a particular interest in Zimbabwe's steel or engineering industry. This study aims to fill that knowledge gap by supplying the university with well-researched and insightful literature on the influence and impact of the VUCA environment on collective bargaining processes and outcomes. It will highlight the difficulties and strengths encountered during a round of collective bargaining in a dynamic context.

With few exceptions, (Musanzikwa, 2022) for example, Traditional collective bargaining issues including wage and employment terms have traditionally formed the perimeter of collective bargaining in Zimbabwe. The relationship between Zimbabwe's VUCA environment and collective bargaining in the manufacturing sector, particularly the country's engineering, iron, and steel industry, has received little, if any, attention. This shortcoming is caused by the fact that not all industries are keenly interested in the topic as a key tool for labor relations. Thus, the lack of comprehensive, in-depth research on collective bargaining in what is perhaps one of the most hostile settings to have ever existed in the nation has led to the need for this study. As a result, doing this research will offer higher education institutions in-depth knowledge, innovative ideas, and relevant data on managing in a VUCA environment. It is crucial to analyse the regulatory environment and how it affects CBA at the organizational and industrial levels.

1.7 Limitations of the study

- If the time and study participants are not available, even with the time schedule (action plan) in place, that may be a limitation. The study procedure can take longer than expected. The researcher would put in extra time to make sure deadlines were met.
- The researcher would make sure that components of validity have been observed and put into practice so that the study's conclusions could not be more broadly extrapolated to the population being studied, to other organizations or sectors, or to the country at large.

- Many of the targets included very active individuals who were also self-employed, including managers, labour activists, works council members, and general employees and to avoid interfering with corporate operations, the researcher would take tea and lunch breaks. At least 90% of the sample would be the focus of the researcher.
- The researcher informed and detailed that all information obtained was secret and would be utilized solely for academic reasons. However, some material considered as confidential was difficult to obtain from some respondents or relevant sources.

1.8 Delimitations of the study

- Minutes of NEC Executive and Works Council meetings as well as Collective Bargaining Agreements (Statutory Instruments) were easily accessible and timely obtained without bureaucratic delays, allowing for adequate data generation and analysis time.
- The research was limited to Harare which allowed the researcher to avoid information overload.
- The restriction of the study to Harare also saved the researcher time and resources otherwise spent on travelling.
- The National Executive Council and a few other carefully chosen organizations, which collectively represent all of Zimbabwe, would serve as participants in the research, which would be limited to the Engineering, Iron and Steel industry in Zimbabwe.

1.9 Definition of Terms

Collective Bargaining- any negotiations that take place between an employer, a group of employers, or one or more employers' organizations, on the one hand, and one or more workers' organizations, on the other, in order to: (a) decide on the terms and conditions of employment; (b) govern relations between employers and employees; or (c) govern relations between employers or their organizations and one or more workers' organizations. (Article 2). **(ILO Convention No. 154)**

Volatile- refers to rapid, frequent, important, and quick change. Large changes may be triggered by small events. It is well-documented in the literature on industry dynamism and is linked to demand swings, volatility, and rapid access to markets. Commodity prices can quickly

increase or decrease significantly in a volatile market, and a trend's direction can abruptly change. The environment's volatility affects how quickly and how much things change. Bennett, (2014).

Uncertain- occurs when circumstances and results are uncertain. The relationship between the causes and effects is unclear, therefore prior knowledge may not be relevant in this case. The future course of events is uncertain; in a volatile market, for instance, it is difficult to predict whether and by how much prices will increase or decrease. People's perceptions of and associations with their incapacity to comprehend what is happening have a role in doubt. It is harder to anticipate the future the more uncertain the world is. Bennett, (2014).

Complex- covers a wide range of problems and elements, some of which might be closely interrelated. An environment is more complicated the more components there are, the more varied they are, and the more interwoven they are. It's challenging to comprehend how things and people relate to one another. Unintentional alterations to other objects could result from a change in one area in the future. There are many layers that hide cause and effect, and it is unclear which elements are crucial to the decision-making process. For instance, in a complicated market, fluctuations in fuel prices have an impact on the costs of other unrelated goods. It is impossible to properly analyze the surroundings and draw logical conclusions when it is complex. Bennet, (2014)

Ambiguous- is influenced by a lack of precision and difficulties identifying the precise nature of the problem. When there is insufficient, conflicting, or insufficiently reliable information to reach firm conclusions, for instance, a situation is ambiguous. When circumstances are unclear, all the facts are murky. All parties engaged might not be aware of the objective or desired result. It's possible to mistake or misinterpret information. For instance, not all information is available in a murky market, and hidden forces can be influencing pricing. More broadly, it alludes to haziness and ambiguity in concepts and vocabulary. It is more difficult to interpret the surroundings the more unclear it is. Bennett, (2014).

Works council- Equal numbers of delegates from the company and representatives chosen among the workers' committee members make up the council, together with the chairperson. Labour Act (Chap 28:01).

Workers Committee- A workers committee is simply a group formed and chosen by the workforce to speak for them during talks and negotiations with management. Unless it is simply a managerial workers committee, a workers committee is made up completely of employees

and does not have any management representatives. It is ideal for the Workers Committee to have its own constitution to ensure efficient administration and execution of its function. Labour Act (Chap 28:01).

National Engineering Works Union- a legally recognized labour organization that represents employees in collective bargaining in the engineering, iron, and steel industries. NEC Constitution, (2020).

Progressive Engineering Metal Trades Allied Workers Union of Zimbabwe- a recognized labour organization that bargains on behalf of employees in the engineering, iron, and steel sectors. NEC Constitution, (2020).

General Engineering Metal Iron Steel Allied Workers Union of Zimbabwe- a legally recognized labour organization that represents employees in collective bargaining in the engineering, iron and steel sector. NEC Constitution, (2020).

Engineering, Iron and Steel Association of Zimbabwe- a group of employers that participates in industry collective bargaining and the Engineering, Iron and Steel Industry of Zimbabwe. NEC Constitution, (2020).

National Employment Council for the Engineering, Iron and Steel Industry in Zimbabwe- The organization that brings together businesses and employees and promotes the process of industry-wide collective bargaining between employer associations and labour unions. NEC Constitution, (2020).

1.10 Dissertation Outline

Chapter One: A general framework for the research subject linked to the idea of collective bargaining in a VUCA environment is provided in the dissertation's introduction. The research goals and the importance of the study are briefly covered in this chapter.

Chapter Two: The literature review explores and analyzes the body of knowledge that already exists on the subject of the study, collective bargaining. The chapter will examine the theoretical and conceptual framework as well as collective bargaining in other nations, among other things.

Chapter Three: The study approach to be used, the data collection techniques, and subsequent data analysis are thoroughly covered in this chapter. The research methodology includes a description of the research design, philosophy, theoretical framework, and sampling procedure

used in the study. It also includes information on the research instruments, piloting, data collection, and data analysis.

Chapter Four: This chapter succinctly summarizes the findings and observations made in answer to the research questions. It talks about the research findings and carefully examines the conclusions drawn from the research study's findings.

Chapter Five: The fifth chapter brings the investigation to a close and summarizes the main findings as well as the arguments it has made. The importance of the outcomes and their applicability in particular situations are also examined. Additionally, it makes suggestions for both current and upcoming research.

Chapter Six: The summary, conclusions, and recommendations resulting from the research are presented at the end of the sixth chapter. Stakeholders, the workers council, trade unions, and policymakers are all given recommendations. There are also suggestions for further studies on collective bargaining.

1.11. Chapter Summary

The problem statement and the study's research backdrop were introduced in this chapter. Additionally, it included information about the significance of the study, its scope, delimitations, objectives, questions, and assumptions as well as its structure and in order to influence the way the study would go, several aspects of the research study were thoroughly reviewed. In the background, the idea of collective bargaining was presented and examined from a general standpoint, as well as its function in promoting labour relations, particularly in a VUCA context and the rationale or motivation for choosing this field of study was also described in the problem statement.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the theoretical and contextual literature on collective bargaining in order to acquire the necessary information. Additionally, it discusses the topic of collective bargaining and the initiatives taken in this direction on certain occasions or by other academics. It looks at the body of prior research that has been done on collective bargaining and related subjects. It discusses both overarching ideas and connected sub-themes from prior literature to give background information on the issue. Following is a thorough examination of pertinent issues for collective bargaining from many philosophical viewpoints. Additionally, the chapter discusses collective bargaining from a continental, regional, and global perspective. The chapter concludes with a gap analysis of the available literature with a focus on methodology, research findings, and conclusions.

2.1 Theoretical Framework of Collective Bargaining

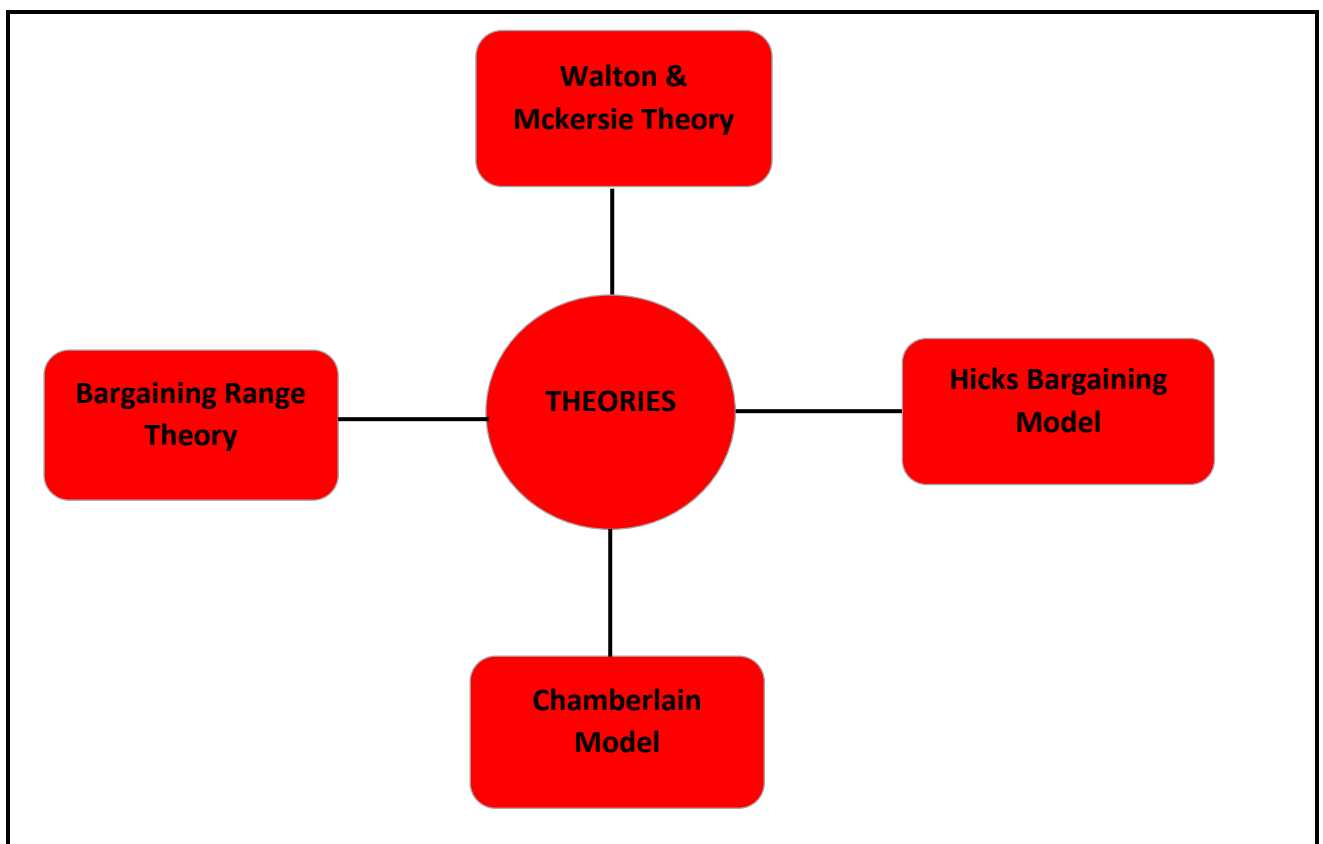
2.1.1 Perspectives on Collective Bargaining

The three primary categories of collective bargaining principles each have a distinct emphasis and amount of stress. The management or labour relations concept and the marketing concept are these ideas (Vaibhav, 2020). According to the marketing hypothesis, collective bargaining is how labour is bought and sold on the market. In this context, collective bargaining is seen as an economic and commercial relationship. The focus of this concept is on the actual terms of collective agreements, which are mutually agreed upon by employers and labour union representatives on behalf of their people. These terms include wages, working conditions, and other benefits. The government, on the other hand, sees collective bargaining as a set of regulations that regulate how management and union representatives interact with one another. In this setting, collective bargaining is seen as a political and power dynamic. From the standpoint of labour relations or managerial theory, collective bargaining is seen as a participative decision-making process involving employers and employees on matters where all parties have an interest in the outcome (Vaibhav, 2020). Marxist theory holds that collective

bargaining primarily serves as a mechanism for social control at work and an institutionalized manifestation of the class conflict between capital and labour in capitalist society. This tactic enables management and labour to explore one another's challenges and points of view for their mutual advantage while also creating a foundation for workplace interactions and a cooperative goodwill. 2020 (Vaibhav) It has been described as a polite two-sided confrontation between the management and employees with the intention of coming to an understanding.

2.1.2 Collective Bargaining Theories

Figure 2.1 Collective Bargaining Theories



Source: Vidya-Mitra

Numerous bargaining models have their roots in social psychology. Explanations of what takes place at the negotiation table are included in certain theories or models, as well as complex theories that heavily rely on mathematical and economic models. Simple explanations of the fundamental collective bargaining models are provided below:

Walton and McKersie Theory

Walton and McKersie (1965) defined collective negotiation as the four sub-processes of distributive bargaining, integrative bargaining, attitudinal structuring, and intra-organizational negotiating. When management and union goals diverge, distributive bargaining is the appropriate strategy to adopt. Integral negotiating, in contrast, refers to issues that aren't always at odds with the issues of the other party. Attitude structuring is the method by which negotiation parties promote goodwill, confidence, deference, and cooperation. The third sub-process in Walton and McKersie's paradigm is intra-organizational bargaining, which emphasizes communication between the union and management. The interaction between these four subprocesses affects the long-term union-management relationship as well as the final outcome of collective bargaining.

Bargaining Range Theory

The idea of bargaining range was created in 1956 by the late Professor A.C. Pigou. Pigou's negotiation range theory explains how labour and management establish upper and lower salary ranges within which a final settlement is negotiated. What they view as the ideal wage is the union's maximum wage. The management's proposed wage is much lower than what the union will accept. Starting from these two extremes, the union and management teams will frequently progress through a series of offers and counterproposals. The union gradually lowers its wage demands as the corporation gradually increases its wage offer. The sticking problem is that each side has established limits for how much land they are willing to concede. This idea holds that the precise settlement point will be determined by the bargaining stances and skills of the union and company negotiators.

Chamberlain Model

According to Chamberlain's model, changes in the factors that determine bargaining power result in settlement in the majority of collective bargaining situations. Chamberlain (1952) defined negotiation power as the capacity to persuade your adversary to agree to your requests. Therefore, a union's bargaining power can be assessed based on the management's willingness to agree to the terms or demands of the union.

Hicks Bargaining Model

A major focus of the Hicks (1971) bargaining model is the length and cost of work stoppages. Hicks recommended that union and management negotiators consider the benefits and drawbacks of a strike before reaching a compromise. Both parties come to an agreement in order to avoid a strike. The key premise of the argument is that there is a functional connection between the wage that one party will accept and the length of strike necessary to get there. Without the union, the employer would want a particular wage. To avoid a strike, he will, however, make additional concessions, and up to a point, his concessions will get bigger the longer the strike is expected to last. One of the key distinctions between the two wage negotiation theories is that the Hicks model identifies a precise wage settlement while the range theory does not.

2.1.3 Theoretical Framework

The study draws on earlier research on the four theories mentioned (Walton and McKersie Theory, Bargaining Range Theory, Chamberlain Model, and Hicks Bargaining Model) to develop its theoretical framework for collective bargaining. The majority of collective bargaining is situational and contextual and is impacted by outside variables. The theoretical basis of this study is built on studies by (Zvogbo, 2019), (Grawitzky, 2011), and others. This is because, in terms of the methodology employed and the issues highlighted, these studies and the countries in which they were performed provide good examples for the research environment. Zvogbo's work is particularly significant to this research because it investigates the aspects of regional collective bargaining that are shared, particularly between South Africa and Zimbabwe and the SADC.

According to Zvogbo, South Africa's system of collective bargaining is comparable to Zimbabwe's in that it has several tiers. But in South Africa, there is a distinction between single-employer negotiation, which takes place at the branch, company, or corporation level, and multi-employer bargaining, which occurs when numerous employers are represented by an employers' association. One of the primary characteristics of "multi-employer bargaining arrangements" is the fact that the agreements reached will be extended to non-parties, or to employers and employees who are not members of the organizations that negotiated the agreement.

Multiple employers negotiate in a multi-employer setting through bargaining councils. There are several bargaining bodies whose responsibility it is to regulate how labour and management interact within their specific industries. Zimbabwe, a neighbouring nation, has comparable National Employment Councils (NECs) that perform the same function at the sectoral level. The majority of the time, negotiating councils are able to file an application for accreditation to the Commission for Conciliation, Mediation, and Arbitration (CCMA) and therefore, in effect, acquire permission to arbitrate disputes involving parties who are members of their council. It is crucial to keep in mind that while though the CCMA is an independent organization, its services are not overseen by the Department of Employment and Labour. Furthermore, it does neither belong to, nor is it governed by, any political party, labour union, or corporation.

Furthermore, according to (Zvobgo, 2019), social dialogue about labour market policy and social and economic policy in general takes place in South Africa at the National Economic Development and Labour Council (NEDLAC), which is made up of the tripartite partners and a community constituency that represents civil society. Before the nation's independence in 1994, organized laborers were able to influence change, much like they did in Zimbabwe (via unions like the Congress of South African Trade Unions). In order to achieve balance between the social and economic sectors, NEDLAC's policy concertation was one of the post-apartheid proposals for the country's labour market policy. The South African Labour Relations Act only makes collective bargaining possible; it makes no demands of the parties involved. However, it mandates that employers provide a representative trade union with all relevant data required for successful collective bargaining, incorporating the obligation to negotiate into its framework. As a result, it is "described as corporatist in the government's use of national institutional processes to integrate employers' and workers' collective interests into policy-making."

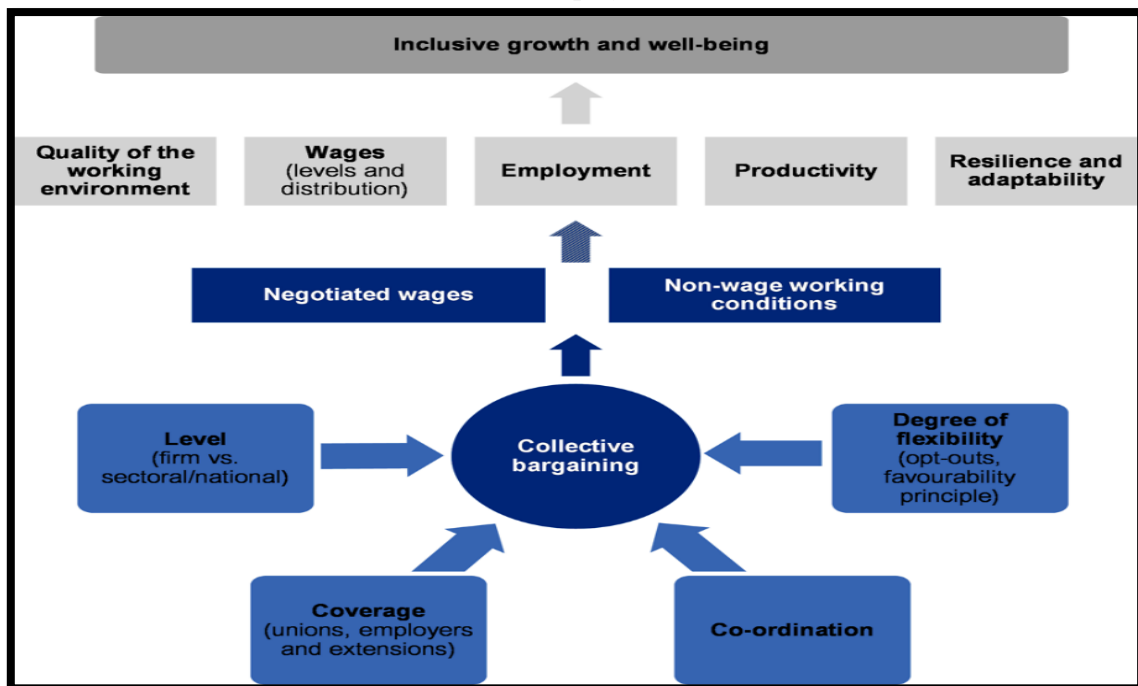
The fact that Gradwitz's (2011) study is a crucial part of a multi-country investigation that seeks to progress the work started by the Global Jobs Pact, which was adopted at the ILO Conference in June 2009, also significantly contributes to the theoretical framework of this investigation. A number of crisis responses and initiatives were proposed by the Global Jobs Pact with the goal of placing incomes, social protection, and jobs at the core of economic recovery. These included looking at collective bargaining and the function of industrial relations institutions, as well as how to optimize the impact of the crisis reaction, foster social stability, limit job losses,

and avoid wage deflation. The backdrop of bargaining during the crisis, the institutions in charge of supporting bargaining, and the results of these procedures were all examined in order to determine whether they may impede or aid in a balanced recovery. This was done in order to investigate how South Africa's (SA) collective bargaining and industrial relations institutions helped to lessen the effects of the crisis and afterwards supported the recovery. Gradwitz's (2011) work provides a crucial foundation for future research on collective bargaining at the micro- and national industrial levels as a result.

2.2 Conceptual Framework

A conceptual framework, according to Miles et al. (2014, p. 20), is a description of the key components of the study, such as significant variables, constructs, or components, as well as the assumed relationships between them, either graphically or narratively. A conceptual framework is a representation of the relationship between the variables, or the characteristics or features that are being studied. The sources of a conceptual framework are literature, experience, and theory. The most important aspect is that it is a tool (connected concepts) to help understand how concepts or variables relate to one another in relation to the real world. Figure 2.2 below shows the connections between the institutions, the results, and the subsequent effects of the collective bargaining decision.

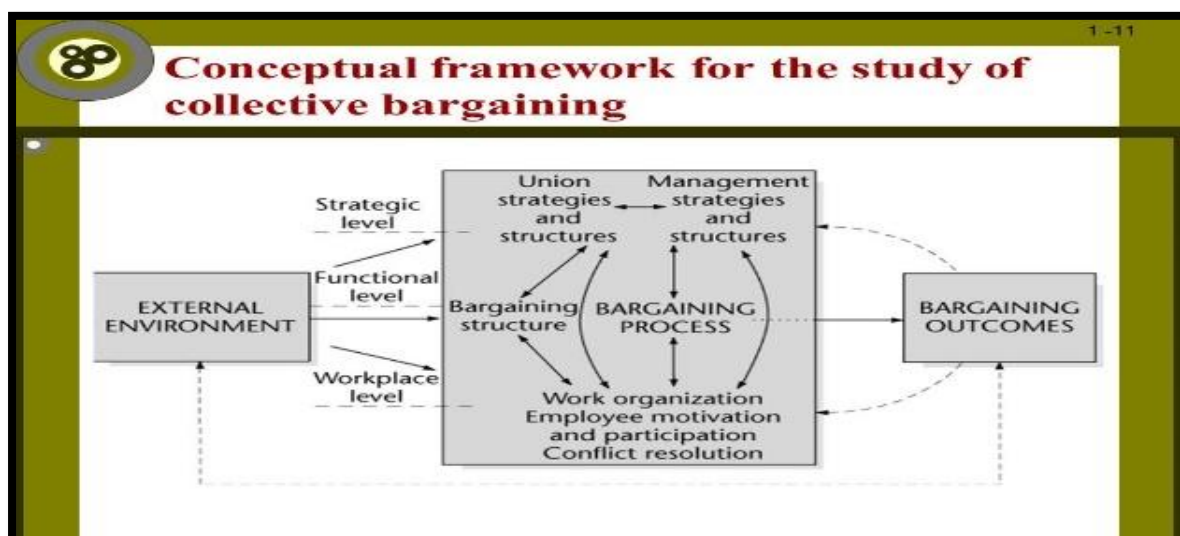
Figure 2.2. Collective bargaining, labour market performance and inclusive growth



Source: oecd-illibrary.org

One must consider both union density and collective bargaining coverage when evaluating the system's importance. Compared to agreements that are limited to a small number of firms, collective bargaining agreements that cover a sizable share of workers can have a greater macroeconomic influence, either favorably or negatively, on employment, earnings, and other crucial results. Governmental, business, or industry-level negotiations may be involved. Sectoral or national agreements might be expected to reduce wage inequality compared to decentralized systems by reducing compensation differences between employees of the same company and employees of different companies, as well as, in the case of national bargaining, employees of different sectors. Firm-level agreements, on the other hand, permit concentrating more on firm-specific circumstances, potentially enhancing productivity. The application of this conceptual analysis offers various advantages. First, by studying and analyzing previously acquired facts and information, new concepts can be presented. Additionally, this new knowledge has wider ramifications. Through this examination, individuals can also pick up on a problem they may have overlooked in the past or perceive a situation differently. Thirdly, research findings can broaden or narrow viewpoints on the kinds of remedies that should be considered and best pursued. Finally, this analysis can operate as a guide for how to proceed. It has the potential to be a useful instrument for evaluating and informing national policy. There are chances to present new ideas, help people recognize problems and appropriate solutions in novel ways, and provide novel frameworks to guide thought and action. **Figure 2.3** provides key variables involved in collective bargaining.

Figure 2.3 Conceptual framework for Collective Bargaining



Source: McGraw-Hill/Irwin

The external context (Fig. 2.3), which brings together the government, management, and unions, is what initiates collective bargaining. It is clear that collective bargaining has a result. This approach to examining the relationship between the environment and the collective bargaining process piques the researcher's attention. The researcher thinks that the review will have long-term implications at the organizational, industrial, and national levels through the development and application of policies. It should have an impact on how people view the world, respond to problems they encounter at work, and come up with and manage solutions. In conclusion, the conceptual review might theoretically broaden the field of collective bargaining by evaluating existing knowledge, detecting conflicts and contradictions, identifying substantial gaps as well as crucial insights, and establishing targets for future research. Through this process, a theoretical contribution is produced that enhances, revises, or even completely replaces prior ideas on a phenomenon. The external environment, which brings together the government, management, and unions, serves as the catalyst for collective bargaining. It is clear that collective bargaining has a result and this approach to examining the relationship between the environment and the collective bargaining process piques the researcher's attention.

2.3 History of Collective Bargaining

The term collective bargaining was first used in publications at the close of the nineteenth century by Sidney and Beatrice Webb (1902), a well-known history of the British labour movement. According to her and her co-worker Sidney Webb, collective bargaining is the method through which workers organize and choose representatives to negotiate their terms and conditions of employment. It was seen as a way for trade unions to promote their core objective of "maintaining or improving the conditions of their members' working lives" (Webb 1920: 1, cited in Flanders 1968: 1-2) or as a collective substitute for individual negotiation. It was initially made legal money in the United States in 1902 by Samuel Gompers. Collective bargaining essentially represents a democratic manner of doing business. It involves group decision-making. It also encourages binarism and joint consultation as additional ways for the sector as a whole to adapt to economic and technological developments (Gompers, 1902). It contributes to the establishment of industrial peace without affecting present agreements or production procedures.

2.4 Definition and Collective Bargaining Processes

2.4.1 Definition of Collective Bargaining

According to the Collective Bargaining Convention 154 of 1959 of the International Labour Organization (ILO), collective bargaining extends to all negotiations that take place between an employer, a group of employers, or one or more employers' organizations, on the one hand, and one or more workers' organizations, on the other, for determining working conditions and terms of employment; regulating relations between employers and workers; as well as regulating relations between employers and workers' organizations. This viewpoint supports Madhuku's (2015) claim that collective bargaining is a process of negotiating employment terms and conditions with the aim of arriving at an agreeable compromise and in accordance with Matricide (2013), collective bargaining is a process that involves negotiation, consultation, and the exchange of information pertaining to working conditions between employers and employees, with the end goal being a collective agreement that is owned by the parties as a whole. Rycroft and Jordan (1992:16) define the phrase as voluntary process for resolving the conflicting interests and aspirations of management and labour through the joint regulation of terms and conditions of employment. According to Grogan (2000:263), collective bargaining refers to the process wherein employers and employees work together to attempt to resolve their conflicting goals through a process of mutual accommodation and contracts in which terms and conditions of employment are discussed and decided upon by employers and worker's organizations are referred to as collective bargaining contracts. (Webbs:18; 1970 Cronin). According to Finnemore (2009:193), collective bargaining is the most common form of employee participation worldwide. According to Section 2 of the Labour Act (Chap. 28:01), a collective bargaining agreement is an agreement negotiated in accordance with the Act to regulate the terms and conditions of employment and the resulting agreement outlines the conditions and terms under which a continued service will be provided.

A more thorough definition of collective bargaining offered by other scholars describes it as a process of discussion, collaborative decision-making, or joint regulation involving organisations that represent the interests of both employers and employees. Negotiation and continuous application of an agreed-upon set of rules to govern the substantive and procedural terms of the employment relationship is included in this description (Windmuller et al. 1987,

cited in Traxler 1994: 168). Because it results in formal, negotiated agreements or contracts that both parties must adhere by for a set period of time, it differs from consultation or cooperative problem-solving and collective bargaining may be seen as the most advanced type of representative or collective voice since it frequently occurs within a framework of rules, procedures, and rights specified in local and international law.

Collective bargaining is a social-control technique for reflecting and transmitting the basic power relationships which underlie the conflict of interest in an industrial relations system. (Stevens 1963). The concept highlights key elements of collective bargaining, including its focus on the use of force to resolve innate conflicts of interest. According to The Webbs (1902), trade unionism functions as a labour cartel by controlling access into the market, making collective bargaining an economic institution and on the other hand, Professor Allan Flanders asserted in 1968 that collective bargaining is primarily a political rather than an economic process. He characterizes the process of collective bargaining as a power dynamic between a management organization and a trade union organization and the compromise resolution of power differences is the agreement that was reached. Collective bargaining is collaborative administration, which is synonymous with joint management, according to Flanders (1968). The process of negotiating between representatives of management and employees with the goal of producing an agreement that may be applied across a group of employees is referred to as collective bargaining and is used to establish terms and conditions of employment and regulate the employment relationship.

2.4.2 Functions of Collective Bargaining

Mucheche (2023) says that collective bargaining serves three main purposes. These include political, social, and economic functions and the economic function acts as a tool for the institutionalization of workplace dispute as well as the regulation of interpersonal relationships. Production planning is guaranteed by the interim reconciliation charter for firms, while generalized standards, including pay and employment security, are guaranteed for workers (Gwisai 2006:311). The social function creates a system of workplace democracy or industrial justice that safeguards employees from harsh employer actions, enables them to participate in choices that have an impact on their working lives, and therefore realizes their fundamental right to human dignity. The political function instils a modicum of democracy in collective

industrial life by providing workers a voice in decisions that have an impact on their working conditions. (Mucheche 2023).

2.4.3 Objectives of Collective Bargaining

The employer and the union can effectively negotiate fair salaries and working conditions through collective bargaining. It assists in raising the standard of labour relations and the main goal of collective bargaining is to reach a mutually advantageous agreement between management and employees over the terms and conditions of employment. (Kenton 2023). The goals of collective bargaining are to resolve disagreements and conflicts between the parties and to improve and uphold amicable and harmonious relations between management and employees. should keep both discussion participants' best interests in mind and to reach a mutually advantageous choice or settlement. in order to promote industrial democracy. The following four goals are listed by Chand (2023) as follows: "foster and maintain cordial and harmonious relations between the employer/management and the employees; protect the interests of both the employer and the employees; ward off government intervention; and finally, promote industrial democracy."

2.4.4 Importance of Collective Bargaining

Makings (2017, p. 4) states that collective bargaining improves wages and working conditions and promotes equality and it gives both management and employees a platform to negotiate on an equal footing. It plays a significant role in ensuring that businesses and economies can adjust to the current economic crisis and it promotes mutual respect and trust between employers, employees, and their organizations. It improves the consistency and efficiency of labour relations. The workers receive a fair wage for the labour they do, and the employers are still able to operate profitably and this is advantageous to both sides. It makes it easier for the company to adjust to sudden changes in demand. It makes it easier for decisions reached during the negotiation process to be implemented immediately and it increases employee commitment and promotes knowledge exchange. Additionally, it ends income disparity. It shows how strong the competing parties are in comparison and the significance of collective bargaining can be seen from three viewpoints, namely from the management point of view, the trade and labour point of view, and the government point of view, according to Kenton (2023).

According to Kenton (2023), from the perspective of management, the basic goal of the organization is to get the task done by the personnel at work at the lowest possible cost and generate a high rate of profits. Effective management demands that workers be used to the fullest extent possible and employee cooperation is necessary for this goal, and collective bargaining is a tool for obtaining and promoting employee cooperation. The majority of labour disputes are founded on rumours and misconceptions and can be attributed to specific direct or indirect reasons and the most effective corrective action for preserving the friendly ties is collective bargaining.

From a labour and union perspective, labour has weak bargaining power, claims Kent (2023). Since labour is ephemeral, each worker has no independent existence, allowing bosses to profit from their exploitation and through the process of collective bargaining, the working class, when unified, gains the ability to defend its interests against the exploitation of the bosses. The employer is subject to constraints as a result of the collective bargaining. Unplanned behaviour is avoided. Every employee is given equal treatment. Only via agreements with labour can the employment terms and pay scales as outlined in the agreement be altered and decisions cannot be made and carried out at the employer's discretion. Only through trade unions is it possible to engage in collective bargaining and the employees' bargaining representatives are trade unions. Makings (2017) argues that the main purpose of trade unions is to safeguard the economic and non-economic interests of workers through beneficial initiatives, and that collective bargaining is one tool for achieving this goal through talks with employers. Trade unions can use collective bargaining to talk to employers for better employment opportunities and job security.

The collective bargaining process is a topic that the government is also interested in and the government adopts and puts into effect a number of labour laws, and it wants them to be put into effect as intended. (Kent,2023). It uses force to enforce the laws and rules when someone breaks them and because an acceptable arrangement can be established between the employer and employees for implementing the legislative provisions, collective bargaining precludes the government from utilizing force. (Gwisai 2006). Collective bargaining will help to reduce labour issues, and the nation will be encouraged to foster industrial peace without the use of force. According to Makings (2017), as collective bargaining is a peaceful means of resolving disputes between employees and employers, it encourages industrial peace and improved production, which raises the nation's Gross National Product or overall revenue.

2.4.5 Advantages and Disadvantages of Collective Bargaining

In his 2017 study, Gaille (2017) compiled a list of the benefits of collective bargaining. First off, collective bargaining gives employees a stronger voice. Employees have stronger negotiating leverage with their bosses when they are part of a group working toward the same objective and companies may be able to silence one or two employees' opinions, but they may not be able to do so with a bigger group of unified personnel. Second, collective bargaining has the potential to significantly enhance working conditions and ensure equal protection for all employees and this entails the application of health and safety checks together with appropriate pay for overtime work and vacation days. Thirdly, collective bargaining in its current incarnation is the most effective form of worker engagement, fostering industrial democracy by giving workers a voice in decisions that have an impact on their working conditions. Fourth, all parties to a collective bargaining agreement are fully informed of their rights and obligations. A contract is created after the job terms have been agreed upon and the terms are understood by both parties and are accepted. As a result, there is an improvement in working relationships, teamwork, cooperation, and mutual trust.

Collective bargaining, according to Gaille (2017), is frequently a protracted process that might take days, weeks, or even months. It may be necessary for employers and labour union leaders to negotiate employment arrangements repeatedly. Union leaders must keep members informed and push for new demands. It takes a long time and is tedious. Second, engaging in collective bargaining is frequently expensive. Both employers and employees might need to take some time off from their jobs to negotiate and this results in less time spent working and a consequent decline in productivity. Long discussions may have an impact on a business's bottom line. Thirdly, the use of third parties or third procedures like conciliation, arbitration, or legal proceedings in the event of an impasse does not ensure that collective bargaining will be the end process rather than merely a means to it. Fourth, while other parties may profit from the process, it may also be challenging for them, leading them to ask for exemption at the NEC. Finally, the procedure is frequently regarded as prejudiced and employers may be obliged to negotiate and accept unfavourable terms in order to keep their operations operating with little disturbance since employees are able to unite under a single union.

2.5 VUCA Environment

four terms that make up the acronym VUCA, which was created by the U.S. Army War College in the late 1990s (Lawrence, 2013, p. 2). Later, business leaders began using term to define the new normal in today's world, which is a more unstable, constantly changing, chaotic, and tumultuous business environment (Lawrence, 2013, p. 3). A VUCA environment in collective bargaining creates a constant need to negotiate and renegotiate terms or agreements, possibly even more so in the context of Zimbabwe.

In the acronym VUCA, the "V" refers for volatility. Volatility is defined as the rate, amount, size, and character of change that follow an erratic pattern (Lawrence, 2013, p. 5). According to Sullivan (2012), volatility is when things change quickly without following a pattern or trend that can be predicted and the term volatile situation is also defined by Bennett and Lemoine (2014, p. 313) as one that is unstable or unpredictable; it does not necessarily involve complex structure, a critical lack of knowledge, or doubt about what outcomes may result from key events.

In the abbreviation VUCA, the "U" stands for uncertainty. Uncertainty is a term used to describe a situation characterized by a lack of knowledge not as to cause and effect but rather pertaining to whether a particular event is significant enough to constitute a meaningful cause (Bennett & Lemoine, 2014, p. 314). In addition, big disruptive developments typically take place in uncertain environments, and problems and occurrences are not always predictable (Lawrence, 2013, p. 5; Sullivan, 2012). It is very challenging to anticipate what will come next and decision-making challenges in an unpredictable environment because past problems and events cannot effectively forecast the future (Lawrence, 2013, p. 5; Sullivan, 2012). Volatility is not uncertainty and change are probably going to happen in a volatile setting, but it could also happen swiftly and in diverse ways. On the other hand, there might not be any underlying change at all in the uncertain scenario (Bennett & Lemoine, 2014, p. 314).

In the acronym VUCA, the "C" stands for complexity. Complexity is a signal that there are numerous and difficult-to-understand causes and mitigating factors involved in a problem (Sullivan, 2012). Additionally, complexity increases the turbulence of change, makes decision-making challenging in the absence of historical precedent, and promotes uncertainty that may result in ambiguity (Lawrence, 2013, p. 5). A volatile or uncertain situation is different from a

complex scenario, for instance, businesses operating across borders may encounter complexity as a result of the political and regulatory environments, but this does not necessarily imply that the environment is unstable or uncertain (Lemoine, 2014, p. 315).

In the acronym VUCA, the "A" stands for ambiguity. In a situation of ambiguity, the significance of an event is uncertain, and the nature of cause-and-effect links is doubtful. (Lawrence, 2013, p. 5; Lemoine, 2014, p. 316). Ambiguity, according to Sullivan (2012), is where the causes and the 'who, what, where, when, how, and why' behind the things that are happening are unclear and hard to ascertain. Additionally, according to Kail (2010), two signs of ambiguity include the inability to accurately conceptualize threats and opportunities before they become lethal and increasing frustration that compartmentalized accomplishments don't add up to comprehensive or lasting success and an uncertain circumstance frequently involves a novel product, invention, market, or opportunity. Furthermore, you may foresee what might happen in an uncertain circumstance if you acquire enough knowledge and due to its novelty and the limited number of prior instances, the ambiguous circumstance is more difficult to assess the outcomes of particular causes or courses of action (Bennett & Lemoine, 2014, p. 316).

2.6 Collective Bargaining on the Global Scene

The historical experience, particularly that resulting from the effects of industrialization, has largely caused differences in the collective bargaining systems of various nations. In order to combat the power of unions that had organized on a national and industrial level in the metal industries in Western Europe, employers from England, Australia, and New Zealand participated in the bargaining process. However, early industrial age corporations in the USA and Japan that were somewhat substantial were able to counterbalance union strength at the plant or enterprise level. As a result, multi-employer bargaining systems at the industrial or sectoral level arose in Western Europe and Australasia, while collective bargaining was often done at the organizational level of the plant in the United States, Canada, and Japan. The development of different types and levels of collective bargaining at various times, as well as the origins of trade unions in various states, serve to show that these systems of collective bargaining were a result of both domestic and global socioeconomic issues. In the initial stages of industrialisation, trade unions and consequently collective bargaining started to take shape. As was previously said, different governments underwent industrialisation at various eras, and

other nations still lack industrialization and therefore, it is important to comprehend the notion in many settings.

2.6.1 Collective Bargaining in South Africa

The concept of collective bargaining, the primary role played by collective bargaining in South African labour law in terms of the LRA, is extended to non-distributive or production-related issues given the primacy accorded to collective agreements by the South African labour legislation and the fact that collective bargaining is traditionally the main function of trade unions. The rules regulating workplace forums make this clear. Concerning the resolution of conflicts originating within their competence, priority is also given to the sectoral level collective bargaining forums (bargaining and statutory councils) and this approach is in line with the conventional understanding of the role of labour law as advocated by Freund (2019), wherein individual employment contracts serve as secondary means of determining terms and conditions of employment and collective agreements serve as the main means of doing so.

Individual employment contracts of employment are superseded by the terms of collective agreements, and rights obtained through collective agreements cannot be opted out of or waived. Even non-members are bound by an agreement where a majority union at the plant level made it. On the other hand, non-parties may be included in collective agreements reached at the sectoral level (Shane, 2019).

At the plant level, collective bargaining may take place between one or more workplaces that are a part of a larger organization and negotiations may also be conducted at the corporate level and may involve multiple locations. In either case, there can be only one employer present during negotiations and any number of unions or worker organizations (Shane 2021).

A sector-specific negotiating council may be formed by one or more registered employers' organizations and one or more unions, according to Section 27 of the Labour Relations Act No. 66 of 1995. Regional and national bargaining councils both exist. A sector's pay and working conditions are regulated (controlled) by the bargaining council. Settlements are agreements achieved during these talks that can be extended to non-parties (employers and employees not registered with the council) by the minister of labour.

Sectoral determinations (administered wages and conditions): This level governs wages and working conditions for vulnerable workers in industries where they are more prone to be exploited or where there are no workers' organizations or trade unions. These industries include those that employ people in agriculture, household labour, wholesale and retail trade, the hospitality business, and the taxi service (Theron, 2019). A commission that has been legally created gathers suggestions from both employers and employees through study and open hearings. Since 2019, this function has been covered by the National Minimum Wage Act and this commission then submits recommendations to the Minister of Labour, who then approves them and publishes a sectoral determination containing wage rates and conditions of employment that is applicable to all employers and all employees in the sector.

In this case, either the industry as a whole (such as garbage reclaimers and street vendors) or the employment relationship (such as community health workers) are informal. Many times, the prerequisites for negotiating in less formal workplaces are still lacking in more informal ones. It is not always the case that there is a direct employment relationship, and the bargaining partner has not yet been chosen. Employers and people who govern their workplace do not recognize the worker representatives and there is no mention of the bargaining unit. Negotiation levels might range from extremely localized to those involving local governments and the federal government (Theron, 2019).

Your negotiation partner is typically responsible for carrying out the agreement. However, because agreements are occasionally broken or only partially upheld, members and the organization may also be held accountable and sometimes agreements are misinterpreted or exploited on intentionally. (Visser 2019). In the unofficial economy, agreements with the government and public authorities are common. Because of this, when new groups, people, or rules are introduced, they are usually disregarded or changed, which creates a volatile environment. (Visser 2019).

2.6.2 Collective Bargaining in Europe

Industrial collective bargaining first appeared in Europe during the 20th century, with manufacturing and agriculture dominating the European Joint Committee starting in 1968. This sparked a wider interest in using collective bargaining as a means of resolving labour relations concerns. Currently, it appears that the collective bargaining system in Europe is functioning reasonably effectively. Open industrial disputes are uncommon, the consensus-oriented, neo-

corporatist system has remained stable over time, and collective bargaining coverage is extremely high. However, upon closer inspection, Austria exhibits certain indications of deterioration and widening divisions, much like the rest of Europe and these are the result of a transfer of power from labour to capital since the 1980s, and they manifest themselves, among other things, in shifting economic strategies, initiatives to decentralize collective bargaining, and growing labour market segmentation in Europe (Flecker 2018).

Around 98 percent of all workers are covered by collective agreements, which is a very high and consistent level of bargaining coverage for the European collective bargaining system. This is primarily due to the businesses' required membership in the Chamber of the Economy, a national employers' organisation. Multi-industry trade unions and the industry-level organizations of the national employer's association negotiate collective agreements at the industry level. The European Union's Labour Constitution Act, (2015), which grants the right to negotiate collective agreements to voluntary organizations of employers or employees, provided they meet certain requirements, as well as the legal representatives of employers and employees, the Chambers, regulates the right to negotiate collective agreements.

It is also essential to consider the level at which bargaining occurs and how different levels interact. Although each country's specifics are covered in its own section, it is important to note some of the available variations. In certain nations, national level accords provide a roadmap for lower level negotiators to follow. (Labor Centre for Eurofund, 2019). In other nations, the great majority of employees who are subject to collective bargaining have their salary and working conditions negotiated at the industry level. This is the situation in countries like Austria, Germany, Portugal, Slovenia, etc. There are several nations, including Croatia, Cyprus, Luxembourg, and the Netherlands, where firm level bargaining and industry level bargaining coexist without being connected in any way.

Table 2.1 below shows the level of collective bargaining in European countries (Eurofund Labour Centre, 2019).

Table 2.1- Collective Bargaining in European Countries

Country	Covered by collective bargaining (%)	Key level of collective bargaining
France	98%	Industry and company
Belgium*	96%	National (sets framework)

Austria	95%	Industry
Finland	91%	National
Portugal	89%	Industry
Sweden	89%	Industry – but much left to company negotiations
Netherlands	84%	Industry (also some company)
Denmark	80%	Industry – but much left to company negotiations
Italy*	80%	Industry
Norway	73%	National and industry
Spain	69%	Industry (also some company)
Slovenia	65%	Industry
Croatia	61%	Industry and company
Malta*	61%	Company
Luxembourg	59%	Industry and company (vary with sector)
Germany	59%	Industry
Cyprus	52%	Industry and company
Ireland*	44%	Company
Czech Republic	38%	Company (also some industry)
Romania	36%	Now almost exclusively company because of legislative changes
Slovakia*	35%	Company (also some industry)
Latvia	34%	Company
Estonia	33%	Company
Hungary	31%	Company (also some industry)
Bulgaria	29%	Company
UK	29%	Company
Poland*	14-18%	Company

Source: (Eurofund Labour Centre, 2019).

*For several countries (marked *) the source is the respective Eurofound Industrial relations profile.*

2.6.3 Collective Bargaining in the United States of America (USA)

Although it was not legalized until the 20th century, collective bargaining has a lengthy history in the United States. Massive worker uprisings in the USA during the beginning of the 1930s led to the passage of radical New Deal laws like the Wagner Act, which in fact laid the groundwork for contemporary bourgeois collective bargaining law. Important rights including the freedom to organize, bargain, strike, and the notion of unfair labour practices were

guaranteed by this legislation (Compa, 2013). There are already numerous ILO conventions that have codified many of these and created a clear right to collective bargaining under international law.

American society started looking to federal legislation in the early 20th century to solve ongoing labor unrest and create a united national policy with regard to collective bargaining in the private sector. The regulation of collective bargaining in the public sector did not occur until the second part of the 20th century. The railroad and airline industries, the rest of the private sector, and the public sector each have their own unique collective bargaining regimes in the United States today (Compa, 2013).

The Railway Labour Act of 1926 was the first law the federal government passed. It was only fitting that the railroad sector produced the first significant national legislation on collective bargaining. The sector of the economy was crucial. The Railway Labour Act of 1926 (RLA) was passed by Congress to avoid labor disputes. Congress implemented the RLA to the airline sector in 1936. In terms of a national transportation system where strikes may have an adverse impact on the economy, airlines were compared to railroads. The RLA currently provides benefits to 250,000 railroad personnel and 500,000 airline employees (Compa, 2013). 60% of airline personnel and 90% of railroad employees are covered by collective agreements. In order to prevent strikes in the two industries covered by the Act, the RLA establishes a complex system of negotiating, mediation, conciliation, fact-finding, arbitration, cooling-off periods, and other measures. The National Mediation Board (NMB), a three-member federal body that the President appoints, is in charge of regulating the system.

Outside of the railroad and aviation industries, the majority of workers in the private sector are covered under the National Labour Relations Act (NLRA), which Congress ratified in 1935. The National Labour Relations Board (NLRB), which will oversee the Act's implementation, was also established and the National Labour Relations Board (NLRB), which will oversee the Act's implementation, was also established. Unfair Labour Practices, Bargaining Unit Majority Rule, Certification, Exclusive Representation, Duty to Bargain, Written Agreements for a Specific Term, Voluntary Mediation, Impasse, Strikes and Lockouts, and Striker Replacements are the fundamental elements of the collective bargaining system established by the NLRA.

When one-third of the labour force was covered by collective agreements in the 1950s, collective bargaining in the US reached its zenith. Since that time, a consistent drop has started. Currently, collective agreements cover around 8 million private sector employees, or 7% of all workers. 2013 U.S. Department of Labour. The majority of private sector collective bargaining occurs at the firm level. In contrast to Europe, the United States lacks sectoral bargaining between the top social partners. Instead, unions typically negotiate at the corporate level with management. Large national corporations like General Motors or General Electric engage in national negotiation on a master agreement, which is followed by supplemental agreements at each of the company's several plants.

Employers are completely free to act unilaterally in situations where unions are not recognized as the employees' representative, so long as they adhere to fundamental labour laws like those governing minimum wage, overtime compensation, non-discrimination and the desire for such flexibility and control on the part of employers explains why union organizing in the US is so challenging and when non-union employees attempt to organize, management often conducts an aggressive campaign to intimidate them into voting against union representation with implied threats that the company will close the workplace if the union wins the election. followed by supplemental agreements at the various facilities owned or operated by the firm (Human Rights Watch 2000).

In the 1960s, public employee collective bargaining started to gain traction. Before that time, public employees were able to organize into associations to petition legislators for better pay and working conditions thanks to the First Amendment's protection of the right to assemble. However, there was no actual collective bargaining between public authority and unions. In Wisconsin, the first piece of law establishing the right to collective bargaining for public employees came into force in 1960 and other states passed collective bargaining statutes for state employees as well as for employees of subordinate jurisdictions like counties and municipalities in the years that followed, as public employees' associations increased their political activism. This pattern was not widespread, though. In the 1960s, public employee collective bargaining started to gain traction. Before that time, public employees were able to organize into associations to petition legislators for better pay and working conditions thanks to the First Amendment's protection of the right to assemble. However, there was no actual collective bargaining between public authority and unions.

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The number of union members in the public sector is roughly 7.5 million, which is about the same as the total number of employees in the private sector. However, on a percentage basis, public employee union membership is five times higher: 36% against 7% in the private sector. With significant regional variations once more, this puts the overall rate of union membership in the United States to 11.3 percent. While Texas, Florida, North and South Carolina, and other states had union membership that was less than half the national average, New York, California, Pennsylvania, Illinois, and other states had union membership that was nearly or over twice the national average. 2013 U.S. Department of Labour.

2.7 Knowledge Gap

The knowledge gap, according to Enago (2023), is gaps in information or comprehension of a subject, where additional research is needed to fill the gaps. For instance, there can be a dearth of knowledge regarding the underlying causes of a particular disease or the operation of a particular technology. Because we know so little or nothing about it, according to Patrick (2022), the knowledge gap is that which needs to be filled by new research and in his description of the knowledge gap's characteristics, Patrick (2022) says that it exists when an explanation of a problem has become out of date and no longer applies. Problems in a given topic that have not been addressed are referred to be knowledge gaps in research. Empirical research is unable to fully explain a phenomenon, leading to a knowledge gap. A knowledge gap is discovered using a novel approach of study. If evidence does not confirm or back up a put out hypothesis, there is a knowledge gap and if dated theories fail to account for recent discoveries, a knowledge gap continues to exist. Scientists never fully address all sides of research questions. In order to close a knowledge gap, new research is suggested in every study. When we are unable to come up with a reasonable explanation for an occurrence, a knowledge gap develops.

It is clear from the literature analysis above that there is an academic vacuum or knowledge gap on collective bargaining in Zimbabwe, and this is especially true when it comes to study on certain industries. Although there have been several researches on collective bargaining in uncertain environments, these studies have frequently been conducted in other nations. With the exception of a few, domestic studies have frequently fallen short of capturing industrial-level collective bargaining. In his article titled *Collective Bargaining or Collective Begging? A Case of the Public Sector in Zimbabwe*, Mereki (2012) came to the conclusion that there was no such thing as collective bargaining in the public sector because they were governed by a different set of laws and structures. It had been challenging due to the exclusion of specific capabilities and the categorisation of necessary services. Since there was more consultation than negotiation, there was more collective begging. Additionally, there is a clear lack of research on collective bargaining given the terrible economic state Zimbabwe has descended into over the past three decades and this might be ascribed to different study purposes, goals, objectives, and methodologies, among other factors. As a result, the research aimed to close this gap and therefore, the main focus of this study is to examine how a dynamic environment affects collective bargaining. The relationship itself has to be evaluated.

2.8 Collective Bargaining in Zimbabwe

2.8.1 History of Collective Bargaining in Zimbabwe

Regional and global events have an impact on Zimbabwe's collective bargaining laws (Gwisai 2006:312). The 1934 Industrial Conciliation Act, which was largely based on the South African Industrial Conciliation Act of 1924, recognized collective bargaining for the first time (Mucheche, 2023). The Industrial Conciliation Act of 1934 established industrial councils as forums for collective bargaining, officially recognized collective bargaining and trade unions, and provided for the industry-wide enforcement of collective bargaining agreements through subsidiary legislation. However, there were numerous provisions that prevented effective collective bargaining, including strict limitations on the right to strike, broad state interventionist powers, the exclusion of unregistered trade unions from collective bargaining, the lack of statutory enforcement of good faith bargaining standards, and the Acts' narrow application, which excluded the majority of black workers, according to Kufa (2021).

According to Ginsburg (2017), the Industrial Conciliation Act of 1934 was partially passed in response to a strike by European workers within the building industry who felt threatened by

being replaced by African workers. Therefore, section 4 of the Act excluded Africans from the definition of an employee and as a result, from wage bargaining and skilled trades because only employees were permitted to become involved in collective bargaining and to become apprentices and this was done in an effort to protect white workers from competition from blacks for skilled jobs. The Master and Servants Ordinance 1901 (No. 5) remained to apply to the majority of workers at that time. However, Gwisai (2006) noted that the law now officially recognizes collective bargaining, the ability to strike, and trade unions and the 1934 Act was repealed by the 1945 Industrial Conciliation Act. The exclusion of indigenous from its purview remained unchanged and the goal appears to have been to provide a more complex structure for the operation of industrial councils, the registration of employers' organizations and trade unions. (Madhuku 2015).

At the industry level, collective bargaining essentially became centralized. With the advent of the Labour Relations Act of 1985 Act, Mupandawana (2021) witnessed the institutionalization of collective bargaining at the level of the industry and the potential for enterprise flexibility through adaptable Workers Committees. Unfair labour practices and other concepts were introduced. According to Madhuku (2015), this includes good faith negotiating, replacing Industrial Councils and Boards introduced in the 1959 Act with Employment Councils and Employment Boards (in their structures and forms), and enabling enterprise-level negotiation through Works Council. Additionally, the state was given the authority to enact laws that would supersede collective bargaining agreements and the state might set maximum and minimum wages, severely restrict the ability to strike, heavily regulate trade unions, and continue the idea of one union per industry, among other things. As a result, state regulation took on a more important and secondary position to collective bargaining. (Gwisai 2006). During the 1990s, neo-liberal policies were implemented, and this resulted in a fundamental change in favour of voluntarism and labour autonomy. (Gwisai 2006). The practice of collective bargaining developed become a potent tool for setting salaries and firings.

The goal of the 2002 Amendment Act, which is explicitly stated in the Act's provisions, is to provide a legal framework within which employers and employees can bargain collectively to better working conditions. This strengthened the state's facilitative role. (Makings 2016). The situation has been preserved by the Labour Act and the Act's essential principles of collective bargaining include, among other things, issues relating to the scope of agreements, good faith negotiations, issues relating to agency representation, and issues relating to the registration of

agreements. The entire industrial relations framework in Zimbabwe has greatly benefited from collective bargaining law, both economically and socially. Establishing a framework on which to manage individual and group workplace interactions and institutionalize industrial conflict in order to create a climate of positive employee relations has been the considerable economic gain so derived by parties to the employment relationship. (Makings 2016).

The parties have benefited significantly from collective bargaining as a component in work relations. It has been important that collective bargaining is legally binding. Otto Kahn Freund (1964), who contends that the law acts as a force to govern, support, and constrain the forces of management and organized labour, places this at the centre of his argument. In other words, the power disparity between individual employees and management and between organized labour and management is clearly understood. Additionally, the law has increased the efficacy of trade unions by addressing the fundamental requirements of workers, such as better pay, working conditions, and protection from arbitrary management action. (Samuel, 1978). By implementing a well-planned and sophisticated bargaining system that combines bargaining decentralization in the workplace with bargaining centralization through Employment Councils, the state has made it very difficult for labour to exercise its right to freedom of association.

According to research, the key to having leverage in a negotiation is the capacity to deny another person something of value. (Gwisai 2006). For instance, taking part in a strike is a crucial and vital aspect of collective bargaining. Without it, the ability of management to close the factory will not be matched by an equivalent ability on the part of the workforce (Madhuku, 2015). Such elements have a history of undermining trade unions' capacity to engage in successful collective bargaining and most of the rules were pushed more by political than by economic considerations, which led to fragmented, frustrated, competing, and conflicting labour groups that turned away from serving their constituencies in favour of scrambling for membership and employers, who already wield a lot of power in employee relations, now have more security as a result of this. Zimbabwe's system of overseeing collective bargaining is divided into two parts: one for the public sector and one for the commercial sector and the simultaneous administration of industry-wide negotiating centralization and company-wide bargaining decentralization has produced some intriguing outcomes. (Makings 2016) Employees have generally lacked a collective voice as a result, but the private sector has a

tendency to wait for the public sector to negotiate CBAs before using the outcomes as a standard.

2.8.2 The Legal Framework for Collective Bargaining in Zimbabwe

The right to form unions is listed as a fundamental human right in Article 23 of the Universal Declaration of Human Rights and the freedom of organization and the effective acknowledgment of the right to collective bargaining are both outlined as important rights of employees in item 2(a) of the International Labour Organization's Declaration of Fundamental Principles and Rights at Work. The International Labour Organization (ILO) Conventions 87 and 98 provide the right to collective bargaining in all employment relationships as well as the freedom to join unions and employers' organizations. According to ILO Convention 154, collective bargaining is a voluntary process for resolving the competing interests and aspirations of management and labour through joint regulation of terms and conditions of employment. Zimbabwe ratified both treaties in 2003 and 1998, respectively, according to Mereki (2012). Work and labour relations are covered in section 24 of Zimbabwe's constitution, while labour rights are covered in section 65 and the Labour Act's Section 2A(1)(c). The Labour Act's Section 23. The Labour Act, sections 74 through 82.

A clear right to collective bargaining is provided under Labour Act Chap 28:01. This is in accordance with Section 74(2) of the Constitution, which stipulates that trade unions and employers' organizations may negotiate collective bargaining agreements as to any conditions of employment which are of mutual interest to the parties. According to Section 24 (1) (b), workers committees at the corporate level are given a comparable right.

2.8.3 Collective Bargaining in the Public Sector

A clear right to collective bargaining is provided under Labour Act Chap 28:01. This is in accordance with Section 74(2) of the Constitution, which stipulates that trade unions and employers' organizations may negotiate collective bargaining agreements as to any conditions of employment which are of mutual interest to the parties. An equivalent right is granted to corporate-level workers committees under Section 24 (1) (b). According to Section 203(4), the Civil Service Commission (CSC) must act with the President's approval when determining the salaries, allowances, and other benefits of the civil service, on the recommendation of the

Minister of Finance in charge of the relevant department and after consulting the Minister in charge of the public service (Chakanya 2016). Then, the CSC is free to negotiate any arrangement with the workers, subject to the President's approval.

Since the CSC's function is limited to consultation and they have no ultimate say in the determination of salaries and allowances for public sector workers, it is obvious that there is no effective collective bargaining in the public sector and as a result of having to accept the President's final decision, workers in the public sector do not have the right to engage in collective bargaining.

2.8.4 Collective Bargaining in the Private Sector

The Labour Act (Chapter 28:01), which governs collective bargaining for all workers in the private sector and state-owned companies (parastatals), is in force. Trade unions, employers, and employers' organizations are permitted to negotiate CBAs on any employment conditions that are in both parties' best interests, according to Section 74(2). Negotiating rates of compensation and minimum salaries for the various grades and categories of occupations is provided for in section 74 (3) (a). As long as a problem is related to working conditions, workers and employers can talk and come to an agreement on it (Chakanya, 2016).

In this regard, sectoral National Employment Councils (NECs) were created to establish sectoral wages that are legally enforceable for all employers and employees working in the relevant sector or industry, regardless of whether those parties are members of the relevant trade union or employers' association (Chakanya 2016). The NECs are made up of equal numbers of representatives from registered employers' organizations or federations of employers and registered trade unions or federations of trade unions for employees. In Zimbabwe's labour relations and social debate, the NECs are essential (Chakanya 2016). Some NECs also manage their own health and pension plans for their particular industry.

2.9 Forms of collective bargaining

2.9.1 Statutory collective bargaining

Collective bargaining agreements that are governed by the Act are known as statutory agreements. (Mucheche 2023). An agreement negotiated in accordance with this Act which regulates the terms and conditions of employees, is how Section 2 defines a collective

bargaining agreement. Chap. 28:01, the Labour Act. These agreements might be based on an industrial or works council and the first one is the industrial one, produced in accordance with Part X, and it involves recognized employers, employers' groups, or federations of employers' organizations. The second is a collective bargaining agreement that is formed at the workplace level under Part VI of the Act between an employer and a workers committee and this contract must be approved by the registered union for that industry and by at least 50% of the employees at the company. According to Sections 74(6) and 25(1), the works council agreement is secondary to the employment council agreement and is only legitimate to the degree that it specifies improved working conditions. These improvements must be endorsed on the principal agreement. Section 82. (Mucheche, 2023) gives the statutory collective bargaining agreement the character of subordinate law with binding force for all parties involved in the industry, including employers, workers, and trade unions who were not party to it. Similar to this, a works council agreement is binding on all employees of the company and continues to be so even if the committee changes or the business is transferred or sold (section 25(5)), (Madhuku,2015)

2.9.2 Non-statutory collective bargaining

Non-statutory collective bargaining agreements are those made by unregistered trade unions and employers' groups, beyond the purview of Part X, or that do not completely abide by its terms. They also include agreements between employers and trade unions. (Mucheche 2023). Collective bargaining agreements that are not required by law are enforceable in a number of common law contexts. These consist of: Agency: Any agreement reached when parties have given their consent to negotiations whether expressly or by conduct binds them since they are barred from objecting. Ratification: Parties may approve a contract that was signed without their consent. Using the *Negotiorum gestio* doctrine, whereby someone intervenes on another's behalf with the goal of helping that person, unless that other person forbids it and even if it is against the law, one may nevertheless get reimbursed for their costs to the extent that the other party has benefited financially (Mucheche, 2023). A non-statutory bargaining agreement is therefore enforceable, despite the fact that it is vulnerable to numerous hazards, including the necessity to demonstrate agreement or mandate, the fact that it only applies to the parties that negotiated it, and the absence of clauses requiring good faith negotiations and fair labour practices.

2.10 Types of Collective Bargaining

2.10.1 Distributive bargaining

The first is also referred to as distributive or conjunctive bargaining, while the second is integrative or cooperative bargaining and despite having the same goal of shared decision-making, their methods are different. Distributive bargaining has the function of resolving pure conflicts of interest. Walton and McKersie in 1965. It is used to distribute set amounts of resources; hence it frequently has a win-lose quality and in forced relationships like those found in distributive bargaining, one party's goal-achievement appears to be fundamentally at odds with the other. It deals with situations where parties have competing interests and each makes the most of their coercive power and one party's gain is the other party's loss in this scenario. A clear example of distributive or conjunctive bargaining is wage negotiations.

2.10.2 Integrative bargaining

Integrative negotiation is focused on finding solutions to challenges that both parties are confronting, as opposed to the zero-sum mentality of distributive bargaining. Neither side in this agreement can profit unless the other party likewise does. Integrative bargaining aims to find shared or complementary interests and find solutions to problems that both parties are experiencing. Since it maximizes the possibility of mutual benefits, it frequently has a win-win quality. (McKersie and Walton 1965). It establishes a way of problem-solving in which both sides put up a fruitful cooperative effort to their mutual satisfaction. Productivity negotiations use integrative bargaining.

2.11 Scope of Collective Bargaining Agreements

Collective bargaining in Zimbabwe deals with several issues and allows a broad bargaining agenda. In terms of Section of the Labour Act (Chap 28:01) 74 (2) and (3) the parties may - *“negotiate collective bargaining agreements as to any conditions of employment which are of mutual interest to the parties thereto.”*

A non-exhaustive list of permissible bargaining subjects is provided, namely –

- a. rates of remuneration and minimum wages.
- b. benefits for employees.
- c. deductions from wages.
- d. methods of calculating or factors for adjusting rates, dates and modes of pay.
- e. all issues pertaining to overtime, piece – work and vacation leave.
- f. demarcations of the appropriate categories of employment or job descriptions.
- g. the conditions of employment for apprentices.
- h. hours of work and the times of work.
- i. the requirements of occupational safety.
- j. the maintenance of and access to records of employment and pay.
- k. procedures for dealing with disputes within an undertaking or industry.
- l. housing and transport facilities or in their absence, an allowance for the same.
- m. measures to combat workplace violence and handling its aftermath.the
- n. following measures to foster the viability of undertakings and high levels of employment, where applicable, measures namely.
 - (i) to promote high levels of productivity; and
 - (ii) to promote economic competitiveness; and
 - (iii) to promote economic and environmental sustainability; and
 - (iv) to mitigate the cost of living.

2.12 Parties in Collective Bargaining

Negotiation agents are the parties that engage in collective negotiation and workers are always and only a collective entity in relation to these, whereas employers may act alone or jointly with other employers (Madhuku 2015). There are three main principles governing representation: first, the agents must be sufficiently representative of the undertaking or industry they propose to represent - Sections 45(1)(a) and 61(a); second, it is desirable to provide the majority of employees and employers with effective representation in negotiations; and third, it is desirable to limit the number of entities with which employees and employers have contact to a minimum. 2015's Madhuku. Any workers' representative who serves as the employer's front or proxy is ineligible to represent the workers in negotiations since genuine bargaining is required. This type of behaviour is considered an unfair labour practice. Workers

have the right to 50% representation in employment councils by a registered trade union or federation of such as trade unions (Section 56(b)). Section 77 states that committees, delegates, or agents may represent. Workers are represented by the workers committee at works council under Section 24 (1b). Section 23 of the Labour Act addresses trade unions, employers' organizations, workers committees, and managerial workers committees.

According to Section 58(g) of the Employment Council Constitution, every registered trade union that satisfies the requirement for sufficient representation is entitled to representation. This is referred to as the pluralist approach. (Mucheche 2023). In federation with such other unions, if necessary, a union with a sizable membership but not necessarily a majority has the right to representation. To the extent that is practically possible, representation is commensurate to membership size. This is in contrast to both the "majoritarian approach" and the "all comers' approach." In the former, the employer is required to negotiate solely with the union that has the support of the majority of its members. The latter allows any union, regardless of its size or level of representation. (Quite 2023).

2.13 Levels of collective bargaining

Collective bargaining is supervised by the Works Council and the Employment Council in Zimbabwe, according to both the law and practice.

2.13.1 Works Councils

A works council is a council made up of an equal number of management representatives and representatives chosen from members of a worker's committee, according to the Labour Act's Chapter 28:01 definition. A workers' committee is simply a committee made up of employees who have been elected or selected to serve on it. Its job is to advance the rights and interests of the people it represents at a particular company. A workers' committee "... be entitled to negotiate with the concerned employer, a collective bargaining agreement relating to the terms and conditions of employment of the concerned employees, according to Section 24 1 (b), is one of its duties. This serves as a replacement for the South African Labour Relations system's workplace forum. The South African Labour Relations Act 66 of 1995 is mentioned. At this level, the formula is:

A workers committee + management (representatives of the employer works council).

A workers committee known as a managerial workers' committee may be formed by management or employees in management. Why should there be a managerial workers' committee or two workers' committees at one business, one would wonder? The simple explanation is that it is considered that management's interests differ in some way from those of nonmanagerial employees. Therefore, a management workers' committee must initiate negotiations with the board of directors.

2.13.2 National Employment Councils

At the industrial or sector level, the bargaining units are called employment councils. An authorized collective bargaining mechanism called an employment council is created by an employers' organization and a registered and recognized trade union. At this level, an employment council is the result of adding a trade union and an employers' organization. For instance, in the engineering, iron and steel industry, employers' associations include the Engineering, Iron and Steel Association of Zimbabwe and Trade Unions like the General Engineering Metal Iron Steel Allied Workers Union (GEMISAWU), Progressive Engineering Metal Trades Allied Workers Union of Zimbabwe, and National Engineering Workers Union (NEWU). Together, they result in a Collective Bargaining Agreement (CBA), which is subsequently registered and given legal authority under the terms of the Labour Act (Chap. 28:01). The National Employment Council oversees the Zimbabwean engineering, iron, and steel industry's collective bargaining process.

There are two types employment councils. (Mucheche 2023). **Voluntary employment Councils-** According to Section 56 of the Act, any registered employer, registered employer's organization, or federation of such organizations, and registered trade union, or federation of such trade unions, may, at any time, form an employment council by signing a constitution for the council's governing structure and by submitting an application for the council's registration. Secondly, **Statutory Employment Councils-** According to Section 57 (1), the Minister may ask any registered trade union and any registered employer's organization to form an employment council and submit an application for the council's registration whenever the national interest so demands. (Quite 2023).

The responsibilities of employment councils are outlined in Section 62 of the labour act and, in brief, involve helping their members reach collective bargaining agreements and managing them along with other rules specific to their respective businesses or industries. Employment councils establish authorized agents to manage their collective bargaining agreements; these agents must have approval from the Registrar of Labour Relations in the Ministry in charge of labour administration (Section 63). These appointed agents carry out tasks in their respective industries similarly to the Ministry's labour officers and the Labour Officers' coverage of all industries is the only distinction. An employment council becomes a body corporate with the ability to sue and be sued, buy or otherwise acquire, possess or alienate property, both movable and immovable, after it has been registered under the rules of the Labour Act.

2.14 Collective Bargaining Agreements

2.14.1 National Employment Council Level

The scope of collective bargaining agreements negotiated under the employment councils' supervision is covered by Section 74 of the Act. The subjects that can be negotiated on are listed in Subsection (3). According to this, a collective bargaining agreement may include provisions for: Employee benefits, Rates of compensation and minimum wages for various grades and types of jobs, Deductions that an employer may take from employees' pay, such as membership and union dues deductions, as well as deductions that an employer may be required or permitted to take by law or by order of any competent court; formulas or factors used to calculate or modify rates of pay as well as the dates, times, and modes of payment; all concerns regarding restrictions on overtime, piecework, vacation time, and vacation pay. The distinction between the proper classifications and classes of employment and their respective duties, the terms of apprentice employment, The number of hours of labour and the times of work with respect to all or some of the employees, the standards for workplace safety, the upkeep of and parties' access to employment and pay records, procedures for handling disagreements within a business or industry.

After a year, the agreements may be revised or renegotiated in light of evolving market conditions (Section 74(4)). However, the evolution of the national economic environment, particularly the remuneration component, has a significant impact on the renegotiations or

reviews of collective bargaining agreements and one factor that frequently calls for a compensation review is the effect of inflation on wages. In actuality, the majority of reviews concern cost-of-living adjustments (COLA). Madhuku 2015).

2.14.2 Works Council Level

The two parties may bargain over new pay and employment terms and conditions under the supervision of a works council. In contrast, every collective bargaining agreement reached by a workers' committee must be referred to the employees and the relevant trade union by the workers committee in accordance with Section 25 of the Labour Act. If approved by the trade union and by a majority of the affected employees, the agreement will be binding on the employer and the affected employees and the same subsection also states that when there is a conflict between the terms and conditions of any such collective bargaining agreement (at works council level) and collective bargaining negotiated by an appropriate trade union, the latter shall prevail, unless the terms and conditions of the former collective bargaining agreement are more favourable to the employees concerned, in which case the last mentioned terms and Condit (2012) Machinability.

The purpose of works council negotiations is to supplement any agreements made in the employment council. For instance, if the parties agree to a 120% cost of living adjustment at the employment council level, the workers committee can negotiate with management within the context of a works council to increase the abovementioned percentage. It cannot be the goal of the negotiation, whether it is initiated by the workers' committee or management, to lower the percentage granted at the Employment Council level. (Machingambi 2012).

Section 23 (1b), which establishes a connection between workers committees and unions, is the foundation for the employment council agreement's subordination of the collective bargaining agreement that the workers committee launched. The sentence reads:

**..... if a trade union is registered to represent the interests of not less than fifty per centum of the employees at the workplace, where a workers committee is to be established, every member of the workers committee shall be a member of the trade union concerned". In this scenario, registered trade unions can in reality negotiate at two levels the works council and employment council levels since the workers'*

committee would have been transformed into a trade union committee. In such a situation, it can be argued that the independence of workers' committees is compromised. (Section 23 1b)

2.15 Amendments of Collective Bargaining

Collective bargaining agreements (CBAs) are frequently amended or renegotiated, and there are a few ways to do so, including: The parties themselves may agree to amend the agreement during its course; second, a party is free to propose an amendment after the passage of a year - Section 74(4); and third, the agreement may be amended during its course in accordance with a Ministerial directive under Section 81. In **PTC v Posts & Telecommunications Workers Union & Others S -107 – 02** as quoted by Madhuku, (2015) The employer made an effort to evade complying with a CBA on the grounds that it could not pay the raises it believed to have been given inadvertently. A mediator was appointed when the Minister directed PTC to pay lesser wages. The Minister does not have the authority to order any party to disregard a valid statutory CBA, and finally, by an arbitrator when the issue is referred for mandatory arbitration, the court concluded that this was invalid.

2.16 Ratification of Collective Bargaining Agreements

2.16.1 Works Council Agreements

Collective bargaining agreements concluded at this level are sent to the involved employees and trade union for approval, as was previously mentioned. They should be approved by the concerned trade union and more than 50% of the workforce. (Makings,2017).

2.16.2 National Employment Council Agreements

According to Section 78, no collective bargaining agreement that has been negotiated by a party and that is required to be ratified by its members, a constituent branch, or another party thereto, shall be deemed to have been ratified until every position of the agreement has been ratified (Makings 2017).

2.17 Registration of Collective Bargaining Agreements

2.17.1 National Employment Council

Once ratified by all parties, a collective bargaining agreement reached at the employment council must be presented to the Registrar of Labour Relations for registration. After it has been registered, the Minister must make the agreement public as a Statutory Instrument and the terms and conditions of a registered collective bargaining shall take effect and be legally binding either as of the date the agreement is published or as of such other date as the agreement may specify.

2.17.2 Works Council

According to Madhuku (2015), there is no provision in the Act that addresses the registration of collective bargaining agreements reached at the level of the works council. According to Section 25 (2), the only circumstances in which this is investigated by the Ministry in charge of Labour Administration are when a collective bargaining agreement that was negotiated by a workers committee contains any provision that is or has become: Inconsistent with the Act or any other enactment; or Inequitable to consumers or to members of the public or any party to the collective bargaining agreement; or Unreasonable or unfair, having regard to the circumstances. (Madhuku 2015).

The parties to the agreements may be told by the Minister to review them. This also holds true for Section 79 collective bargaining agreements at the level of employment councils. In this situation, the Minister instructs the Registrar to hold off on registering the agreement until the parties have properly modified it. For instance, the General Agricultural, Plantation Workers' Union of Zimbabwe GAPWUZ and the Agricultural Labour Bureau (ALB), an agency of the Commercial Farmers Union (CFU), were the parties to the Employment Council for the Agricultural Sector. In December 2002, the agreement between the parties was remitted to the parties to renegotiate after the Ministry had received representations from some members to the effect that they cannot afford the proposed new wages for the agricultural workers. (Madhuku 2015).

2.18 Duties in Collective Bargaining

2.18.1 Duty to bargain

Every employee, employer, trade union, and employee or employer's group has the right to engage in collective bargaining, according to Zimbabwe's Constitution's Section 65(5). In the sense that no law may forbid collective bargaining, the constitutional provision just establishes a freedom. International labour norms, in particular ILO law, favour voluntarism in terms of collective bargaining. The more reasonable interpretation would be that section 65(5)(a) of the Constitution only mandates that the State establish a framework that is favourable to collective bargaining, not that it creates an obligation to negotiate that is judicially enforceable. It is necessary for such framework to guarantee that a side cannot unreasonably refuse to negotiate. Therefore, it is acceptable to pass legislation that, under certain conditions, imposes a responsibility to bargain. Exists a responsibility to bargain under the Labour Act? The Act does not establish a definite duty to bargain on either side, but it is argued that, under certain conditions, the concept of an unfair labour practice imposes a duty to bargain on the employer. According to section 8(c), it is an unfair labour practice for an employer to refuse to negotiate with a workers' union in good faith'; a union or a committee. Additionally, when a certified trade union is present, section 8(f) declares it an unfair labour practice for an employer to engage in collective bargaining with an uncertified trade union. *The existence of a collective bargaining agreement shall not preclude an employer and his employees from agreeing to the introduction of higher rates of pay or other more favourable conditions of employment before the expiry of such collective bargaining agreement, so however that the rights and interests of the employees are not thereby diminished or adversely affected. Madhuku, (2015)*

2.18.2 Duty to bargain in absolute good faith

A number of mechanisms are provided by the Act to guarantee an efficient bargaining process, including the obligation to bargain in complete good faith, the obligation to disclose financial information, the right to strike, and enforcement through the unfair labour practice remedy and criminal sanctions. Sections 8(c) and 75 of the NLRA require the employer to bargain and negotiate in good faith with the union or workers committee. (2). **In Olivine Industries (PVT) Ltd v Olivine Workers Committee** According to the ruling, the employer may not decline to

negotiate. "It was not enough for the law to compel the parties to meet and treat without passing judgment on the quality of the negotiations," says Cox in his explanation of the reasoning. Going through the motions of negotiating can almost as readily destroy a union's ability to bargain as outright withholding recognition. Employers will be tempted to engage in forms of negotiation without the substance as long as there are unions that are weak enough to be persuaded into death. To address this issue, the idea of good faith was added to the law governing collective bargaining. Section 75 of the law specifies the details of this obligation. It specifies that the parties must bargain in absolute good faith and the parties must, in particular, disclose all information pertinent to the negotiation, refrain from making false or fraudulent representations about pertinent issues, work diligently and quickly to reach a successful conclusion in negotiations, and not in any way creating a circumstance that undermines the basis of negotiating in good faith.

2.18.3 Duty of financial disclosure when financial incapacity is alleged

According to Section 76, a party must make full disclosure of his financial position, duly supported by all relevant accounting papers and documents to the other party if they claim they are unable to agree to any terms because of their financial incapacity. If the parties do not agree to submit the issue to voluntary arbitration, a labour officer will decide whether or not there has been complete disclosure - Section 76 (2). According to the Act, parties must negotiate rather than merely consult and the following actions have been deemed to constitute ill faith bargaining: reluctance to engage in any negotiations with a union leader or workers committee – **Thomas Meikle Centre (PVT) Ltd v TM National Workers Cttee & Ors**

Failure to have an open mind or participate in surface bargaining, such as offering a zero increment in pay talks in the midst of the present hyperinflation and if the goals and nature of collective bargaining dictate that it is against public policy to grant a raise that endangers the existence or survival of one party [the employer], then logically it would also amount to the same to demand or grant a 0% raise in circumstances where wages are significantly below the poverty line or where inflation is rising, and as a result, such awards should be disregarded on the basis of the logic of public policy. **Tel-One (Pvt) Ltd v Communications & Allied Services Workers Union of Zimbabwe HH 74-2007** removing the award that endangered the employer's existence. This is also true, keeping in mind the Labour Act's goal of improving

working conditions. an employer making unilateral adjustments to issues that are the subject of negotiations and negotiating.

In **Thomas Meikle Centre (PVT) Ltd v TM National Workers Cttee & Ors**, *ibid.* the following were raised, the employer unilaterally opted to grant a 3% increment beyond the rate outlined in the CBA and refused to engage in further negotiations with the workers committee. The court affirmed the labour officer's recommendation that the parties enter into negotiations on the grounds that section 74(6) called for such negotiations rather than employer-only raises and a party is not required to come to an agreement at all costs by the duty. The terms negotiate and consult are not interchangeable. In **TM Supermarket Ltd v TM National Workers Committee Section -19 – 04** It was decided that there had been good faith negotiations despite the employer's refusal to meet the employees' salary expectations. The Act has a variety of provisions, including section 8(c)(d) and section 75(2), which allow for complaints of unfair labour practices to be made to labour officers. Section 76 (2) allows for appeals to the Labour Court in cases where important financial information has not been disclosed and a complaint has been made to the labour officer and criminal prosecution for failing to abide by section 76 (3) of the labour officer's decision. Submission of a complaint for unfair labour practices under Section 8(e)(ii) or Section 9(d) and referral of the dispute to the Employment Council.

2.19 Deadlocks and Breakdowns in collective bargaining

In the course of collective bargaining, impasses between the parties to the negotiations are not uncommon and are not unheard of. Negotiation deadlock is a situation that occurs if negotiating parties fail to reach an agreement, claims Fells (2019). Each negotiating party maintains its stance and won't budge in order to move the conversation toward a resolution and according to Hiltrop (1995), if there aren't enough negotiating points being used, both parties have very different goals, and one party will not make concessions to continue the negotiation in order to persuade the other party to change its mind and concede. When negotiations fail to resolve their differences, the parties may declare a deadlock and pursue additional options, such as accepting the status quo ante, allowing the opposing party to implement its offer, or referring the matter to either voluntary or mandatory arbitration. Only when there is an obligatory arbitration clause in the CBA, when it is agreed upon in the ground rules, or when it is required by law, such as in disputes involving vital services, is forced arbitration required.

When discussions completely fall apart or fail because the parties won't budge on their positions to give the exercise a chance to work, it's called a negotiation breakdown. According to Hiltrop (1995), "the prospects of reviving the bargaining process in a collapsed situation are remote. According to Hiltrop, the reasons for breakdowns include when one of the parties to a negotiation imposes their position on the other party, when a third-party side with one of the parties to a negotiation, losing the trust of the other party, and when the competing parties' goals cannot be reconciled. This breakdown creates a hostile environment that is rife with hatred, resentment, rage, frustration, and mistrust. It prevents communication between the two parties and frequently leads to interpersonal conflicts that are exaggerated. Threats, fabrications, and misrepresentations become the standard means of communication and opinion-exchange between the parties.

2.20 Role of Government in Collective Bargaining

The fundamental premise of the government's involvement in collective bargaining is that it establishes the contractual framework, instrument, or rule-making process that governs the relationship between management and labor. Makings from 2017. Collective bargaining is viewed in this context as a political and power interaction that needs to be managed and governed by strict legal or procedural frameworks. This indicates that the government's participation in collective bargaining in a nation comprises its functions as the rule-maker, regulator, enforcer, and arbitrator. In Zimbabwe, for instance, the responsibility of the government includes more than just providing guidelines for collective bargaining in the public sector. It also lays the foundation for the private sector, as stipulated by the constitution. The Constitution, the Labour Act (Chap 28:01), the Public Service Act (Chap 16:04), as well as other Statutory Instruments like the Arbitration Act and Industrial Collective Bargaining Agreements, provide evidence of this. Additionally, the government enables the appointment of Industrial Designated Agents and Labour Officers to hear cases involving collective bargaining procedures. Collective bargaining-related legal matters are also resolved through the courts.

The government supports the negotiation process by giving data on industry trends as well as information on macroeconomic development. Some of the roles include the following: Dean, (2016) It may establish the ground rules that guide the parties' behavior, for instance, by granting unions the right to bargain, limiting the circumstances in which strikes may occur, or

defining the parameters of bargaining. If the parties are unable to resolve their differences amicably through mediation or arbitration, it may resolve the matter. It has an impact on the conditions of collective bargaining agreements through its macroeconomic and social policies. The government typically sets a pattern for the entire economy since it is a large employer itself and frequently bargains with unions that represent its workers. (Saunders 1997).

Additionally, the government is interested in price stability, higher productivity, industrial peace and democracy, non-discriminatory hiring practices, and non-profit status as the putative representative of the public interest. As a result, the government participates in collective bargaining as a third party, combining the frequently at odds positions of neutral and bargainer.

2.21 Chapter Summary

The literature review and theoretical framework were both covered in-depth in this chapter. The conceptual, empirical review, and research gap have all been identified and covered in detail in this chapter. The definition of collective bargaining in Zimbabwe includes information on its background, legal foundation, goals, structure, and functions. It has been described what collective bargaining is and how it works. The functions of collective bargaining in Europe, America, and South Africa have been examined in detail and these councils have been observed to have co-determination, information, and consultation rights in Europe. Except for collective bargaining, which is exclusively done at the industrial level in South Africa, works councils enjoy all other rights at the corporate level. Research methodology is covered in detail in the following chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Research methodology, according to Jansen and Warren (2020), is the process or way a researcher systematically designs a study to assure valid and trustworthy results that satisfy the goals and objectives of the investigation. It demonstrates the steps a researcher takes to create the problem, set the objectives, and deliver the findings based on the information gathered throughout the research period. According to Burns and Grove (2001:223), research methodology refers to the entire approach, from problem identification to the final plans for data collection and analysis. This section explains the research approach utilized and explains why the methods were deemed appropriate for the study. The chapter offers explanations of the target population, sampling procedures, research design, research approach, and data collection techniques that were used. There will be explanations on why these processes should be used. Additionally, explanations are given for how data was gathered and analysed, as well as how instruments were validated and there will be a thorough analysis of the researcher's use of ethical considerations.

3.1 Research Philosophy

According to Collis and Hussey (2014) on page 43, a research philosophy is a framework that directs how research should be carried out based on beliefs about reality and the nature of knowledge. It is a viewpoint on how information regarding a phenomenon should be obtained, examined, and applied. In contrast to doxology, which refers to what is thought to be true, the term epistemology refers to what is recognized to be true. So, the process of changing what is believed into what is known from doxa to episteme and is the goal of science. (Galliers 1991). Positive thinking and interpretivism are the two primary research ideologies. These two schools of thought represent two fundamentally distinct ways in which we as humans interpret the world around us. Positivism holds that reality exists independently of us and that, as a result, reality can be observed objectively by researchers. Because it is moulded by our views, reality is considered as being highly subjective in interpretivism (Collis and Hussey, 2014, p. 45).

The interpretivist research philosophy served as the foundation for this investigation. According to Collis and Hussey (2014) on page 44, interpretivism developed as a result of positivism's apparent inability to satisfy the needs of social scientists. Based on findings from a relatively small sample size (Collis and Hussey, 2014, p. 50), it aims to explore the complexities of social phenomena by developing an empathic understanding of how the research subjects view the world (Bryman and Bell, 2011, p. 16; Saunders et al., 2012, p. 137). It is important to note that the interpretative research methodology is consistent with the way designers conduct research to grasp the context of the issue, learn and comprehend behaviour, and examine culture to develop empathy for the target audience. The goal of design research is to interpret data in order to develop theories about the nature of the issue and potential fixes.

Interpretive researchers may adopt an inter-subjective epistemology and the ontological view that reality is socially created because they think that reality is made up of people's subjective views of the outside world. Bryman (2014) claims that interpretivists reject foundationalism and hold that there is no one right way to learn anything. 2014 Collis. The first fundamental tenet of interpretivism, according to Collis (2014), is that reality may be examined and created through meaningful interactions between people. Second, because of the diversity of human experience including information, viewpoints, interpretations, and experiences and many social realities exist. By means of epistemology the brain processes of interpretation, which are influenced by interactions with social surroundings, are used to comprehend events. Thirdly, a participatory process of talking, listening, reading, and writing occurs between the inquirer and the inquired-into. Fourth, because it involves interviews and reflecting sessions, this approach is more participatory and personalized.

Therefore, an interpretive research philosophy was appropriate for this study, in part because it allowed the researcher to comprehend the difficulties of collective bargaining in Zimbabwe's engineering, iron, and steel manufacturing sector through interactions with participants. Data was gathered through interviews, observations, and document analysis, and it required collaboration between the researcher and the participants. The significance of context and the subjective aspect of human experience are highlighted by an interpretive research approach. The issues that develop in a volatile, unpredictable, complex, and ambiguous (VUCA) environment, which is marked by constant change, unpredictability, and ambiguity, were also covered in detail but in a broad way. Additionally, an interpretive research philosophy enables the researcher to look into the stakeholders' subjective perceptions of collective bargaining.

This made it easier to see the various viewpoints that exist within the industry and to pinpoint the elements that affect whether collective bargaining agreements are successful or unsuccessful. The researcher will be able to comprehend the difficulties of collective bargaining in a VUCA environment and gain insight into the problems that arise in the Engineering, Iron and Steel Manufacturing Sector in Zimbabwe thanks to the study's adoption of an interpretive research philosophy that emphasizes the significance of context and acknowledges the subjective nature of human experience.

3.2 Research Approach

In research, there are two different approaches: quantitative and qualitative. Quantitative research, according to Creswell (2012), deals with numerical data that is gathered from a large number of people using instruments with current inquiries and responses. In contrast, qualitative research gathers information through the words of a small group of people in order to get their perspectives. Qualitative research, according to Bogdan and Biklen (2007), is descriptive. It indicates that information is gathered using words or images rather than statistics.

The research methodology used for this study was qualitative inductive, in keeping with the interpretive research philosophy. According to rich and subjective findings, the research was exploratory and focused on achieving depth rather than breadth (Blaxter et al., 2010, pp. 65–66; Collis and Hussey, 2014, pp. 44–50). In order to find patterns and links, an inductively based analytical technique allows meanings to emerge from the data as it is being gathered. A theory is developed as a result of such study (Saunders et al., 2012, p.146).

Contrary to quantitative research, which is frequently used in the positivist research philosophy, qualitative research permits a flexible approach to data collection. Data can, for instance, be gathered in stages rather than all at once, and the researcher can adjust the procedure in the middle if necessary. Based on the insights gained throughout the process, the researcher may opt to add or remove certain questions. Additionally, qualitative research allows the researcher to keep gathering and analysing data up until the point at which no new problems are discovered (Denscombe, 2014, p. 277). In qualitative research, information is gathered through participant engagement and participant observation in the form of words or visual images (Denscombe, 2014, p. 308).

The simultaneous examination of qualitative data was made possible by this qualitative technique. Kothari (2004) asserts that a qualitative approach is based on a researcher's observation and impressions, in which case he provides his subjective evaluation of attitude, opinions, and behaviours. According to Cooper and Schindler (2011), a variety of interpretive strategies are used in qualitative research in order to understand the meaning rather than the frequency of certain more or less regularly occurring occurrences in the social environment. They contend that it's crucial to comprehend how people interact in a social situation, which can be impacted by attitudes, perceptions, and sentiments. This has an impact on social phenomena as well. Therefore, how social roles are interpreted depends on the meanings that are assigned to them. This research examines how management and workers alike view the collective bargaining process in Zimbabwe's engineering, iron, and steel manufacturing industry and how it affects the environment for labour relations. Because people are utilizing their continuous, it involves symbolic interactionism.

3.3 Research Design

Research design, which includes the gathering and analysis of data pertinent to the study, is the conceptual framework within which research is carried out (Kothari, 2004). The plan outlines the method and technique of inquiry selected to acquire accurate and reliable data that met the goals of the study and provided the answers to its open-ended questions. A research design, in accordance with Patten (2017), pertains to the methods utilized to carry out the study in order to create the most valid findings and assures that the findings are pertinent and sufficient for testing the research proposition or hypothesis. The philosophical approach picked, the study questions and objectives, and how much is known about the issue all influence the research strategy chosen (Saunders et al., 2009). The design stage aims to describe how the researcher arrived at the conclusions of the research while also providing the researcher with the appropriate instructions and tools to utilize on the process of gathering, measuring, interpreting, and analysing data. The type of design the researcher should employ is determined by the study problem. Neutrality, reliability, validity, and generalization are the essential qualities of an effective study design. These qualities lay the groundwork for an effective research process.

The study was conducted as a case study. A case study is a problem that needs to be investigated in order to gain a thorough understanding of a case or bounded system. This understanding entails comprehending an occasion, an activity, a procedure, or one or more people (Creswell, 2018). It is a description and investigation of a person, a group, or an occasion and a case study

research can involve one or more case studies, qualitative evidence, various sources of information, and the advantages of earlier theoretical proposition creation. Data are typically collected utilizing a number of sources and techniques, such as interviews. This method is very helpful to apply when trying to understand a topic, event, or phenomena in depth and in the context of real-world experience and when compared to dealing with a big number of research subjects, case studies enable researchers to examine a subject in much greater detail.

Using the case study has a number of benefits, according to Creswell (2018). First, the analysis of the data is frequently done in light of its intended application. Second, different intrinsic, instrumental, and collective case study methodologies enable both quantitative and qualitative data analysis. Third, the in-depth qualitative narratives that are frequently produced in case studies not only assist in exploring or describing the data in a real-world setting but also assist in explaining the intricacies of real-world circumstances that may not be well captured by experimental or survey research. Fifth, a case study of the reading techniques employed by a certain topic, for example, can provide access to not only the quantitative data about the techniques employed, but also the justifications for strategy use and how the techniques are utilized in relation to other techniques.

This design was chosen by the researcher because it allowed for close contact with the sample population and a direct examination of the phenomena under investigation. Using this technique, the researcher was able to narrow down the group of people who would be the focus of their research and thoroughly evaluate the data in that particular setting. In their purest form, case studies analyse and investigate contemporary real-life phenomena through in-depth contextual research of a small number of circumstances or occurrences and their connections. The researcher discovered that the case study makes use of a variety of sources and to learn more about the situation of collective bargaining in a VUCA context, the researcher selected the Engineering, Iron and Steel business as a case study.

3.4 Population and Sampling

3.4.1 Population

According to Turner (2018), a population is a broad category of people or non-human entities, such as things, institutions of higher learning, periods of time, and geographic regions, that share traits the researcher is interested in. Research subjects are objects, situations, or people

that the researcher will examine in order to collect data for a research variable (Arikunto, 2010). The only ones who can provide the needed information are those individuals, events, things, or records. The researcher can draw some reasonable conclusions from them and extrapolate their findings to the entire study and in order to ensure that there is no doubt regarding whether a certain unit belongs to the population, the population must be adequately defined. When choosing the sample, a researcher does not know what units to take into account if a population is not correctly specified.

The population under study for this study included 36 participants: the NEC Chairman, Vice Chairman, Labour Officer, and Secretary General; Trade Union Officials (President and Secretary General Secretary) from the Three Trade Unions (NEWU, PEMENTAWUZ, GEMISAWUZ); Human Resources Managers of 8 Selected Organizations and their Workers Committee Chairpersons who participate in Works Council Deliberations; and Representatives of Employers from EISAZ. These people are key participants in collective bargaining talks as they represent the interests of both employers and employees and as a result, their inclusion in the sample will offer a more thorough understanding of the sector's collective bargaining process. Understanding the variables that affect collective bargaining in a VUCA environment requires a case study approach to the research, which is provided by the inclusion of human resources managers from four chosen firms. To ensure a diverse representation of the steel manufacturing companies in Zimbabwe, the selected enterprises were picked based on their size, location, and degree of unionization. The researcher's ability to recognize factors like business size, geography, and level of unionization that might have an impact on collective bargaining in a VUCA context was made possible in large part by the information provided.

3.4.2 Sampling

Cooper and Schindler (2011) described a sample as a subset of the target population that needs to be properly chosen to represent that population (p. 88). It is the process of choosing a subset of the population to study that meets a predetermined set of criteria. According to Polit & Beck (2004), 731, and Uys & Basson (1991), 87, a sample is a portion of a population that has been chosen to take part in the study. Without having to study every person in the population, sampling techniques are used in research to gather data that can be analysed and applied to the entire population. This improves the validity of the inferences the researcher draws from the

underlying findings (Creswell, 2007). Both probabilistic and non-probabilistic sampling techniques exist.

Riddell (2013) contends that between 20% and 50% of the population is sufficient for descriptive investigations. As a result, 26 persons who actively participated in the study made up the sample size and this is consistent with the opinions of Saunders et al. (2009), who claimed that the use of interviews in qualitative studies should be in proportion to the population size in order to prevent data saturation and the undermining of a study's validity.

3.4.3 Sampling Technique

In this study, the sample technique utilized was purposeful non-probability sampling. Purposive sampling, also known as judgmental, selective, or subjective sampling, is a type of non-probability sampling in which researchers pick individuals from the public to take part in their surveys based on their own judgment. Purposive sampling, according to Brink (1996:141), necessitates choosing individuals who are informed about the subject at hand due to their involvement and firsthand understanding of the circumstance. Purposive sampling, according to Creswell (2003:185), refers to choosing settings or individuals that will best enable the researcher to comprehend the issue and the research topic, but the researcher must be prepared to reflect on and impart this information. Thus, by offering in-depth insights into the experiences and viewpoints of people who are directly involved in collective bargaining in the steel manufacturing sector of Zimbabwe, the purposive sampling technique aids in the explanation of the correlations between variables and the researcher can find similar themes and patterns that can be used to make judgments about the study topics by choosing participants who have a variety of experiences and views. A researcher can also utilize their judgment to choose components that will help them reach their goals and provide the answers to their research questions, according to Saunders, Lewis, and Thornhill (2009).

The study in this instance was thought to be appropriate for the purposive sampling approach since it concentrated on a particular industry (steel manufacture) in a particular nation (Zimbabwe). It was also judged appropriate because the researcher required to choose participants in collective bargaining in Zimbabwe's steel manufacturing industry, including union leaders, management representatives, and government officials. This guarantees that the sample is representative of the target population and will produce information that is pertinent

to the study objectives (Neuman, 2005). Given the small population and the necessity for particular selection criteria, it would be challenging to gather this information using a probability sampling technique.

3.4.4 Sampling criteria

The traits necessary for a member of the target population to meet the sampling criteria. According to these criteria, the population of interest is defined (Burns & Grove 2001:366). Following were the inclusion criteria for this study:

- Participants required to be General Engineering Committee members and employees of Zimbabwe
- Engineering, Iron and Steel Industry, a committee that handles collective bargaining for the sector.
- The participants should have had prior experience in sectoral/industry-level and works council-level collective bargaining.

- **3.4.5 Sample Size**

Table 3.1 reflects the population and sample size of the research.

Table 2.1 Sample Size

<i>Target Group</i>	Size of Population	Sample Chosen
NEC Executive & Senior Officials (Chairperson, Vice Chairperson & Secretary General)	3	3
Labour Officer	1	1
NEC Committee Members (Employers (<i>Southern & Eastern region</i>))	8	6
NEC Committee Members (TU) (<i>Southern & Eastern region</i>) (President & Secretary General)	8	6
HR Managers	8	6
Workers Committee Chairpersons	8	6
TOTAL	36	28

(Source; *Field Work 2023*)

The sample size for this study consisted of 28 participants, including the NEC Chairman, Vice Chairman, Labour Officer, Secretary General, Trade Union Officials (President and Secretary General Secretary) from the three participating trade unions (NEWU, PEMTAWUZ, GEMISAWUZ), Employer Representatives from EISAZ, Human Resources Managers from 6 Selected Organizations, and their 6 Workers Committee Chairpersons who participate in Works Council discussions. These people are key participants in collective bargaining talks as they represent the interests of both employers and employees. As a result, their inclusion in the sample will offer a more thorough understanding of the sector's collective bargaining process.

3.5 Data Collection Tools (Research Instruments)

The act of choosing participants and collecting data from them is known as data collection (Burns & Grove 2001:460). The tactics, strategies, or methods utilized to collect data from multiple sources in order to address research questions or objectives are referred to as data collecting tools, according to Cooper and Schindler (2011). Both quantitative and qualitative research can make use of them. Data collecting technologies are used to gather precise and trustworthy information that will be utilized to evaluate the study hypothesis and provide answers to the research questions. According to Annum (2017), it is the responsibility of the researcher to pick and create research tools that are applicable to the study and consistent with it. The best, most trustworthy, and most useful data collection tools must be used. Data from the instrument must be accurate, trustworthy, repeatable, and generalized.

3.5.1 Primary Data Sources

According to Crowther and Lancaster (2009), primary data are unprocessed data that a researcher gives context to via the course of conducting research. Primary data, according to Bless et al. (2011), is information gathered with the intention of addressing the study question put forth by the researcher. The researcher used primary data and information obtained from reports and interviews for this investigation.

Semi-structured Interviews

A spoken information exchange between the researcher and the responder is known as an interview. Interviews include interaction, when the researcher asks participants questions and anticipates their responses, in accordance with Annum (2017). It is the responsibility of the researcher to find the participants who have the necessary data and to even follow up with further inquiries to get clarification. Ary (2010) identified three categories of interviews: **Unstructured interview** is a conversational interview style where the questions are driven by the dialogue. Secondly; **Structured interview** is a carefully planned interview that is scheduled with the intent of learning specific information from the subjects. Thirdly, **semi structured interview** is the section where questions are planned, but the interviewer has the freedom to freely add several questions that have not yet been planned.

Semi-structured interviews were used by the researcher. A hybrid of the organized and unstructured interview is the semi-structured interview. It is sometimes referred to as a moderately structured interview, combination interview, or hybrid interview. The semi-structured interview is typically conducted face-to-face, allowing the researcher to ask questions, analyse phenomena from several angles, and take note of non-verbal cues and body language. Semi-structured interviews are typically 'non-standardized' in character (Saunders et al., 2006; Cooper and Schindler, 2011). For this study, semi-structured interviews were a good choice since they allowed for open-ended questions, which encourage participants to give thoughtful, in-depth responses. By using this technique, the researcher was also able to compile extensive data on the collective bargaining procedures used in Zimbabwe's engineering, iron, and steel manufacturing industry. Additionally, it gave the researcher the chance to learn about various facets of the sector's collective bargaining process and to compile material by asking important questions and gathering information that is pertinent to the study questions and research objectives. According to Cohen and Crabtree (2017), they give the researcher the opportunity to ask the respondents for further information and to have the researcher's understanding of the subject of inquiry open to revision by the respondents. The majority of the questions are developed while the interview is going on, giving both the interviewer and the subject opportunity to go into specifics as needed.

The approach has the following advantages. First, questions can be prepared in advance, enabling the interviewer to be well-prepared and appear knowledgeable. Second, the ability to

voice opinions in their own words is a feature of this interview. Thirdly, they offer trustworthy, comparable qualitative information. Fourthly, they promote two-way contact between the interviewee and the researcher, which results in understanding and in-depth responses. Fifth, the researcher's conversation technique fosters connections that encourage respondents to provide sensitive and private information. Additionally, this approach has flaws, the first of which is the requirement for strong interviewing abilities. Second, sufficient numbers of persons are required in order to establish broad comparisons. Third, careful planning is necessary, and fourth, the process takes a lot of time and resources.

The researcher interviewed all the 30 participants including the council chairperson, deputy chairperson, secretary general, ministry of labour official and all council members because they are the parties involved in collective bargaining at industry level. Additionally, the researcher spoke with workers committee members who are also works council members and human resource managers. Since they are the guardians of the entire procedure, the researcher spoke with these participants to better understand other important and legal concerns relating to works councils.

When conducting the interview, the researcher kept in mind the guidelines provided by Carswell (2018), who stressed the importance of making sure the interview was planned to guarantee a credible outcome, the interview process's analysability, transparency by disclosing specifics of the research design, such as sampling on who, how, and where the sample was derived, and the research's utility by disclosing findings. Because they offered a thorough overview of collective bargaining in a VUCA setting in the Engineering Iron and Steel manufacturing sector in Zimbabwe, these data gathering tools were appropriate for this study. Through interviews, the researcher was able to collect rich data from various perspectives, while document analysis helped us comprehend the laws and procedures that control collective bargaining in Zimbabwe better. Additionally, by providing in-depth knowledge on the subject, gaining insight into the nuances of collective bargaining, comprehending the impact of the VUCA environment on collective bargaining, and identifying the critical elements that contribute to successful collective bargaining in the steel manufacturing sector of Zimbabwe, these data collection tools helped to explore the research questions or objectives. Overall, the instruments used for data collecting will deliver a rich and complete data set that will aid in achieving the study's goals and research questions.

3.5.2. Secondary Data Sources

Secondary data, as defined by Bless et al. (2011), is information that already exists in some way. The information was gathered from different researchers. Secondary information is gathered from the internet, organizational reports, and old editions of books, journals, statutes, websites, newspapers, and other publications. Because secondary data sources were readily available, affordable, and thus time-saving, the researcher used them. The primary data initially gathered becomes more precise with secondary data since it allows the researcher to spot any sources of gaps and extra information required. Additionally, information was gathered by document analysis of studies on the steel manufacturing industry, policy documents, and collective bargaining agreements. The NEC Constitution, collective bargaining agreements, reports, and other pertinent publications, such as internal memos and strategic planning documents, were all heavily consulted for the years 2015, 2016, 2017, 2018, and 2019 within the Engineering, Iron, and Steel Manufacturing Sector in Zimbabwe.

3.6 Data Presentation and analysis

All types of study involve the presenting of data. Presentation involves aptitude and knowledge of the data. Utilizing the data that has been gathered, which is referred to as raw data, is important. Data interpretation and decision-making are aided by data analysis, which also helps to address the research issue. This further aids in data analysis. Analysis will be necessary to complete the necessary objectives during a study having an aim and many objectives. The study's overall analysis and conclusion will be aided by compiling or presenting the studied data. It is crucial to employ the appropriate techniques, such as pie charts, tables, line and bar graphs, and histograms. The researcher will guarantee that the appropriate statistical techniques have been applied successfully.

The data gathered from the interviews and document analysis were also analyzed in this study using theme analysis. With this approach, the data are analyzed for patterns or themes and then compiled into larger categories. A thorough grasp of the collective bargaining procedures in Zimbabwe's engineering, iron, and steel manufacturing industry will be possible thanks to this investigation. Because it enables the discovery of patterns or themes within the data and the classification of those themes into more general categories, thematic analysis is suited for this

study. Additionally, this approach will give a thorough grasp of Zimbabwe's engineering, iron, and steel manufacturing industry's collective bargaining methods.

3.7 Demonstrating Trustworthiness

The traditional standards of empirical social research, reliability, validity, and objectivity, have historically been advocated for application to qualitative research or modification to meet this form of research (Flick, 2007b:5). However, more attempts to depart from the traditional criteria in qualitative research have become apparent since Lincoln and Guba (1985) proposed replacing the reliability, validity, and objectivity criteria of quantitative research (reliability, validity, and objectivity) in qualitative research with what they termed "trustworthiness" (Flick, 2007b:5). According to Lincoln and Guba (1985), credibility, dependability, transferability, and confirmability are factors in determining trustworthiness:

3.7.1 Credibility

Credibility has to do with how reliable the results of qualitative research investigations are. Credibility relates with truth-value, often known as internal validity in conventional research. Participants recognizing the stated research findings as their own experiences serve as a sign of credibility (Streubert & Carpenter 1999:330). Member checking, which Lincoln and Guba (1985:314, cited in Creswell & Miller, 2000:127) call the most crucial technique for establishing credibility, was also used. A group of respondents were asked to assess whether the themes and categories made sense and whether my interpretation of the data was realistic and accurate. The researcher took the following steps to assure credibility: The identical main question was asked of each participant, the informants were debriefed by the researcher, and any additional data was taken into account during analysis (member checks) and the participant interviews were conducted to the point of data saturation (prolonged engagement). Nothing brand-new was brought up and to confirm that the transcribed data accurately represented the participants' experiences, the researcher spoke with some of the participants again.

3.7.2 Dependability

The consistency of findings is related to the dependability requirement. Lincoln and Guba (1985:316) assert that there cannot be credibility without dependability and that there is no validity without reliability. Therefore, proof of the former is sufficient to prove the latter's existence. The same basic idea was used in this study. Both the data and the methodology utilized to perform the study were described in great detail and the information was also categorized and organized by themes. For the goal of creating an audit trail, all interview materials, transcriptions, documentation, findings, interpretations, and suggestions were retained, and any other information pertinent to the study was made available to the supervisor and any other researchers.

3.7.3 Confirmability

Confirmability refers to the data's objectivity or impartiality, i.e., the likelihood that two or more unrelated parties will agree on the significance or interpretation of the data (Krefting 1991:221; Polit & Hungler 1995:255). The degree to which the research findings may be verified or corroborated by other sources is known as confirmability and it is comparable to objectivity, which refers to how much a researcher is aware of or takes into account personal subjectivity or prejudice. According to Seale (1999), auditing may also be used to demonstrate confirmability in cases when the researcher provides a methodologically self-critical account of how the research was conducted and it is a good idea for the researcher to store all acquired data in a well-organized, retrievable manner in order to make auditing by other researchers possible so that it may be made available to them if the conclusions are contested. The supervisor created an audit record of the verbatim descriptions, categories, and themes while the researcher conducted data analysis.

3.7.4 Transferability

Transferability refers to the degree to which the results can be used with different participants or in different situations (Mouton 2001:277; Polit & Hungler 1995:255). The degree of similarity between settings that enables findings to be applied to different contexts, as an alternative to external validity, is known as transferability and using descriptions gives

comparisons a foundation from which transferability may take place. Similar research study outcomes were presented as part of a literature control and to help someone considering a transfer determine whether it is feasible or not, the researcher gave a thorough explanation of the research methodology, the backgrounds of the participants, and the research setting. (Krefting 1991:214; Lincoln & Guba 1985:316; Mouton 2001:277). Purposive sampling was utilized.

3.7.5 Generalisability

Generalization is not the goal of the study because it is grounded on the interpretivist research methodology and the data is not statistically evaluated (Collis and Hussey, 2014, p. 151). The results could still apply to other contexts that are comparable to the ones that have been researched and the researcher has made an effort to describe the traits and difficulties of using design as a tactical tool in organizations, and has developed a thorough and in-depth understanding of this phenomenon. Because of this, patterns, concepts, and theories have been developed that should be true and relevant in other organizations that aim to become design driven (Denscombe, 2014, p.54).

3.8 Research Procedure

Creswell (2018) asserts that the researcher is essential to the success of qualitative research. It also helped the researcher to reflect on and accept their own prejudices, views, and interests. The researcher understood the value of justice and fairness. Prior to the primary research, a pilot test is typically undertaken to identify design and instrumentation flaws and to give proxy data for the selection of a probability sample (Cooper and Schindler, 2011). The researcher randomly selected four NEC committee members to participate in the pilot test and this turned out to be a quicker and simpler way to fix disrespectful, uncomfortable, and ambiguous questions on the semi-interview guide. The 4 participants were subsequently removed from the study in order to reduce researcher bias, but the researcher still owes them a great obligation for helping to improve the interview guide questions.

3.9 Ethical Considerations

According to their adherence to their professional, legal, and social obligations to the research participants, research techniques' quality is referred to as being ethical. According to Polit & Beck (2004:717), it is the area of philosophy that concerns with morality. Wan (2022) claims that ethical difficulties in research include a set of principles and ideals for conducting research, and it is the researcher's job to uphold these. Lancaster and Crowther (2019). Research ethics are moral guidelines that help researchers do and present research without deceit or with the aim of hurting the study's subjects, other members of society, or the researcher themselves, whether consciously or unconsciously.

To ensure the reliability and validity of the research, ethical standards must be followed when performing and reporting the study. The research will be genuine and devoid of errors if ethical norms are followed, and the researcher will be able to obtain the public's trust and support. The researcher took into account the ethical issues indicated by the University of London (2021), which recognised the research ethics outlined in The Belmont Report (1974), before beginning the study. The researcher made sure to follow the following guidelines when performing his research:

(a) Before their participation in the interviews, each participant was given a Participant Information Sheet clearly stating the background and purpose of the research, what it meant to participate in the study and the associated risks and benefits.

(b) The subjects' informed consent was requested by the researcher. The process of ensuring that participants completely comprehend the goal, risks, and benefits of the research and voluntarily consent to participate is known as informed consent. Before any data was collected for this study, the researcher made sure that each participant gave their informed consent. The study's goal, the kinds of data that would be gathered, how they would be utilized, potential hazards, and rewards of participation were all thoroughly explained by the researcher. Where such dangers and potential harm existed, they would be reduced and eliminated. It was additionally emphasized that participation was entirely voluntary and free from coercion or unsuitable inducements.

(c) The participants were informed that the researcher would respect their freedom to withdraw from the research at any moment without facing any repercussions if they felt uncomfortable or that the research did not align with their interests.

(d) The researcher informed the participants that the study would only be utilized for educational and societal objectives. Results would be released in their entirety. The researcher gave them opportunity to ask questions about any topics they felt needed more explanation.

(e) The researcher assured participants that he would respect their privacy or autonomy and maintain the confidentiality of their private information. As a result, participants' identities and personal information must be kept secure and private and for this study, the researcher took care to keep the information obtained private and to limit access to those who were actively involved in the research. Participants were also given the assurance that no third parties would be given access to their personal information, and that any released data would be anonymized to safeguard their identities. Participants would be treated equally and with respect by all group members and all participants would experience the process as fair and just.

(f) Harm and risk-According to Trochim (2000), the researcher ensured that no participants were placed in a position where their involvement may endanger their physical or psychological health.

(g) In general, the researcher ensured that the study was carried out in a morally and respectfully appropriate manner. This involved treating participants with respect and dignity, being open and honest about the study's objectives, and making sure that the data acquired was only utilized for that purpose.

3.10 Chapter Summary

The numerous approaches and procedures pertinent to this research study have been explored in this chapter. A specific process or approach used to locate, pick, process, and analyse data regarding a study topic is known as research methodology. The study's specific research technique and the justifications for using it were discussed. Additionally, it has concentrated on emphasizing the research philosophy, the research design, the targeted population, the

sample size, the research tools, the methods for gathering and analysing data, as well as the ethical issues. The research used a qualitative non-probabilistic approach and an interpretive and case research philosophy as its research methodology and since qualitative approach is best suited for social and human resource investigations, the researcher chose to adopt it. As was already mentioned, extensive semi-structured interviews were conducted to collect data prior to its presentation and inductive theme analysis. Additionally, ethical standards were followed to assure the research participants' informed permission, anonymity, and privacy and the discussion, analysis, and presentation of data are covered in the following chapter.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter is entirely devoted to the presentation of data and analysis of the study's conclusions based on all participants' responses. The main goal of the study is to report the results of research on collective bargaining in Zimbabwe's Engineering, Iron, and Steel industry under VUCA conditions. The researcher will examine the comments and opinions that were gleaned from the respondents through semi-interviews and document analysis and in order to create the clearest image possible, the data is presented using straightforward descriptions and tables. The results are analysed and presented in accordance with the study's goals.

4.1 Response Rate

26 people were questioned (93% responded). 7% of respondents didn't respond. The researcher spoke with 3 NEC Executive & Senior Officials (Chairperson, Vice Chairperson, and Secretary General), 1 Labour Officer, 10 Committee Members, 6 HR Managers, and 6 Chairpersons of Workers Committees. A targeted sampling strategy was adopted. A high response rate is connected to positive interactions between the researcher, the respondents, and the research topic. Table 4.1 provides a summary of the response rate:

Table 4.1- Summary of participation and response rate

Target Group	Size of Population	Sample Chosen	Interviewed	Response Rate
NEC Executive & Senior Officials (Chairperson, Vice & Sec General)	3	3	3	100%
Labour Officer	1	1	1	100%
NEC Committee Members (Employers (Southern & Eastern region))	8	6	5	83%
NEC Committee Members (TU) (Southern & Eastern region)	8	6	5	83%
HR Managers	8	6	6	100%
Workers Committee Chairpersons	8	6	6	100%
TOTAL	36	28	26	93%

4.2 Demographic Characteristics of Respondents

There was a total of 26 participants in the study. Six women (23%) and 20 men (77%) made up the group. The low rate of female engagement may be a result of the industry's predominately masculine makeup. Since the general manual positions are considered to be in the heavy industry, very few women are working there. The study's few female participants work in administrative fields including human resources and administration. An overview of the participant's demographics is shown in Table 4.2 below.

Table 4:2 Demographic Characteristics of Respondents

Participants	Number	Gender	
		Male	Female
NEC Executive & Senior Officials	3	2	1
Labour Officer	1	0	1
NEC Committee Members (Employers (<i>Southern & Eastern region</i>)	5	4	1
NEC Committee Members (TU) (<i>Southern & Eastern region</i>)	5	5	0
HR Managers	6	3	3
Workers Committee Chairpersons	6	6	0
TOTAL	26	20	6

4.3 Results of the Study

4.3.1 Concerning the Collective Bargaining Process

In order to determine whether collective bargaining is a crucial component of the relationships between parties within the EIS Industry in Zimbabwe, the first section of the interview sought to gauge the respondents' understanding of the concept and its application in practice. When the researcher first questioned the participants about what they meant by the term collective bargaining, all 26 (100%) of them demonstrated a thorough comprehension of the idea. They were able to describe collective bargaining as the process of negotiating for better working conditions between employers and employees and they were able to highlight the important components of the process, which include the fact that it is a procedure in which employees or trade unions and employers, including their representatives, negotiate for better working conditions. When asked to describe the two levels of collective bargaining in Zimbabwe, which

are industry level (employers & trade unions) and works council level (employer and workers committee), all 26 (100%) respondents were able to do so.

The 26 responders (100%) all displayed thorough understanding of the legal framework governing collective bargaining. They were allowed to refer to the provisions of the Labour Act, which is where collective bargaining agreements are derived (Chap. 28:01). The NEC Executives, Committee Members, and HR Managers (81%), in particular, made this clear. The knowledge of statutory instruments at industry collective bargaining agreements was likewise demonstrated by all 26 (100%) respondents. When asked about their opinions of Zimbabwe's legal framework for collective bargaining, 20 (77%) respondents agreed that it was thorough enough to cover the majority, if not all, of the relevant issues in the EIS business. However, a small number of respondents, 6 (23%) agreed that there were murky issues that the legal framework did not always clearly address. For instance, one frequent issue that repeatedly came up relates to minimum wage review and adjustment in an economically VUCA environment marked by hyperinflation and constantly shifting economic policies. When asked why this was a problem within the legal framework of collective bargaining, some respondents, particularly Trade Union Committee members 6 (23%) pointed out that the legal framework did not sufficiently cite circumstances necessitating an industrial minimum wage when inflation rises and did not also offer a strong remedy, or path to resolve that as a problem.

All 26 respondents (100%) agreed that pay and salaries dominated the bargaining table at the expense of other working conditions. All respondents, when asked why compensation conversations predominated in the current round of negotiations, stated that economic changes were driving negotiations towards salary-based discussions and they claimed that it was impossible for parties to consider other options due to inflation and the constantly fluctuating exchange rates. Bread basket issues were crucial since they were raising living expenses.

4.3.2 Concerning the VUCA Environment

Prior to identifying some of the concerns that have been the subject of collective bargaining, the research aimed to understand what the participants meant when they used the word VUCA and how best to define the existing VUCA environment in Zimbabwe. One hundred percent (26/26) of the respondents demonstrated a grasp of the term VUCA and frequently used terms like ever-changing, unpredictable, inconsistent, and unstable to characterize the economic

environment and when asked if there were other factors that could be classified as VUCA in the environment, the majority of participants, 18 (69%) (NEC committee members, HR Managers), were able to explain that the political climate had been volatile and unpredictable. A small percentage of participants, 8 (31%) (Labour Officer, Works Council members), said that numerous laws and statutory instruments had been passed. When asked to elaborate on what the other environmental factors had shown, 12 (46%) of the respondents pointed out that the COVID-19 pandemic was one VUCA factor that had a significant effect on everyday life.

A description of the VUCA environment present in Zimbabwe was requested from the respondents. Using terminology like ever rising rates of inflation, rising product prices and currency depreciation, an unstable exchange rate, inconsistent regulatory and policy framework, all 26 (100%) were able to describe the economic climate. The economic climate was described as uncertain, unpredictable, and ambiguous by them and the economy had been more difficult to predict and hence more unpredictable the more complicated and volatile it had been. In response to the question of whether Zimbabwe's economy alone fit the VUCA description, 13 (50%) respondents noted that the political climate had also played a role in the nation, citing the conflict between the political parties, the political ideology of the ruling party, the election process, and the regulatory framework as being important and there was a hasty mention of the unstable political environment had an influence on the economy, therefore these were inter-linked by 13 (50%) respondents who were NEC Committee members.

In the current VUCA environment, there have been a number of significant challenges for collective bargaining, according to all 26 (100%) respondents. First, instead of the customary annual negotiation, collective bargaining was now carried out on a quarterly basis. The respondents generally agreed that regular bargaining was necessary due to economic pressures. Second, all 26 participants (100%) reported that there has been an increase in requests for employers to match salaries with the going rates in the parallel market or to pay salaries and wages in USD. This strategy would give the workers their value back. The process of collective bargaining had faced certain difficulties because of these currency fluctuations. Many workers have seen their salary drop in real terms due to inflation and other economic pressures, which has caused unhappiness and calls for improved compensation.

When asked how Zimbabwe's current VUCA environment has impacted collective bargaining in their respective organizations, 12 (46%) respondents (HR Managers and Workers Committee Chairpersons) said that their businesses have been impacted by economic challenges like

hyperinflation, currency instability, and a lack of foreign currency. Due to these difficulties, the employer has found it difficult to provide workers with attractive salaries and benefits that go above and above the minimum salary required by the industry, which has strained the negotiation process. Due to the employer's possible uncertainty regarding the company's future, it has also become challenging to bargain on matters pertaining to job security and other long-term benefits like pensions. Additionally, this has been hampered by the fact that some Zimbabwean businesses are subject to rivalry from foreign rivals, which has put pressure on domestic firms to cut costs, raise standards for their products, and boost efficiency. Due to the employer's potential argument that they must offer less expensive goods and services in order to compete in the global market, it has become challenging to bargain on matters relating to pay and benefits. The climate has given rise to a sense of job insecurity, with many employees perceiving this sense of insecurity growing as a result of the economic issues the company is facing, according to six (23%) of the chairs of the workers committee. As a result, in order to ensure that they can keep their employment and preserve a certain level of financial stability, management and employees have been hard at work haggling.

The materials analysed also bolster the respondents' opinions on the key negotiation issues. According to the papers, salary and wages have been the most frequently raised topics in resolutions and collective bargaining agreements and this analysis employed statutory instruments, CBAs, Works Council, and NEC committee minutes. Other topics covered in these texts include working environment, health and safety, and employee benefits. According to the responses and the papers, these problems have gotten worse in the present VUCA climate, and management and staff have had to collaborate to come up with viable solutions. According to the report, Zimbabwe's EIS industry has a more salary-based collective bargaining process as a result of the VUCA environment. This was clear when looking at the CBAs for the years 2021–2023. All of these agreements were merely salary-based.

In addition, COVID-19 was mentioned as one of the VUCA components. The explanation of how this pandemic has affected the negotiation process was requested of the respondents. COVID-19, according to 14 (54%) respondents (NEC Committee members), had made collective bargaining extremely difficult because of the limitations of physical meetings and social distancing. Virtual bargaining was introduced as a result of the pandemic, which necessitated the development of new technical skills and the parties to the negotiation procedures were now interacting online rather than in person.

4.3.3 Concerning Collective Bargaining Challenges

The study also aimed to identify issues that faced collective bargaining in Zimbabwe's EIS sector consistently. The study concluded that the duration of agreement, currency concerns, divergent goals, and economic volatility are the key difficulties for negotiation in the current VUCA context. These elements, according to the participants, have had a considerable impact on the negotiation process and have given rise to a number of difficulties that have hampered the implementation of collective bargaining agreements and resolutions in Zimbabwe's EIS sector.

When asked if the VUCA environment in Zimbabwe presented any difficulties for collective bargaining, the 15 (%) respondents (NEC Committee) said that one of the greatest issues was the duration of the agreement. The Labour Act (Chap. 28:01), which establishes the legal framework, and best practices both provide for a 12-month agreement during which parties may discuss modifying the terms. However, the industry now negotiates on a quarterly basis to try and control employee expectations and make sure that incomes and costs are in line and this is due to the volatility of a very uncertain economy. Because the exchange rate and inflation were wreaking havoc and life was becoming increasingly difficult for the employees, 8 (%) (trade union officials) voiced worry that the current environment required monthly negotiations.

Currency depreciation was the second challenge, and all 26 responders agreed on it (100%) in unanimity. As a result, there have been more requests for employers to match pay to the going rates in the parallel market or for salaries to be paid in USD. The local currency was universally acknowledged to be losing value and purchasing power. Ever rising rates of inflation, rising product prices, currency depreciation and an increasingly unstable exchange rate were stated as some of the justifications for the requirement of USD salaries and this strategy would give the workers their value back. The process of collective bargaining had faced certain difficulties because of these currency fluctuations and many workers have seen their salary drop in real terms due to inflation and other economic pressures, which has caused unhappiness and calls for improved compensation. Although salaries were adjusted at the current bank rate, the agreement had salaries fixed in USD and although the workers had experienced some brief comfort as a result, more needed to be done to restore value.

The inadequacy of the legal framework governing collective bargaining agreements and resolutions, which causes disputes and mistrust between the parties, is another bargaining challenge the VUCA environment presents to the current bargaining framework in the company and the industry at large. Negotiating collectively is not a goal in and of itself. 18 (69%) of the respondents said that the process's conclusion can be disputed, which causes delays in its execution. This sometimes causes delays in the execution process as the parties attempt to settle disagreements through the legal system; otherwise, disagreements like this could breed mistrust between employers and employees.

The failure to comply with the agreements and resolutions made is one of the main difficulties that the company negotiating process faces. While both sides may agree on specific terms, 12 (46%), (HR Managers, Workers Committee Chairpersons), it is possible that the employer would not carry them out, which breeds distrust and stress in the partnership. In several businesses in the industry in Zimbabwe, non-compliance with collective bargaining agreements and resolutions is a prevalent problem. For instance, the employer can agree to raise pay or upgrade working conditions, but fail to do so due to a lack of funding. As a result, there was tension and mistrust between the parties, which might have a severe impact on the negotiation process. Likewise, the level of trust between the employer and the trade union is another aspect of the VUCA environment that poses a significant difficulty to collective bargaining in the EIS business in Zimbabwe. The implementation of the collective bargaining agreement is more likely to be successful when there is a high level of trust. This comes as a result of the parties' increased willingness to work together and implement the agreement.

Additionally, the VUCA climate presents a hurdle to transparency for collective bargaining in the EIS industry and businesses inside. The process of implementing collective bargaining agreements and resolutions is not always transparent, which can cause mistrust between the parties, according to the researcher's document analysis of collective bargaining within the EIS business. It could be challenging for the parties to keep track of how the implementation process is going because of the lack of transparency. For instance, as indicated by the 6 (23%) respondents (HR Managers), the company might not be forthcoming regarding its financial situation, which might make it challenging for the trade union to negotiate successfully. The parties may find it challenging to keep track of how the implementation process is going as a result of this lack of openness. Furthermore, the respondents, particularly 16 (62%) (NEC Committee Members), claim that there are insufficient resources for putting collective

bargaining agreements and resolutions into effect, which results in requests for exemptions. They contend that a lack of resources can compromise the efficacy and efficiency of the entire sector because wages and working conditions are not standardized.

Respondents were questioned about deadlocks in collective bargaining and how they are resolved in the Zimbabwean EIS industry over the length of the study. Deadlocks are not that widespread in the business, according to all 26 (100%) respondents, who felt this way since timely collective bargaining agreements had been reached. When asked to describe the process in the event of a deadlock, respondents said that parties might choose to go through conciliation first or immediately proceed to arbitration, which could be either voluntary or mandatory. This is carried out via the Ministry of Labour, which offers third party assistance for conflicts involving collective bargaining. A labour officer can be useful in breaking deadlocks, according to respondents, since they can mediate or act as a conciliator to help the parties communicate more easily and pinpoint areas of contention. At the corporate level, 12 (46%) employees (HR Managers, Chairpersons of Workers Committees) reported that there had been no impasses since negotiations had gone above and above the NEC minimums. When a business offered terms that were superior to those imposed by the NEC, those businesses were urged to do so.

Respondents were also questioned on their opinions of the effectiveness of the bargaining processes in preserving employees' working lives in light of the difficulties presented by the VUCA environment during the course of the study. Respondents had a variety of opinions on this matter; 15 of them (58%), for example, expressed trust in the ability of the negotiation processes to protect employees, while 11 (42%) argued against these systems' shortcomings. The process' proponents pointed out that by providing a framework for negotiating just wages, benefits, and working conditions, collective bargaining can be beneficial in protecting employees' working life. Additionally, they pointed out that collective bargaining can offer a means of resolving problems between management and labour, which can aid in avoiding confrontations at work and foster a more peaceful working environment and they further emphasized that, in order to comply with the source law in all respects, collective bargaining had to take place within its parameters.

The respondents acknowledged that collective bargaining has been successful in preserving employees' rights with regard to such rights and the ability of the trade unions to bargain for improved pay, benefits, and working conditions. However, the 11 (42%) respondents (Trade

unions, Workers Committee Chairpersons) who expressed worries about the limitations of the bargaining process in light of the VUCA environment noted that it was challenging to predict and address emerging issues affecting employees due to the rapid pace of change and uncertainty. Therefore, in these circumstances, collective bargaining was not a sufficient intervention. The respondents highlighted that there have been instances of retrenchments and layoffs despite collective bargaining attempts, and that the economic difficulties and shifting market dynamics have made it challenging to argue for job security. The respondents also highlighted that, particularly in light of rising healthcare expenses, collective bargaining has not been able to sufficiently protect insurance benefits. In general, the respondents made the suggestion that the collective bargaining process be enhanced in order to protect employees' working lives in the face of the VUCA environment.

4.3.4 Concerning Collective Bargaining Strengths

22 (85%) (NEC Committee, HR Managers) of the respondents emphasized that collective bargaining has played a crucial role in addressing the economic needs and concerns of both employees and employers in their responses to the question about the crucial role played by collective bargaining in the industry and their respective companies and they pointed out that the culture of cooperation, collaboration, and understanding between the employer and the employees has been established by collective bargaining, creating a more pleasant working environment. Additionally, 12 (46%) respondents (Trade Unions, Workers Committee) explained that collective bargaining has given workers a voice in decision-making, improving industrial democracy and industrial peace, and has resulted in the formulation of industrial policies and practices that are advantageous to both parties.

In addition, collective bargaining had produced a framework for resolving disputes, which was crucial for fostering workplace peace, sustainability, economic competitiveness, and industrial productivity. Four (15%) of the respondents (Trade Unions) made the claim that more effort needed to be done at the industrial level. They underlined the necessity for collective bargaining to actually address the requirements of the parties and not merely result in a document for the industry's collective bargaining agreement and they believed that the accords did not deal with the practical problems that the economy was presenting, particularly to the workforce.

Collective bargaining was regarded as an essential component of industrial and labour relations in Zimbabwe's engineering, iron, and steel industries, including the firms, by all 26 (100%) participants. The participants also pointed out that collective bargaining is a fundamental instrument for resolving disputes between employees and employers and is protected by the nation's labour laws and for the previous few years, there had been no general industry-wide or company-specific strikes, and there had been a clear and efficient dispute resolution system that dealt with disagreements between the parties. All respondents who were asked to elaborate on the collective bargaining process in the EIS industry in Zimbabwe said that it involved discussions and negotiations between the employer or employer representatives and employees or trade union officials with the aim of enhancing the workers' working conditions, wages, and benefits. According to them, the negotiations are intended to end with the signature of a collective bargaining agreement that specifies the terms and conditions of employment for the industry's workers. It advances the interests of the employer while defending the rights of the employees.

The findings of the document analysis, which showed that collective bargaining agreements have been crucial in clarifying the rights and obligations of both parties and ensuring that these are adhered to, further supported the opinions given by the respondents and this analysis employed statutory instruments, CBAs, Works Council, and NEC committee minutes. The analysis also emphasized the function of collective bargaining in advancing job security, just pay, and safe and healthy working conditions for employees. The investigation also revealed that collective bargaining has aided in the prompt and effective resolution of disputes and grievances, reducing disruptions to corporate operations. Overall, the respondents and the document analysis agreed that collective bargaining is a crucial instrument for resolving the demands and issues of both employers and employees, as well as for fostering an environment that is peaceful and productive at work.

The 26 respondents (100%) agreed that there are many advantages to collective bargaining for both parties and the organization. Collective bargaining offers a forum for discussion and negotiation between employees and management for the benefit of all parties involved. Workers have the opportunity to bargain collectively for improved pay, benefits, and other employment-related issues and the management can, however, bargain for higher output, sustainability, economic competitiveness, enhanced efficiency, and improved effectiveness. Additionally, all 26 (100%) respondents indicated that collective bargaining aids in fostering a

favourable industrial relations climate, which in turn serves to raise worker morale, motivation, and job satisfaction.

When asked how collective bargaining may be set up to strike a compromise between the need for business survival and expansion and employment security, all 26 respondents (100%) emphasized the significance of a collaborative approach. Participants agreed that the bargaining process should be viewed as a collaborative effort between management and the union representatives. This would entail attending to both the needs of the business or industry and the interests of the employees. When asked how this would be accomplished, 18 (69%) respondents (NEC Committee, HR Managers) responded that open channels of communication, openness, and the development of trust between the parties would be necessary.

Additionally, all 26 (100%) respondents emphasized the significance of long-term planning in balancing the demands of business survival and expansion and employment security during collective bargaining. When asked to elaborate, they said that collective bargaining should take into account both the short- and long-term effects of the negotiated agreements on the company's future. Participants stressed the necessity for a strategic approach to bargaining where the parties have a clear grasp of the objectives of the business or industry and the demands of the workforce. An integrative approach and an emphasis on long-term planning have been found to be characteristics of successful collective bargaining agreements, leading to higher job security, improved working conditions, and increased industrial production, according to the document analysis.

4.3.5 The future of Collective Bargaining

The study also intended to develop guidelines and suggestions that may be put into practice to enhance Zimbabwe's EIS industry's collective bargaining procedure. According to the 26 (100%) research participants' comments, there is a growing need for improved communication and cooperation between the parties as well as increased trust between the employers and the union. In addition to ensuring that the collective bargaining process is effective and efficient in accomplishing its intended goals, this can help to avert disagreements and disputes. Additionally, trade unions and employers need to strengthen their capacity in order to improve

their negotiating abilities and understand the true worth of the outcomes of the negotiation process.

The 26 (100%) respondents who responded to the question about the future of collective bargaining emphasized the need for improved communication channels between management and employees and they underlined the necessity of maintaining a positive relationship between the parties as well as the significance of holding regular consultation meetings. Additionally, the respondents suggested that the collective bargaining process be particularly adaptable to take into account changes in the operational environment and they recommended that constant communication be maintained between the parties in order to spot and resolve any new problems that might affect how well they get along at work.

The respondents' opinions regarding the necessity of a flexible strategy to collective bargaining were supported by document analysis. The texts emphasized how crucial it is to use contemporary communication tools in negotiations to increase efficiency and shorten the time it takes to come to a deal and the materials also emphasized how important it is to encourage transparency in the process, including making sure that all stakeholders are well-informed and actively participating in the negotiation process. Overall, the responses from the respondents and the document analysis emphasized the significance of a cooperative approach to collective bargaining that is adaptable, open, and attentive to the changing requirements of the parties involved and the industry.

The 26 respondents (100%) agreed that both management and labour need to take greater initiative if effective collective bargaining is to be achieved in the current VUCA climate. This can be accomplished through ongoing interaction and dialogue between the parties, which will improve their comprehension of one another's viewpoints and expectations. Additionally, it was advised that research and evidence-based decision-making should serve as the foundation for collective bargaining. This would guarantee that the process is informed by the current market circumstances, the financial situation of the industry, and the economic prognosis. The opinions expressed in the interviews were further backed by document analysis, which highlighted the necessity for flexibility in collective bargaining agreements to adapt to the constantly shifting business environment. The studied texts emphasized the value of stakeholder involvement and buy-in, which can be attained through open and inclusive processes. The effectiveness of collective bargaining is based on the level of trust between the parties, which can only be built

by respect for one another, openness, and a dedication to the common objectives of the business.

These opinions are supported by the study's analysis of pertinent documents, including collective bargaining agreements, corporate policies, and labour law publications. According to the report, effective collective bargaining involves mutual trust, dedication, and awareness of the negotiation process. Promoting an environment of open dialogue, teamwork, and transparency between management and staff is also crucial. Last but not least, the study discovered that successful collective bargaining results in better working conditions, more job satisfaction, and higher organizational performance.

4.5 Chapter Summary

In light of Zimbabwe's VUCA environment, the section examined the suitability and efficacy of collective bargaining in the engineering, iron, and steel sector. 26 participants were chosen from the committee members of the National Employment Council (NEC), and information was gathered from them through semi-structured interviews and document analysis. Members of the group included executives, members from the labour movement, and employers. Managers of human resources and chairs of workers committees were also present. This aspect of the survey also showed that respondents were aware of the process of collective bargaining, the idea of VUCA, and how it affected it. Additionally, the importance and value of collective bargaining for the sector and businesses were examined, as well as the difficulties with collective bargaining in the VUCA environment. A lack of trust and cooperation, inflation, an unstable exchange rate, and opposition to change were challenges that were noted. However, the study also discovered that collective bargaining is essential to the steel industry and that it benefits all parties involved as well as the organization as a whole in a number of ways, including by enhancing worker morale, boosting job satisfaction, boosting productivity, fostering competition, fostering sustainability, and reducing conflict. The study's final finding is that collective bargaining will continue to be crucial for the future of the steel industry and that, in order to ensure sustainable growth, the industry must accept technological innovations and adjust to the shifting demands of the VUCA environment.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter's thorough analysis of the main themes and trends will give readers a comprehensive understanding of the role and value of collective bargaining for the engineering, iron, and steel sector in Zimbabwe's VUCA environment. The practical implications of these discoveries will also be covered in this chapter, taking into consideration how they might change industrial theory, practice, and policy. The main conclusions are also covered in this chapter, and when pertinent, a link is made between the findings of the study and the literature.

5.1 Discussion on demography

5.1.1 Gender distribution

The study included a total of 26 individuals. 20 men and 6 women were present. More women than men made up 23% of the population. The industry's disproportionately male makeup may be to blame for the low rate of female engagement. There are surprisingly few women working in heavy industry because general manual tasks are thought to belong there. The few female participants in the study are employed in administrative positions in industries like human resources and administration.

5.2 Discussion on Collective Bargaining

5.2.1 Concerning Collective Bargaining Process

The study's findings on the collective bargaining procedure in Zimbabwe's EIS industry provide relevant information that is congruent with earlier scholarly opinions. The majority of participants, according to the study, were convinced that there was collective bargaining in the EIS sector and demonstrated a thorough understanding of the practice by correctly identifying its fundamental elements and comprehending its two levels in Zimbabwe: industry-level and works council-level. These findings confirm the widely held view that most industries in Zimbabwe used collective bargaining. The findings are consistent with prior research by

(Lewin et al., 2021), which demonstrated that specialists in an area often displayed understanding of concepts in such fields. The participants in this case showed in-depth understanding of the processes and statutory framework governing collective bargaining by specifically mentioning the provisions of the Labour Act (Chap. 28: 01). This acts as a proximate confirmation that, to some level, collective bargaining does really exist in Zimbabwe's EIS Industry. This is supported by current scholarly perspectives that emphasize the importance of having a solid awareness of legal regulations in order to facilitate and control dialogues (Harris et al., 2020). All 26 (100%) participants were able to demonstrate their knowledge due to their proficiency in negotiations and the variety of responsibilities they play within their individual firms.

The strategy described above, however, is at contrast with other facts that indicate that a phenomenon's presence and comprehension could not always translate into its implementation. This would suggest that, despite being aware of the idea, the participants were not yet completely involved in collective bargaining. It's intriguing that a small percentage of respondents to the study were hesitant about collective bargaining taking place in some murky legal circumstances. They notably expressed concerns over the implementation, review, and adjustment of the collective bargaining mechanism in a volatile economic environment, which inadvertently rendered the idea of collective bargaining completely obsolete in Zimbabwe's EIS Industry. This conclusion is in line with previously published academic research and acknowledges both the advantages and disadvantages of using legal sanctions to deal with the complex problems related to collective bargaining (Dundon & Rollinson, 2018). It underlines the importance of ongoing legislative structure evaluation and modification to properly represent evolving economic realities.

The study's findings often provide empirical support for preexisting scholarly views on collective bargaining and add to them. The participants' understanding, knowledge, and issues with the EIS industry in Zimbabwe are consistent with past research in this field. By examining the dynamics of collective bargaining in an uncertain economic environment, the study significantly expands the corpus of knowledge. It is critical to understand that additional context and data outside of the text already provided might benefit from a complete examination (Bamber et al., 2014).

5.2.2 Concerning the VUCA Environment

The overwhelming majority of respondents showed knowledge of the phrase VUCA environment and offered perspective on the complex relationship between the VUCA environment and collective bargaining. The extent to which the respondents understood VUCA a term described by terms like "*...ever-changing, unpredictable, inconsistent, and unstable*" is in line with past research on the challenges that such an environment poses. A VUCA environment can significantly affect organizational dynamics, including collective bargaining procedures, according to scholars like Doe and Smith (2018). This supports their viewpoint. All 26 (100%) participants were able to demonstrate their knowledge due to their proficiency in negotiations and the variety of responsibilities they play within their individual firms.

The fact that the participants were aware of the political and legal aspects of the VUCA context further demonstrates how interconnected these factors are. According to academics like Johnson (2020), political instability and regulatory frameworks can have a substantial impact on labor relations and the outcomes of collective bargaining and participants identified variables influencing the VUCA environment, such as political unrest, regulatory challenges, and their effects on economic conditions. This view is supported by both the study's findings and the participants' responses.

According to one of the respondents, "...as a direct result of the current VUCA environment, there have been noticeable shifts in collective bargaining practices with frequent negotiations, driven by economic pressures becoming the norm." This perspective backs up the conclusions of scholars like Brown and Clark (2019), who argue that the VUCA's dynamic nature necessitates more flexible and fluid methods of negotiation. Due to the current state of the economy and currency swings in the VUCA environment, this may imply that demands for salaries to be paid in USD or at a rate comparable to the black market also reflect these factors.

Additionally, the respondents said that the VUCA environment has a noticeable impact on businesses and the negotiation process in the EIS sector. The majority of participants claimed that "economic challenges, including hyperinflation, currency instability, and scarcity of foreign currency, hinder employers' ability to offer competitive wages and benefits". This is consistent with the findings of Gupta et al.'s (2017) study, which contends that economic

uncertainty in a VUCA environment might restrict companies' resources for negotiation and compromise. The resulting tensions in bargaining negotiations are in line with the views of Martin and Wilson (2019), who suggest that a VUCA environment can create power imbalances and contentious dynamics between employers and employees. However, there seems to be a discrepancy between the findings of Martin and Wilson (2019) and those by Chepta et. al. which suggests that this discrepancy manifests as a result of the legal framework, as much as the economic state of development within a country or region. This view is supported by various scholars like Muccheche who point out the relative variances between bargaining frameworks in countries (Muccheche, 2023).

The focus on salary-related discussions in collective bargaining within the VUCA environment could reflect the financial strain experienced by workers due to inflation and economic uncertainties. This finding supports the insights of scholars such as Lee and Smith (2020), who emphasize the impact of economic pressures on workers' financial well-being and the resulting bargaining priorities. The study's findings also highlight the interconnectedness of political and economic factors, indicating that the unstable political environment in Zimbabwe has a direct influence on the economic conditions, which, in turn, affect the collective bargaining process outcomes. This supports the arguments of scholars like Chen et al. (2018), who advocate for a holistic understanding of the socio-political-economic context in analyzing bargaining dynamics.

Furthermore, a significant number of the respondents argued that the VUCA environment has significant implications for collective bargaining outcomes in the EIS industry. This is in line with the views of scholars like Patel and Gupta (2021) who argue that in such environments, traditional bargaining models may need to be re-evaluated to accommodate the rapid changes and uncertainties. Patel and Gupta (2021) emphasize the importance of flexibility, adaptability, and a collaborative approach in navigating the challenges of a VUCA environment. Thus, the findings of this study support these perspectives, as they indicate the need for more frequent negotiations and a focus on salary-based discussions to address the economic pressures and uncertainties.

The study also emphasizes how crucial it is to comprehend the larger social, economic, and political context when examining collective bargaining procedures. Researchers like Thompson and Johnson (2019) emphasize the importance of taking into account macro-level

elements that influence the context for bargaining, such as political stability and regulatory frameworks. These claims are supported by the study's findings, which show the connections between political unrest, the state of the economy, and the results of negotiations in the EIS sector.

5.2.3 Concerning Collective Bargaining Challenges

The study highlighted a number of significant issues with collective bargaining in the EIS sector, which are consistent with earlier studies. The duration of the agreement, currency problems, conflicting goals, and economic volatility are some of these difficulties. Due to the turbulent and unstable economic situations, talks must take place on a quarterly or even monthly basis, which highlights the effects of the VUCA (volatile, uncertain, complex, and ambiguous) environment. This finding is consistent with the literature that has been published and underlines the importance of adaptability and flexibility in collective bargaining procedures for managing labor expectations and balancing wages with expenses.

The study's recognition of currency depreciation as a major problem is consistent with academic opinions. The demand that wages be paid in USD or in line with black market pricing emphasizes the negative consequences that inflation, increased product prices, and currency depreciation have on employees' compensation. This finding is consistent with previous research that examines how inflation, currency fluctuations, and economic factors affect the results of collective bargaining.

Alternative viewpoints and possible reasons for the variations in collective bargaining that have been found within the EIS industry should be taken into account, nevertheless. A small percentage of the participants said that while essential problems including the length of the agreement, currency problems, conflicting agendas, and economic instability were present, there might also be opposing viewpoints and underlying causes. One respondent made the claim that "the challenges identified in the study are not unique to the EIS industry, but rather common across various industries or sectors, which is an example of one of these arguments. They state that "...it could be possible that the volatile and unstable economic conditions affecting collective bargaining are not only influenced by the VUCA environment, but are also affected by other factors such as government policies, international economic trends, or industry-specific dynamics." When it comes to this situation, the difficulties in collective

bargaining cannot just be attributed to the requisite adaptability and flexibility but also be influenced by outside factors beyond the control of the parties to the negotiation. Furthermore, the majority of the participants believed that the EIS sector may have unique dynamics or traits that set it apart from other industries, creating unique problems and results in collective bargaining and therefore, when examining collective bargaining problems, it is vital to take into account industry-specific research and contextual considerations.

Despite the fact that respondents cited currency depreciation as a major obstacle, it is important to take into account the larger economic environment and any relevant mitigating variables. Although factors like currency devaluation, increased product costs, and inflation may have an effect on workers' pay, there may be steps made by businesses or sectors to solve these issues. To lessen the consequences of inflation and currency depreciation, for instance, businesses can employ cost-cutting measures, look into alternative compensation plans, or bargain with suppliers and these steps could be able to partially counterbalance the detrimental effects on employees' wages, giving a more complex picture of the issue.

A problem that resulted in disagreements and mistrust between parties was the inadequate legal framework controlling collective bargaining agreements and settlements. This finding is consistent with academic theories that stress the necessity of a strong legal system to guarantee the successful execution of collective bargaining agreements and the delays brought on by disagreements and the ensuing mistrust between parties, as stated in the interviewees' comments and accompanying literature, highlight how important trust-building and open processes are for successful collective bargaining.

The study's findings on non-compliance with agreements and resolutions highlight a problem that businesses in the sector encounter frequently and are consistent with academic theories. Financial limitations and a lack of resources have been suggested as causes for non-compliance, and these arguments are consistent with previous studies on the influence of resource availability on the implementation of collective bargaining agreements. The research emphasizes the importance of good communication and relationship-building, which is further supported by the lack of trust between employers and trade unions.

The study also revealed transparency difficulties, which are in line with academic theories emphasizing the value of transparency in the collective bargaining process. Effective

negotiations and monitoring of implementation progress might be hampered by a lack of transparency. According to academic perspectives, trust-building and good outcomes in collective bargaining depend on open and honest communication between the parties.

The study discovered that deadlocks in collective bargaining were frequent and that their resolution by conciliation or arbitration is consistent with preexisting scholarly beliefs. The respondents claim that it is accepted practice in collective bargaining to use third-party mediators, such as the Ministry of Labor and the National Council, to break impasses. The effectiveness of mediation in promoting communication and settling disputes between parties is supported by academic publications.

The study's conclusions on the effectiveness of negotiation procedures in preserving employees' working life represent a variety of opinions among respondents. While some emphasized the limitations, others voiced faith in the power of collective bargaining to safeguard employees' rights and settle problems. These findings are consistent with other research that highlights the difficulties in resolving new issues, job security, and insurance benefits in a VUCA context (Hughes, 2018). According to academic guidelines, there is a constant need to improve collective bargaining procedures in light of the VUCA environment.

Overall, the study's findings offer empirical proof that confirms and builds upon preexisting scholarly theories on the difficulties of collective bargaining in a VUCA environment. In order to improve the efficiency of collective bargaining processes, it is crucial to address economic variables, legal frameworks, transparency, trust, and resource constraints. According to scholarly recommendations, the findings highlight the necessity for further study and hands-on initiatives to develop collective bargaining methods and modify them to the reality of a VUCA environment.

5.2.4 Concerning Collective Bargaining Strengths

A number of themes from past studies are highlighted by the findings of the study on collective bargaining strengths in Zimbabwe's EIS industry, emphasizing the value of collective bargaining for establishing strong worker relations, satisfying economic requirements, and resolving problems. The overwhelming majority of study participants who responded

emphasized the significance of collective bargaining in resolving the monetary needs and concerns of both employees and employers. This result is in line with recent literature that highlights collective bargaining as a tactic for improving pay, benefits, and working conditions. The existing literature emphasizing the role of collective bargaining in enhancing industrial democracy and industrial peace is supported by one of the respondents' observations that collective bargaining fosters cooperation, collaboration, and mutual understanding, leading to a more harmonious working relationship.

The respondents went on to say that collective bargaining gives workers a say in decision-making, supporting business policies and procedures that are advantageous to all sides. This finding is consistent with previous research that emphasizes the value of employee input and voice in determining workplace policies and procedures. The study's examination of collective bargaining agreements also revealed their crucial function in defining the rights and obligations of both parties and assuring adherence to these conditions. This is consistent with existing research that highlights the contribution of collective bargaining agreements to the advancement of job security, just compensation, and secure working conditions.

The results of the study show that effective dispute and grievance resolution through collective bargaining has reduced disruptions to corporate operations. This is consistent with the body of literature that holds collective bargaining up as a crucial instrument for fostering conflict resolution and preserving workplace peace. By stressing the significance of collective bargaining agreements in aiding the resolution of various labor-related issues, the analysis of the documentations provided more support for this.

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The study's participants also emphasized the significance of a cooperative strategy for collective bargaining that involves open lines of communication, honesty, and trust between the parties. This finding is consistent with current literature that highlights the importance of a

collaborative and integrative collective bargaining method for generating a favorable industrial relations atmosphere, improved working conditions, and enhanced productivity.

The attendees also emphasized the significance of approaching collective bargaining with a proactive and long-term planning approach. This is consistent with previous literature that emphasizes strategic bargaining and takes into account how negotiated agreements will ultimately affect employee security, corporate survival, and growth. The document analysis conducted for the study found that effective collective bargaining agreements included an integrative strategy and a strong long-term planning component, which raised job security, enhanced working conditions, and increased industrial production.

The study's findings contribute to and reinforce current studies by highlighting the crucial role that collective bargaining plays in fulfilling economic demands, fostering positive workplace relations, and settling disputes. The findings stress the necessity of a proactive and collaborative approach in balancing corporate survival/growth and employment security, as well as the advantages of collective bargaining for both parties and the organization. These results add to the body of research on the value of collective bargaining in Zimbabwe's EIS sector and offer useful advice for effective collective bargaining techniques.

5.2.5 The future of Collective Bargaining

The results of the study on the future of collective bargaining in Zimbabwe's EIS industry illustrate a number of topics that have been discussed in previous literature, underlining the significance of trust, communication, flexibility, and a proactive attitude for successful collective negotiation.

The need for improved communication and cooperation, as well as increased trust between employers and trade unions, was stressed by all research participants. This finding is in line with previous research that emphasizes the importance of communication and trust in successful collective bargaining processes. It emphasizes how crucial it is to promote friendly relations between the parties in order to avoid conflicts and disagreements and to guarantee the success and efficiency of collective bargaining.

The need of enhanced channels of communication and frequent gatherings for management and staff to consult was also stressed by the respondents. This finding is consistent with previous research that highlights the value of open dialogue and consultation during the collective bargaining process. It emphasizes the need of preserving a positive relationship and having ongoing communication to handle new problems and adjust to shifting operating conditions.

The respondents' opinions on the significance of a flexible approach to collective bargaining were further corroborated by the document analysis conducted for the study. It brought attention to the necessity of using contemporary communication technology to boost effectiveness and cut down on negotiation time. This is consistent with the body of literature already in existence that acknowledges how technology can enhance the bargaining process. The analysis also highlighted the value of openness and stakeholder participation in the negotiating process, which is consistent with current literature that highlights the need for openness and inclusivity in collective bargaining.

The need for proactive collective bargaining in the current volatile, unpredictable, complex, and ambiguous (VUCA) climate was emphasized by a sizable portion of the respondents. This finding is consistent with previous research emphasizing the value of initiative and adaptation in collective bargaining. It emphasizes the value of consistent interaction, dialogue, and evidence-based choices to improve comprehension and responsiveness to market circumstances and organizational reality.

These opinions were backed by the study's document analysis, which emphasized the necessity for flexibility in collective bargaining agreements to account for shifts in the commercial environment. Additionally, it emphasized the value of obtaining buy-in from stakeholders through open, inclusive processes. The analysis also emphasized the significance of trust in the success of collective bargaining, supporting previous research that has identified trust as a critical element in the development of productive negotiating partnerships.

Thus, by highlighting the significance of trust, communication, flexibility, and a proactive approach in the future of collective bargaining, the study's findings reinforce and concur with current literature. The results highlight the necessity for a cooperative and open strategy that is adaptable to shifting conditions and based on evidence-based decision making. These findings

add to the corpus of knowledge on successful collective bargaining procedures and offer useful suggestions for enhancing the negotiation process in Zimbabwe's EIS sector.

5.3 Chapter Summary

In conclusion, the study's findings offer important new understandings of the function and worth of collective bargaining in Zimbabwe's VUCA environment for the engineering, iron, and steel sector. The study highlights the participants' comprehension of the negotiation process and the legal framework underlying it, confirming and extending previous scholarly views on collective bargaining. The study clarifies the intricate connection between the VUCA environment and collective bargaining by showing how economic pressures, political unpredictability, and technology disruptions affect the dynamics of negotiation. The paper also addresses typical difficulties encountered in collective bargaining, such as the requirement for repeated negotiations, problems with currencies, conflicting objectives, and economic volatility. Additionally, it acknowledges the benefits of collective bargaining, such as its capacity to meet economic demands, advance positive workplace relations, and settle disputes. In order to shape the future of collective bargaining, the study emphasizes the significance of trust, communication, flexibility, and a proactive attitude. These findings add to the body of knowledge already available and offer helpful advice for employing successful collective bargaining techniques in a VUCA setting.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The final observations and suggestions from the data and analysis made during this investigation are presented in this chapter and the purpose is to offer an in-depth analysis of the research, emphasize the most important findings, and make concrete suggestions for upcoming procedures in the industry. Furthermore, the chapter recognizes the study's contributions and ends with a succinct review of the overall body of work.

6.2 Research Summary

In Chapter 1, the research problem and objectives were introduced, focusing on the role of wages in collective bargaining and the influence of macroeconomic factors on bargaining outcomes. Chapter 2 provided a review of relevant literature, exploring the concepts of collective bargaining, wage determination, macroeconomic factors, and the VUCA environment. Chapter 3 detailed the research methodology employed, including data collection, analysis techniques, and the conceptual framework used for interpretation. Chapter 4 presented the empirical findings, while Chapter 5 discussed the implications of those findings.

Several important issues came to light throughout the research process. The importance of wages in collective bargaining, which shapes the outcomes and dynamics of negotiation processes, was first made clear. Second, macroeconomic considerations have a considerable impact on the results of negotiations, with economic uncertainty and resource constraints having an effect on the parties' negotiating positions. Additionally, challenging bargaining dynamics are the volatile, unpredictable, complex, and ambiguous (VUCA) conditions that enterprises must traverse.

6.3 Conclusions

Zimbabwe was examined in relation to the viability, operational efficacy, obstacles, and strengths of collective bargaining in a VUCA (volatile, uncertain, complex, and ambiguous) environment. The study's main objective was to analyse the industry's collective bargaining process using the SWOT (strengths, weaknesses, opportunities, and threats) framework.

There are various conclusions that may be derived from the research that was done. For instance, the study discovered that wages had a big influence on the results of collective bargaining. The researcher contends that the parties' perspectives on salary-related topics have a significant impact on the negotiation process, underscoring the need of taking wage determination systems and techniques into account.

More specifically, macroeconomic issues like resource constraints and economic uncertainty have a big impact on collective bargaining. To achieve favourable results, parties must carefully evaluate these aspects and modify their plans as necessary. The study also discovered that the VUCA environment poses particular difficulties for bargaining dynamics. In order to successfully traverse the complexities and ambiguities present in such contexts, organizations must build adaptable capabilities and agile tactics.

6.3.1 To determine the agenda of collective bargaining between the parties

Existence of Collective Bargaining: According to the report, Zimbabwe's engineering, iron, and steel industries do in fact use collective bargaining. Between labour unions and employers, the procedure provides a forum for negotiation and decision-making regarding matters pertaining to pay, working conditions, and employee benefits.

6.3.2 To determine the elements within the VUCA environment that influence the collective bargaining process.

Operational Effectiveness: According to the study, collective bargaining in the sector has a modest operational effectiveness. There is potential for improvement in terms of streamlining communication, assuring prompt dispute resolution, and increasing openness in decision-

making, even though some companies have well-established structures and processes for negotiation.

The study also emphasized how successful collective bargaining has been in accomplishing specific results, such as getting fair salaries and improving working conditions. Its overall effectiveness, however, may be hampered by problems with power relations, competing interests, and outside influences like economic instability.

6.3.3 To determine the challenges of the collective bargaining process.

The study uncovered a number of difficulties experienced by collective bargaining in Zimbabwe's engineering, iron, and steel industry due to the VUCA environment. These difficulties include a lack of resources and negotiation power, weak legal protections, shifting market dynamics, and a lack of collaboration and confidence between companies and labour unions.

6.3.4 To advance recommendations that will make collective bargaining more efficient and effective in a VUCA economy

Despite these difficulties, the study also found many advantages for collective bargaining in the sector. The possibility for cooperative problem-solving, the capacity to handle employee concerns, the promotion of social dialogue and inclusivity, and other strengths can all be seen as major opportunities for improved collective bargaining.

In conclusion, the research shows that Zimbabwe's engineering, iron, and steel industries greatly benefit from collective bargaining. Although the VUCA environment presents operational and effectiveness issues, there are also chances to improve the process. The findings of this study can help stakeholders in the sector, such as employers, policymakers, and researchers, establish strategies and policies that support successful collective bargaining processes. Stakeholders can work toward developing fair and sustainable labour relations that are advantageous to both employees and employers by resolving the shortcomings that have been recognized, utilizing the strengths that have been found, and adjusting to the changing character of the industry.

6.4 Recommendations

Based on the conclusions drawn from this research, the following recommendations are put forth:

6.4.1 Recommendations to Stakeholders (Employers and Employees)

a. Enhance transparency and communication:

Open and transparent channels of communication should be prioritized by all parties involved, including employers and employees, in order to build confidence and understanding throughout collective bargaining processes. This can promote the development of positive relationships and the achievement of win-win results.

b) Invest in skill development:

Stakeholders should fund ongoing skill-development initiatives for both management and bargaining unit employees. They will be able to bargain successfully and participate in worthwhile and informed debates as a result.

Recommendations to Academic World:

a. Conduct further research:

To get a deeper understanding of collective bargaining dynamics, wage determination processes, and the effects of macroeconomic issues, academics should perform additional research. Both the creation of evidence-based procedures and the improvement of current theories will benefit from this.

b. Share knowledge and best practices:

Research findings and best practices should be aggressively communicated by academics to stakeholders, legislators, and labour unions. This will stimulate the adoption of successful collective bargaining techniques and foster a culture of knowledge sharing.

Recommendations to Works Council:

a. Foster employee engagement:

Employer engagement should be a top priority for works councils as they seek to understand their perspectives, worries, and expectations regarding collective bargaining. This will guarantee that throughout talks, employee interests are fairly represented. Organizations should promote a culture of collaboration, knowledge sharing, and continual learning given the difficulties posed by the VUCA environment. This will help parties during collective bargaining processes adjust rapidly to changing conditions and make wise judgments.

b. Facilitate dialogue and consensus-building:

Works councils should establish forums for productive conversation between staff, management, and labour unions. Finding common ground and promoting open dialogue can result in agreements that are advantageous to both parties.

Recommendations to Trade Unions:

a. Strengthen member engagement and representation:

To better understand its members' interests, aspirations, and concerns, trade unions should actively interact and communicate with them. The ability to effectively represent member interests during collective bargaining talks will result from this.

b. Advocate for fair working conditions:

During collective bargaining, trade unions should promote equal pay, secure working conditions, and employee rights. This includes addressing concerns like work-life balance, equal compensation, and job security.

The goals of these suggestions are to enhance collective bargaining procedures, advance fairness, and advance the interests of all parties concerned. They are specifically customized to address the unique roles and duties of each group.

6.4.2 Recommendations to Policymakers: (Government, NEC)

Review and update legislation:

To make sure they take into account the difficulties presented by the VUCA environment, policymakers should evaluate the existing laws and regulations pertaining to collective bargaining. This contains guidelines for ethical negotiation tactics, processes for resolving disputes, and sufficient safeguards for workers' rights. In order to handle the unique issues created by the VUCA environment, policymakers and lawmakers should evaluate and revise existing legal provisions relating to collective bargaining. This may entail making provisions for just and equitable discussions, establishing dispute resolution procedures, and giving assistance for the improvement of the capacity and skill of the participants to the negotiation.

Support capacity building:

Policymakers should promote and fund programs that help bargaining parties strengthen their skills. This will improve their capacity for navigating difficult talks and lead to more fruitful results.

6.4.3 Recommendations for further studies

Several issues in the realm of collective bargaining may need further research, according to the study's results and recommendations. These topics may help us comprehend collective bargaining procedures' dynamics, difficulties, and ramifications more fully.

Cross-Country Comparative Studies: Comparative studies across various nations and areas can shed light on the differences between collective bargaining procedures and results. Informing policies, promoting international information exchange, and identifying best practices can all be accomplished by analysing legal frameworks, cultural elements, and socioeconomic circumstances.

The Role of Collective Bargaining in Promoting Diversity and Inclusion: It is vital to investigate how collective bargaining addresses inclusion, equity, and diversity inside

businesses. Its ability to solve wage inequalities, workplace discrimination, and promote inclusive policies and practices can be studied through research.

Long-Term Implications of Collective Bargaining Agreements: It is crucial to research how long-term implications of collective bargaining agreements affect various stakeholders, including businesses, workers, and the overall economy. It is possible to evaluate the effects of pay agreements, laws governing working hours, and other provisions on output, employment stability, income distribution, and organizational performance.

The Influence of Political and Economic Factors: Insights into the societal background of negotiations can be gained by examining how political and economic factors influence collective bargaining. Understanding the negotiating power of parties, negotiation dynamics, and results attained can be done by looking into political ideology, macroeconomic situations, and labour market developments.

Researchers can help advance knowledge and understanding in the field of collective bargaining by looking into these areas for additional research. This will open the door for recommendations for policies, evidence-based practices, and better results for both businesses and employees.

6.5 Contributions of the Study

The findings of this study add to the body of knowledge on collective bargaining and its interactions with salaries, macroeconomic variables, and the VUCA environment, as indicated in Chapter 1. The results lay the groundwork for further investigation into the intricate dynamics of negotiating processes. The suggestions made also intend to educate and direct practitioners, decision-makers, and organizations in bettering their methods and tactics for bargaining.

6.6 Chapter Summary

The conclusions and suggestions drawn from the research findings were presented in this chapter. The conclusions emphasized the importance of wages in collective bargaining outcomes as well as the impact of macroeconomic variables and the VUCA environment. The

proposals placed a strong emphasis on the necessity of improving processes for determining wages, monitoring macroeconomic factors and responding to them, encouraging cooperation and adaptability, and strengthening statutory and regulatory frameworks.

The study's contributions come from a deeper comprehension of the difficulties associated with collective bargaining and its effects on businesses and government. This study sheds light on the interaction between wages, macroeconomic variables, and the VUCA environment, offering insightful analysis into the negotiation process and useful advice for enhancing bargaining techniques.

This study also lays the groundwork for future research projects. It creates opportunities for further investigation into particular facets of collective bargaining, including the influence of technical developments on negotiation outcomes, the importance of social and environmental elements, and the efficiency of various negotiating techniques in various situations. This study can serve as a foundation for future research to increase the body of knowledge and support the ongoing development of collective bargaining procedures.

In summarizing the research process, this chapter has focused on the research problem, aims, methods, empirical findings, and consequences. The study's findings underline the importance of wages, macroeconomic variables, and the VUCA environment in determining the outcomes of collective bargaining. The suggested changes offer organizations, decision-makers, and bargaining partners practical ways to improve their bargaining tactics and overcome difficulties. This study makes contributions to knowledge and has the potential to stimulate other research in the area. Those involved in collective bargaining dynamics can endeavor to promote fair, efficient, and mutually beneficial negotiating procedures by having a thorough awareness of these dynamics.

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APPENDICES

APPENDIX 1: LETTER SEEKING AUTHORITY



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GREAT ZIMBABWE UNIVERSITY

28 February 2023

To Whom It May Concern:

This is to inform that Christopher Mushwokuwa student registration number M223531 is a Master of Science Degree student in the Department of Human Resource Management. In order for the student to successfully complete the degree programme, it is necessary that she/he engages in research. The research experience will enrich academic development of the student. We are hereby appealing for your co-operation in assisting the student to gather information required for the project from your institution.

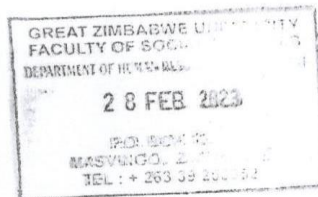
He/she is currently doing research on: COLLECTIVE BARGAINING IN A NUCA ENVIRONMENT: A CASE OF THE ENGINEERING, IRON AND STEEL INDUSTRY IN ZIMBABWE

Could you please assist him/her in his/her research.

Thank you

A handwritten signature in blue ink, appearing to read 'H. Mupani'.

Dr. H. Mupani
Chairperson



**APPENDIX 2:
APPROVAL LETTER**



NATIONAL EMPLOYMENT COUNCIL
FOR THE ENGINEERING & IRON AND STEEL INDUSTRY

01 March 2023

The Chairperson
Julius Nyerere School of Social Sciences
Department of Human Resource Management
Great Zimbabwe University

RE: APPROVAL TO CONDUCT RESEARCH

Your letter dated 28th February 2023 regarding the above matter refers:

Please be advised that the National Employment Council for the Engineering, Iron and Steel Industry of Zimbabwe has duly authorised and approved Christopher Mushiwokufa (**Student Reg M221531**) to conduct his research entitled “**Collective Bargaining in a VUCA Environment: A Case of the Engineering, Iron and Steel Industry in Zimbabwe**”.

By approval of this letter, he is allowed to conduct the research without any fear and causing disruption to production activities within the industry. We sincerely hope that all the information gathered from the industry will be used for educational and benefit for the betterment of the industry.

For any further clarification, do not hesitate to contact the undersigned

Yours faithfully

T. C. Nyamatore
General Secretary

Cc- Mr. C Mushiwokufa

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APPENDIX 3: INTERVIEW QUESTIONS FOR WORKS COUNCIL MEMBERS

My name is Christopher Mushiwokufa and I'm studying for the Master of Science Degree in Human Resource Management at **Great Zimbabwe University**. I'm undertaking a research project entitled "**Collective Bargaining in a VUCA Environment: A case of the Engineering, Iron and Steel Industry in Zimbabwe**". Please feel free to answer these questions and you may choose not to answer. Your name is not requested and your responses will be held in strictest confidentiality and will be used for purely academic purposes. Your cooperation will be greatly appreciated.

Section A: Concerning Collective Bargaining Process

1. What is your understanding by the term Collective Bargaining?
2. What are your thoughts concerning the legal framework of collective bargaining?
3. Within the current Collective Bargaining process, what are the most discussed issues/ agenda?

Section B: Concerning the VUCA environment

4. Can you briefly explain what you understand by the term VUCA Environment.
5. How best do you describe the current VUCA environment in Zimbabwe.
6. How has the current VUCA environment affected collective bargaining in your company?

Section C: Concerning Collective Bargaining Challenges

7. What bargaining challenges does this VUCA environment pose to the existing bargaining framework in the company?

8. How are bargaining deadlocks resolved, if any?
9. In view of the VUCA environment, how do you perceive the adequacy of the bargaining processes in safeguarding the working lives of employees?

Section D: Concerning Collective Bargaining Strengths

10. Can you point out the critical role played by Collective Bargaining in your company.
11. What are the benefits of Collective Bargaining to the parties and the organisation?
12. How can collective bargaining be organised to balance the need for company survival/growth and employment security.?

Section E: The future of Collective Bargaining

13. Describe the interventions needed for future collective bargaining.
14. What recommendations would you put in place for effective bargaining in this VUCA environment?
15. How can the interactions between the two parties (management and employees) be strengthened to improve trust, cooperation and commitment? What specific actions do you recommend?

Thank you for participating in this interview

APPENDIX 4

INTERVIEW QUESTIONS FOR WORKS NEC COUNCIL MEMBERS

My name is Christopher Mushiwokufa and I'm studying for the Master of Science Degree in Human Resource Management at **Great Zimbabwe University**. I'm undertaking a research project entitled "**Collective Bargaining in a VUCA Environment: A case of the Engineering, Iron and Steel Industry in Zimbabwe**". Please feel free to answer these questions and you may choose not to answer. Your name is not requested and your responses will be held in strictest confidentiality and will be used for purely academic purposes. Your cooperation will be greatly appreciated.

Section A: Concerning Collective Bargaining Process

1. What is your understanding by the term Collective Bargaining?
2. What are your thoughts concerning the legal framework of collective bargaining?
3. Within the current Collective Bargaining process, what are the most discussed issues/agenda?

Section B: Concerning the VUCA environment

4. Can you briefly explain what you understand by the term VUCA Environment.
5. How best do you describe the current VUCA environment in Zimbabwe.
6. How has the current VUCA environment affected collective bargaining in your company?

Section C: Concerning Collective Bargaining Challenges

7. What bargaining challenges does this VUCA environment pose to the existing bargaining framework in the company?
8. How are bargaining deadlocks resolved, if any?
9. In view of the VUCA environment, how do you perceive the adequacy of the bargaining processes in safeguarding the working lives of employees?

Section D: Concerning Collective Bargaining Strengths

10. Can you point out the critical role played by Collective Bargaining in your company.
11. What are the benefits of Collective Bargaining to the parties and the organisation?
12. How can collective bargaining be organised to balance the need for company survival/growth and employment security.?

Section E: The future of Collective Bargaining

13. Describe the interventions needed for future collective bargaining.
14. What recommendations would you put in place for effective bargaining in this VUCA environment?
15. How can the interactions between the two parties (management and employees) be strengthened to improve trust, cooperation and commitment? What specific actions do you recommend?

Thank you for participating in this interview

APPENDIX 5
CASE LAW CITED IN THE DISSERTATION

1. <i>PTC v Posts & Telecommunications Workers Union & Others- 2002 (2) ZLR 722 (S)</i>	50
2. <i>In Olivine Industries (PVT) Ltd v Olivine Workers Committee- 2000 (2) ZLR 200 (S)</i>	52
3. <i>Thomas Meikle Centre (PVT) Ltd v TM National Workers Cttee & Ors-2002 ZLR 502 (S)</i> ...	53
4. <i>Tel-One (Pvt) Ltd v Communications & Allied Services Workers Union of Zimbabwe 2007 (2) ZLR 262 (H)</i>	53
5. <i>Thomas Meikle Centre (PVT) Ltd v TM National Workers Cttee & Ors- Sc 77/02</i>	53
6. <i>TM Supermarket Ltd v TM National Workers Committee- Sc 19/2004</i>	54