



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: G
INTERDISCIPLINARY

Volume 21 Issue 2 Version 1.0 Year 2021

Type: Double Blind Peer Reviewed International Research Journal

Publisher: Global Journals

Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Trade Union Revitalisation: Does Member Commitment Matter?

By Farai Ncube

Midlands State University

Abstract- Trade union revitalisation; does member commitment matter? This is a million dollar question the study attempts to answer. In this article the researcher reviews whether member commitment matters in trade union revitalisation. The research equally determines the extent to which member commitment leads to trade union revitalization through applying the ordinal least squares model to predict the relationship between member commitment and trade union revitalisation. Findings reveal the existence a positive relationship between employee commitment and trade union revitalisation. The researcher then develops a trade union revitalisation model based on the findings.

Keywords: *commitment, trade union, revitalisation, hospitality industry and zimbabwe.*

GJMBR-G Classification: *JEL Code: J51*



Strictly as per the compliance and regulations of:



Trade Union Revitalisation: Does Member Commitment Matter?

Farai Ncube

Abstract- Trade union revitalisation; does member commitment matter? This is a million dollar question the study attempts to answer. In this article the researcher reviews whether member commitment matters in trade union revitalisation. The research equally determines the extent to which member commitment leads to trade union revitalisation through applying the ordinal least squares model to predict the relationship between member commitment and trade union revitalisation. Findings reveal the existence a positive relationship between employee commitment and trade union revitalisation. The researcher then develops a trade union revitalisation model based on the findings.

Keywords: commitment, trade union, revitalisation, hospitality industry and zimbabwe.

I. INTRODUCTION

The continued fall of trade unions globally has captured the attention of several commentators. In the face of this haemorrhaging of union membership over the past decades globally, a number of union movements have adopted variants of an 'organising approach' to arrest and reverse membership decline (Kelly, 2015). The past two decades have seen much debate within the labour movement about the potential for union revitalization and the forms such a renewal might take (Bridgen & Kaine 2015). Of concern has been the rise of neo-liberalism and globalization which ultimately has sparked a period of aggressive anti-union measures, forcing unions to rethink existing strategies and approaches, hence the deafening call for commitment and trade union revitalisation (Foster, 2017). Despite the difficulty nature of commitment as construct to measure basic indicators point to lack of member commitment in participating on union business (Ncube, 2016). While this represents the global phenomenon, Zimbabwean trade unions have not been spared.

The Zimbabwe economy relies on three sectors, agriculture, mining and tourism (Zhou, 2017). As one of the key economic sectors of the country tourism has contributed to economic empowerment, employment creation, foreign currency generation and infrastructure development. Tourism has created thousands of employment opportunities. The sector is covered by three unions that represent workers, the Zimbabwe Catering and Hotel Workers Union (ZCHWU), the Hospitality and Allied Workers Union (HAWU) and the

*Author: Department of Human Resource Management Midlands State University, Box 9055, Gweru Zimbabwe.
e-mail: fncube@staff.msu.ac.zw*

Catering and Hospitality Industry Workers Union of Zimbabwe (CHIWUZ). The study focuses on the dominant union the Zimbabwe Catering and Hotel Workers Union efforts to harness member commitment and revitalisation. The other two unions' stands accused of having zombie structures, confused and fighting the main union. At its peak around 1999 membership was around 34 000 but currently having less than 6000 members. While revitalisation as a concept is still under investigation globally, we argue that in Zimbabwe the call for union revitalisation has reached dizzy heights and become deafening given that the sector now employs well above 81 000 employees (Zhou 2017).

II. RESEARCH PURPOSE AND OBJECTIVES

According to the World Travel and Tourism Council (2017) the total contribution of travel and tourism to employment in 2017 was 4.4% of total employment amounting to 69,000 jobs and the number projected to grow to 81 000 by 2020. With the increase in employment numbers trade unions if well organised stands a chance to fully organise and be able to boost numbers. The presence of a well oiled strategy for harnessing member commitment modelled around the dire need for revitalisation can save the trade union movement. Sad enough the trade union concerned continue to shrink wailing over a gamut of challenges compromising member commitment. Against this background the study sought to determine efforts by the ZCHWU to harness member commitment and revitalisation seeking:

- To determine whether the reluctance of employees to join trade unions has an influence on trade union revitalisation;
- To assess whether employee commitment to trade unions has an influence on trade union revitalisation;
- To find out which trade union revitalisation strategies are in-place and.
- To assess whether the revitalisation strategies in place are enough and effective.

III. LITERATURE REVIEW

Trade unions remain important at the workplace despite facing a series of challenges. Navak, (2015) points out that unions have a crucial role to play. Unions are significant as they focus on the economic role to

ensure productivity and fair resource allocation (Landau & Howe, 2016). They also play a democratic function of enhancing worker-voice within the work environment and the societal context at large (Dixon, 2017). Most importantly, they play a social function of minimising the threat of segregation within various workplaces and the community at large (Corbyn, 2017). Given the identified role and challenges unions are facing, the widespread awareness that trade unions may thrive if there is a genuine representation of the 21st workforce makes this study imperative. Navak (2015) points out that trade unions have a responsibility to take care of the future, revitalisation, therefore, is not optional but a must. Trade unions are important agents of socio-economic transformation and class struggle always representing the working class interests against capitalist exploitations (Okechukwu, 2016). Their ability to satisfy the above guarantee their continued existence. Commitment is earned where members perceive the union is providing dividends. It is this commitment that shape member attitudes and behaviours towards the unions.

The identified functions above have been hampered by a series of challenges that have affected the effective functioning of unions, compromising member commitment. Several researches on union revitalisation in different countries focused on revitalisation through trade union collaborations, social movement unionism, political affiliation, and union leadership and democracy (Blyton & Jenkins, 2013; Michael &, Bridgen & Kaine, 2015; Schamalz & Thiel 2016). Hyman, et al (2014) suggests revitalisation of unions through evolving with the changes in the business environment. Naffonso (2014) says unions' revitalisation recognises new forms of employment. At the heart of revitalisation has been the issue of member commitment, given that the decision to join a union is personal decision. All these studies partly fail to address issues linked directly to what can intrinsically motivate or push workers to join unions or to remain in the unions.

The existence of trade unions, and their ability to improve the lives of workers, ultimately hinges on their capacity to attract and maintain members (Kellmeyer, 2013). This point directly to the need to ensure the commitment of all those already unionised. These acts as ambassadors of the union, and their participation in union business adds tempo. Currently, trade unions are struggling to sustain the size of their membership because workers who are less inclined to join trade unions are becoming more prevalent in the workforce. Thus, labour movement, require a deeper understanding of union membership decline, and factors that can enhance worker commitment hence the call for revitalisation. Contributing factors to this phenomenon includes polarization, market decline, technology and globalization (Rivers & Truitt, 2014). Union movements in most countries have faced decades of decline in union

membership and density, and in bargaining power, a context which has stimulated many studies of unions' revitalization strategies, including workplace organizing and mobilization, membership participation structures, leadership and decision-making structures (Kirton, 2017).

Balasubramanian and Sarkar (2015) suggest that union revitalisation has been conceptualised both as a process and an outcome given that it is examined as a phenomenon, or an activity carried out by unions and examined through lenses of power and influence. In simple terms, revitalisation can be viewed as an attempt by unions to reverse the union decline. It can also be viewed as a renewed influence at workplace, politics, increase in membership and institutional consolidation (Foster, 2017). Forster (2017) points out that union revitalisation describe the process of change, underway or desired, to put new life and vigour in the labour movement to rebuild its organizational and institutional strength. Scholarship has come up with a number of revitalisation strategies. Kelly (2015) proposed union revitalisation through rebuilding power resources through organising, mobilising and regaining power over ideas about injustice at work. Ackers (2015), on the other hand, proposed partnership strategies as superior for unions, given that mobilisation against employers and governments are not sustainable in the long run. Lukhami, Kuruvilla, and Augar (2013) proposed that unions can reinvent their 'repertoires of contention', namely through political action and external coalitions.

Revitalisation has been studied by a number of scholars in different countries. Other scholars underscored the importance of opening up their ranks and organising women (Mrozowicki & Trawinska, 2013), by focusing on precarious workers (Keune, 2013), young workers (Hodder & Kretsos, 2015) and migrant workers (Adler et al., 2014) while for Gumbrell-, McCormick and Hyman, (2013) they say focus should be on coalitional power and building external solidarity. Foster (2017) carried a study on trade union in one Canadian Province of Alberta using the case of Local 401. Foster (2017) observed the rise of neo-liberalism and globalisation as a spark of aggressive antiunion measures, which in turn has forced unions to rethink existing strategies and approaches, hence the need for revitalisation. Findings from Foster (2017) study identified that the union efforts to accidentally targeted the hard to unionise groups such as migrants, women and the young.

Another interesting study of IG Metal, in Germany on union revitalisation is by Schamlz and Thiel (2017); their findings reveal a success story of a union revitalising itself through consolidating its political influence, thus registered a continuous rise in membership. Schamlz and Thiel (2017) focused on the importance of leadership in the organisation's multilevel structures. Another interesting trade union revitalisation

study was conducted by Laroche and Dufour-Poirier (2017) in Quebec. The focus, unlike that of Schamalz and Thiel (2017); Foster (2017); Ibsen and Tapia (2017) was on member education as a key dimension of soliciting for member commitment and revitalisation. The two unions developed broad based labour education and training programs aimed at helping their young members understand the major economic, political, and social issues and participate more actively in internal union business.

Behrens, Hamann, and Hurd (2004) developed and popularised a trade union revitalisation model. The authors realised that, unions across the globe are seized with different challenges, hence, they propose a number of dimensions towards union revitalisation. These include the following: membership dimension, economic dimension, political dimension and finally the institutional dimension which was developed to encompass unions' internal structure, dynamics, and identity. Under the membership dimension the seminal study by Behrens, Hamann, and Hurd (2004) pointed out that union revitalization along the membership dimension consists of three measurable factors which include an increase in membership numbers, an increase in membership density, and a change in the composition of union membership. They explained that rising numbers of union members normally leads to increased resources for unions in terms of membership dues and people that can be mobilized in campaigns. Density is a commonly used indicator of union strength because it reflects the share of the workforce that is unionized and has implications for legitimacy, representativeness, and bargaining power. They also point out that successful revitalization efforts may depend on changing the attitudes and expectations of existing membership.

The economic dimension includes bargaining power, the ability to achieve wage and benefit improvements; and more broadly, labour's impact on the distribution of wealth. Union revitalization along these lines implies use of traditional and innovative methods to increase economic leverage (Behrens, Hamann, & Hurd, 2004). Revitalization along political lines implies that unions improve the effectiveness of their efforts to influence policy-making process, either through traditional or innovative methods. This is very crucial for revitalisation. The dimension involves union interaction with crucial actors at all levels of government elections, legislation, and implementation. Thus, under this, unions can influence electoral outcomes by supporting a political party or in the selection of candidates who in turn listens more to the union. That way the union becomes more active in drafting or promoting legislation that alters regulation of the industrial relations framework, affects industries and markets. The idea is that unions represent or try to recruit workers, or improve social conditions for union

and non-union members alike. Finally, revitalization along the institutional dimension is sometimes spearheaded by changes in the other three dimensions as pointed out by Behrens, Hamann and Hurd, (2004). They exemplify the ability of a union to organise groups that were previously marginalized. Union structures can lead to the creation of new departments (e.g. for disabled or young professional), which can then influence the unions' larger goals and eventually lead to a redefinition of strategies. Revitalization along institutional lines does not clearly emerge out of observed indicators of union strength or decline as it is a concept that is difficult to measure.

IV. METHODOLOGY

For the purpose of this research the study adopts a mixed method approach. As a mixed method, the research utilised an explanatory design using sequential phases (quantitative-qualitative). The mixed method approach was selected based on the primary advantage of providing a different picture and allowing flexibility to intersect data (Clark & Ivankova, 2016; Barker, 2016). The research also adopted a case study (qualitative) of the hospitality industry as well as applying a survey (quantitative). In this study, the researchers utilised a single case study (of the hospitality industry), with embedded units (three groups of hotels). The researchers chose to make a single case study with embedded units (Gustafsson, 2017). We collected quantitative data first from a sample of 227 participants through a likert scale which formed the basis for qualitative data collection through interviews and focus group discussions with 18 members of the National Employment Council. The primary focus was on determining the relationship between member reluctance to joining trade union and trade union revitalisation, as well as determining the relationship between member commitment and trade union revitalisation. Qualitatively through intensive one on one interviews key strategies for trade union revitalisation were unearthed. The researcher observed ethical issues from the research problem, purpose and questions, data collection, data analysis and interpretation up to ethical issues in writing and disseminating research. The quantitative data obtained was analysed through the use of the Statistical Package for the Social Sciences (SPSS) version 25. The research utilised descriptive and inferential statistics.

V. DISCUSSION OF FINDINGS

a) *Employee commitment to trade unions has an influence on trade union revitalisation*

To determine the relationship between employee commitment and trade union revitalisation the researcher adopted a linear regression analysis through applying the ordinal least squares model. The

predicaments of the models are illustrated as shown below:

Ordinal least squares model

$$Y = \theta + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y= Trade union revitalisation being the dependent variable.

X1 = Employee reluctant to join trade union being the independent variable.

X2 = Employee commitment.

€ = Error term.

On hypothesis determination, findings revealed that the same change on employee commitment will influence the same change in terms of coefficient on trade union revitalisation as illustrated below.

Table 1: Hypothesis determination

Variables Dependent Independent	Regression coefficient	R Square Value	Adjusted R Square	Alpha test	Sig. level (5%)
Tra Revi Empl Commi	0.16	0.83	0.85	3.00	0.003

Source: SPSS version 25

We note that findings as shown by Table 1 above indicate that there exists a weak positive relationship between employee commitment and trade union revitalisation. 3.00 alpha tests indicates that a weak positive relationship exists between employee commitment and trade union revitalisation as also aligned by a p-value of 0.003 that was tested a 5% confident level. The findings prove that the more the employees are committed in joining trade unions the more the trade unions are revived. Findings concur with Gall and Fiorito, (2016) who point out that the goals of protecting and enhancing the employees' living standards motivate workers to join trade unions and stay in the union.

Gaining of power is often an implicit goal for unions and act as a motivator for members to join

unions (Lévesque & Murray, 2013). Members can join a trade union and stay within and participate in union activity if 'the trade union is able to secure benefits for its membership at large (Gall & Fiorito, 2016). Dufour-Poirier and Laroche, (2015) point out that the ability of unions to properly market themselves, through proper education of the perceived union benefits, training of union workers, opportunities for growth, proper leadership and governance remains key towards membership attraction. Trade unions are there to enhance the economic well-being of workers in organisation. Since time immemorial trade unions have been acting as political protagonists of minimum wage regulations (Seeliger, 2018).

Table 2: Model Summary employee commitment and TU revitalisation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.251 ^a	.063	.058	.56886

a. Predictors: (Constant), trade union commitment

Finding from the Table 2 above eludes the fact that the predictive power of the model is at 25%. This implies that 25% of the experiences of employees with trade unions can be understood through commitment to trade unions (r = 0.25). As such, the model indicates that 75% of the findings from this research are from confounding variables that may have an implication on

the commitment to trade unions. The model also expressed very low positive relationship between reluctance to join trade unions and trade union revitalization (r² = 0.063). Therefore, such findings forward the fact that commitment to trade unions cannot be the only viable variable to understand trade union revitalization.

Table 3: Employee commitment to trade unions has no influence on trade union revitalization

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.222	1	4.222	13.048	.003 ^a
Residual	62.778	194	.324		
Total	67.000	195			

a. Predictors: (Constant), trade union commitment

b. Dependent Variable: trade union revitalization

Findings from the study highlights that there are significant differences between and within trade union commitment that influence trade union revitalization ($p = 0.003$). This highlights that trade union commitment has a huge bearing on how trade union revitalization, that is commitment by individuals towards trade unions influence how they perceive and appreciate trade union engagement and involvement.

b) *Identified revitalisation strategies adopted by the union*

As a mixed method approach the researchers through interviews and focus group discussions with 18 NEC members the following were identified as the strategies in place to revitalise the union. Based on the findings from the quantitative data above, we proceeded to focus on the trade union strategies in place for revitalization, suggesting whether these strategies can increase member participation as well as member commitment.

c) *Provision of the education and training syllabus*

Interviewees pointed out that, as a way to revitalise the union launched the education and training syllabus and curriculum in 2018. The document spells out the vision and mission of the union and appeals to potential union members, current union members and previously unionised members and also management in various hotel and restaurant facilities. This strategy collaborates well with the views of Schamalz and Thiel (2017) who points out to training as key strategy for revitalisation. Foster (2017) weighs in by suggesting education on union benefits to new members as a pillar for revitalisation. Ibsen and Tapia (2017), also points out to member education as a key dimension of revitalisation. This suggests that without basic education and training members don't realise the benefits of joining and maintaining union membership. Only through massive education and training can unions' conscientise members, which subsequently harness member commitment and automatically lead to revitalisation.

We argue that the above strategy enhance membership and union density. Rising numbers of union members translate into increased resources for unions, including membership dues and people that can be mobilized in campaigns hence a pointer in the right direction for revitalisation (Foster, 2017). In simple terms density is a commonly used indicator of union strength because it reflects the share of the workforce that is unionized and thereby has implications for legitimacy, representativeness, and bargaining power. This is in line with Dufour-Poirier and Laroche, (2015) who point out that the ability of unions to properly market themselves, through proper education of the perceived union benefits, training of union workers, and opportunities for growth, proper leadership and governance remains key

towards membership attraction. This eventually leads to trade union revitalisation

d) *Provision of biller codes*

The study revealed that the union was failing to fully implement its programs due to financial challenges due to non remittance of union dues. Sentiments by some interviewees pointed out that some potential members due to fear of managerial persecution could not join the union, or directly support the union fearing victimisation. In response the union introduced the biller code system to facilitate direct payment of union dues by members. Union representatives pointed out that they had an Eco-cash Biller Code facility, a Tele-cash Biller Code facility and One Wallet Biller Code (these are modern soft money transfer facilities). From the findings presented a common view by respondents pointed to low membership calling for the need to revitalise. The same concern was pointed out by Ellen, Goods and Todd (2019) who reiterated that declining membership is both cause and effect of weakened workplace presence, organizing campaigns. From the respondents, lack of financial resources explained the weak capacity of the union to recruit members as well as in ability to adequately fight for those present. This situation compromised member commitment through negativity encouraged by the weak bargaining power of the union. This same view is supported by Ackers (2015) who insists that the vicious cycle of loss of union power resource leads to greater obstacles to renewal. Enhancing financial status pointed the union in the right direction to be able to fund and sustain its programs and activities.

e) *Collaborating with other stakeholders*

The union leadership pointed out that they were working with other institutions both locally and internationally. Findings point out that the union as an affiliate was working with the Zimbabwe Congress of Trade Unions (*ZCTU representing the biggest labour centre*) as well as 3F which represents the Danish Federation of Trade Unions (DFTU) for technical guidance, leadership, corporate governance, organising and training of shop stewards. This is in line with Ackers (2015), who propose partnership strategies as superior for unions, given that mobilisation against employers and governments are not sustainable in the long run. This helps the union in shapping its stratategy and tact. With such guidance unions are able to organise and have clear benefits to members which may enhance the member commitment which is a panacea to trade union revitalisation. Lukhami, Kuruvilla, and Augar (2013) proposed that unions can reinvent their 'repertoires of contention, building external coalitions as in the case above. With all benefits pointed out commitment eventually becomes easy to get given tha tangibles and intangibles members enjoy hence triggering revitalisation (Schamalz and Thiel 2017)

f) *Corporate wear*

Findings also revealed that the union with the little financial flows trickling in has been on an overdrive to produce branded material for its members. Respondents pointed out that the union had contacted a supplier for caps, t-shirts, diaries, pens and calendars that members in each hotel group were given through their worker's committee representatives and shop stewards. The other respondent explained that even managers at times would demand or request union diaries which was a noble gesture to foster mutuality. Through this, the union leadership claimed that they had been able to become visible and were positive that in the era of revitalisation such efforts added value. This auger well with Dufour-Poirier and Laroche, (2015) who point out that the ability of unions to properly market themselves, and through proper education of the perceived union benefits, remains key towards membership attraction and member commitment. This leads to trade union revitalisation through membership dimension.

g) *Farming plot*

Data collected revealed that as a way to revitalise and be able to fund its operations the union acquired a farm for horticultural produce for commercial purposes. With such products in place the union enhances its financial capacity to be able to fund its endeavours. With enough financial resources the union is able to support all its members on need basis, which paints the union in a good light. Such small tokens for members induce commitment and engagement. That can trigger non union members as well to participate hence making it an ideal strategy for revitalisation along the economic dimensions (Behrens, Hamann and Hurd, (2004). We argue that the bargaining power of a union is determined by its financial muscle. Such fun raising initiatives places the trade union at a relative advantage.

h) *Participation on workers committee selection*

The research also established that the union used the selection of workers committee in all hotels as an opportunity to revitalise through managing the whole election exercise. Findings reveal that the Collective Bargaining Agreement provides that all workers committee selection elections are coordinated by union. The same CBA points outlined that for workers to be eligible to contest in workers committee elections the first criteria was to be a member of ZCHWU. Non-union members cannot participate in the election. The strategy effectively adopted is one of the best in marketing the union to its members and potential members, given the direct benefits accrued by being in leadership. Behrens, Hamann and Hurd, (2004) suggest that unions may revitalise politically by also seeking to increase influence with government administration, particularly through enforcement of legislation as in this case where through the NEC platform the union has been able to

influence the selection of workers committees. When the union is also in control member perception on the benefits of the union is directly seen and realised.

VI. HOUSING CORPORATION

The other strategy the union executive pointed out was designed to lure members was use of housing stands. From the data collected, the union had negotiated with local authorities in Bulawayo and Harare for residential stands for members and beneficiaries to this were compliant members and active members in union business. This according to one executive has, '*induced people to join the union in their numbers.*' Given a lot of fraudsters in the real estate and property development most people were comfortable with such schemes organised by labour after following a serious due diligence exercise. Such a strategy directly allows the union to showcase benefits of membership. With this strategy commitment is easily harnessed and revitalisation completely achieved. The perceived benefits compel people not only to join the union but also to participate in the union business.

a) *Setting up new structures within the union*

One of the revitalisation efforts made by the union as pointed out by the respondents relates to the creation of three fundamental departments. The leadership pointed out that they created a youth wing, women wing and informal sector desk. We view this as revitalisation efforts towards the institutional dimension as pointed out by Behrens, Hamann and Hurd, (2004). Findings reveal that women were under represented even in the executive as well as young employees. Setting the departments created a platform for a strategic renewal. We argue that the institutional dimension addresses unions' organizational structures and governance, as well as internal dynamics. In simple terms it comprises unions' capacity to adjust to new contexts, internal enthusiasm to embrace new strategies, and a sense of introducing something new and 'fresh' to the union that is not adequately captured by the other three dimensions. A key aspect is the role of union leaders who promote new ideas and build internal political will to support change. Revitalization along the institutional dimension is sometimes spearheaded by changes in the other three dimensions. This is also supported by Schamlz and Thiel (2017) who focused on the importance of leadership in the organisation's multilevel structures. Union leadership can either help to attract or discourage potential members through their actions, we argue that where there is poor leadership member perception is adversely affected but where there is proper leadership member perception can be positively affected. Kelly (2015) proposed union revitalisation through rebuilding power resources through organising, mobilising and regaining power over ideas about injustice at work

VII. DISCUSSION

From the above findings it is clear that member commitment to trade union remains critical for trade union revitalisation. Findings revealed existence of a negative relationship between reluctance of employees to join trade unions and trade union revitalisation evidenced by a -3.02 alpha tests aligned by a p-value of 0.003 that was tested a 5% confident level. The research also established a need for a positive relationship between employee commitment and trade union revitalisation at 3.00 alpha tests aligned to a p-value of 0.003 tested a 5% confident level. As voluntary organizations, unions depend upon their members acting voluntarily in ways which facilitate the achievement of union goals. Thus individual commitment becomes to trade union revitalisation as espoused by Hyman (2014). Without member commitment trade unions may find it hard to effectively market themselves. This is supported by the views from Gordon, Philbot, Burt, Thompson and Spiller (1980) commitment model, which suggest the ability of union to attain its goals is generally based on the members' loyalty, belief in the objectives of organized labour, and willingness to perform services voluntarily thus making commitment part of the very fabric of unions. Findings from the research echoed the same sentiments. At the heat of revitalisation thus lies commitment (Kelly, 2015; Schamlz and Thiel 2017)

According to the attitudinal approach, commitment develops as a result of some combination of work experiences, perceptions of the organization, and personal characteristics, which lead to positive feelings about an organization which in turn becomes commitment. According to the attitudinal approach, commitment develops as a result of some combination of work experiences, perceptions of the organization, and personal characteristics, which lead to positive feelings about an organization which in turn becomes commitment. According to the attitudinal approach, commitment develops as a result of some combination of work experiences, perceptions of the organization, and personal characteristics, which lead to positive feelings about an organization which in turn becomes commitment.

Commitment according to (Al-Jabari & Ghazzawi, 2019) can be viewed as the relative strength of an individual's identification with and involvement in a particular organization and in this case with the union. This happens primarily as a result of the benefits offered by the union to members. This therefore marks the first step towards for revitalisation. Drawing from Gordon et al. (1980) union commitment is the extent to which a person has a strong desire to retain membership in the union, and is willing to exert effort for the union, and finally believes in the objectives of organized labour. The above finding point out to this state with the identified

revitalisation strategies. While a number of problems bedevilling the union are identified. Simms, (2015) suggest the selection of the best strategies to induce member commitment leading to revitalisation. While the union may be still finding its way in the hoods an array of hope is given by a number of scholars covered under ensuring commitment for full revitalisation (Gunnigle *et al.*, 2015; Eyantimi, Burgess and Daryaram, 2019; Clibborn, Lansbury and Wright, (2016).

a) *Proposed Framework for Trade Union Revitalisation*

The researcher acknowledge that trade union revitalisation has been widely studied by a number of scholars (Blyton & Jenkins 2013; Bridgen & Kaine 2015; Navak 2015; Schamlz & Thiel, 2016, Lindau & Hove 2016, Dixon 2017). Each of these scholars came up with different dimensions of trade union revitalisation. The framework adopted by the researcher developed and applied had an additional component of trade union commitment. The model points out to the existence of both internal and external factors affecting unions, which the findings confirmed. Given the effects of these factors the model suggests the trade union response to the changes through revitalisation efforts mainly through political revitalisation, economic revitalisation, membership revitalisation and institutional revitalisation, to which findings points directly to all these components initially developed by Brehens, Hamann and Hurd (2004). The model suggests conditions that may attract membership as well as structural issues that trade unions should engage in. However the initially proposed model ignored the direct government support for union and as well as the direct support of the trade union by the labour centre to which the union is affiliated. Findings propelled the researcher to add these two components though they are partly covered under politics. The adopted model suggests that a union despite politically aligned to any group or section on national politics the blessings of the government remains crucial. This corresponds well with the findings from the study where participants pointed the need for an enhanced government support. Once structurally correct with right conditions in place the outcome is trade union commitment, exhibited by a number of individual employee behaviours, ranging from being loyal to trade union, willingness to work for unions, responsibility to unions and subsequently belief in unions, as also guided by Gordon, Philbort, Burt, and Spiller (1980). This will increase trade union membership, which in turn will revitalise trade unions through an increase in union density, power and influence.

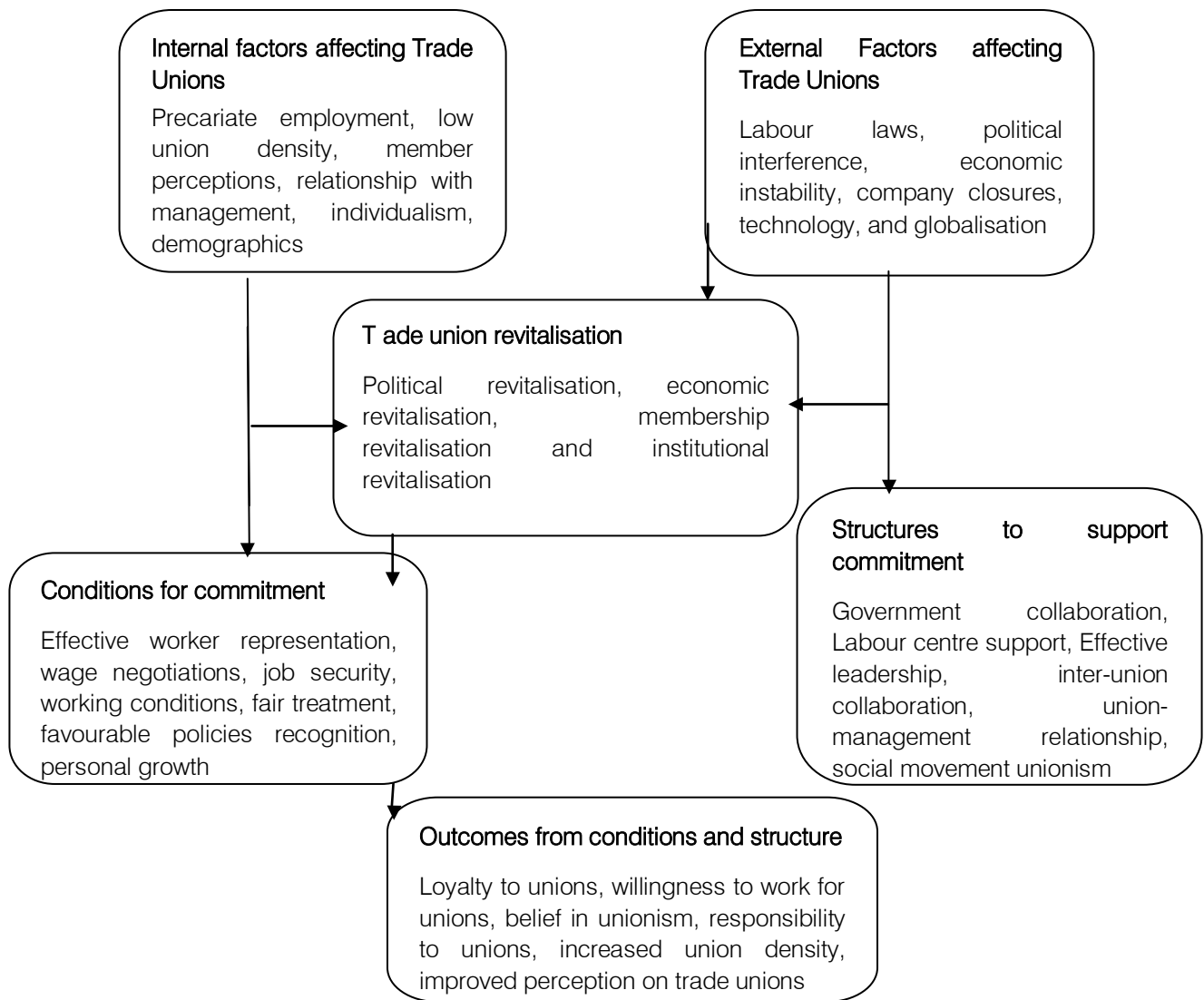
To harness commitment the model applies Herzberg, Mausner and Synderman (1959)'s two factor theory. The model borrows both the hygiene and motivators components. Given the collection of different views from such renowned researcher the model

developed strengthens the commitment level to trade union which gives the union an antidote for trade union revitalisation. As pointed out earlier while there are so many dimensions and angles of trade union revitalisation the proposed framework appears to be ideal given the current context in which the trade union is operating in. The researcher argues that the overwhelming consistency of findings regarding that which makes employees committed to trade unions and the four dimensions of trade union revitalisation identified by the model underpinnings strongly suggest its applicability. Thus this model can be adopted and be fully applied as an ideal model for revitalisation within the hospitality industry specifically or any other industry generally. Thus this empirically informed conceptual framework can serve as a tool and operational guide for developing employee commitment to ensure effective revitalisation.

Equally the proposed framework appeals to the current challenges trade unions are facing. In its own

right the proposed framework matched the findings in heralding all the challenges that are internal that the trade union can directly control while also addressing the external that the union may not control directly but make effort to engage. The only limiting aspect of the model has been failure to point out to partnership with mainly the social union movement (SMU). SMU is viewed as one of the best ways to a union can adopt to mobilise the strength in numbers in-order to apply maximum economic leverage. While findings and any other proposal was not directly heralded by respondents the researcher suggests that for the proposed commitment framework to be adopted and operationalised there is need to embrace social movement unionism, through partnering with other unions and social groups and other institutions in the down-stream industry. By and large the framework fits well in the context and can be adopted in the process of revitalising trade unions.

b) *Ncube Trade Union Revitalisation Framework*



VIII. CONCLUSION AND RECOMMENDATIONS

The research concludes that the future of trade unions in the hospitality industry is extremely bright, given that the hospitality industry is tipped to be one of the growing industries. Trade unions may face challenges but these challenges with a well-informed strategy can be easily overcome. The researcher argues that for trade union to fully revitalise there is need to ensure membership commitment is induced at all cost. All union members join unions because of the perceived union benefits and it is the primary responsibility of trade unions to offer such benefits and make sure that members are aware of the benefits. The research also concludes that the trade union can never walk this journey alone but can leverage on maintaining a platonic relationship with management. Of concern again is the fact that while the relationship between the trade unions and politics is real, trade union leaders should balance their political activists and their mandate to represent their rank and file members effectively. Political association can be both a curse and a blessing but the primary focus of the union should be to further the needs of its rank and file of members. The research also concludes by pointing out that rank and file employees are extremely important and the presence of well-trained shop stewards should be a must. To ensure effective revitalisation we recommend that the union also engage in social movement unionism which leadership never pointed out, we urge the union to continue engaging in income generating programs to be self sufficient as well as train all shop stewards for them to enhance their skills; we also urge continued support, collaboration and mutual respect towards management. That collaboration benefits the union more and can help in the revitalisation of the union. We maintain that the future of unions lies in its recognition and acceptance by management.

a) Practical application of the study

While several researches have been undertaken on trade union commitment as well as on trade union revitalisation no specific study has been done in Zimbabwe to that effect. While trade unions as independent organisations their survival depend on numbers. The study provides relevant information to trade unionists on what can be done to harness member commitment and ensure effective revitalisation takes place. The success of trade union is determined by member commitment, as their identification with the union make them brand ambassadors of the union in the quest for membership. While numbers are law with the identified strategies the future for unions' remains bright.

b) Limitations

While the study extracted valuable information on factors that enhances worker commitment leading to

trade union revitalisation focus has been on one union which is the dominant union. Time permitting and resources the study could have been exhaustive by also focusing on the supposedly zombie structures of the two other rivalry unions in the industry. While they may have little influence and a negligible membership their views may add value. Focus has been on one area that is the capital city making it hard to generalise the findings. The set up may be slightly different from what may be happening in other cities. In future a larger sample and population covering the whole country may be required.

c) Recommendation for future research

While the study focussed on commitment and trade union revitalisation the researchers feel the study is not conclusive. Given this reality we propose that a study be undertaken looking within the internal structures of the union. While perceived benefits create the desire to join and participate in unionism this alone may not be enough. Internal democracy and power struggles within the union can defeat the whole revitalisation exercise. Equally we propose that a study be undertaken focusing deeply on both behavioural and attitudinal commitment to the union. Finally a study can also be undertaken on the possibility of integration the unions within the industry.

REFERENCES RÉFÉRENCES REFERENCIAS

1. Ackers, P. (2015). Trade Unions as Professional Associations. In S. Johnstone, & P. Ackers, *Finding a Voice at Work? New Perspectives on Employment Relations* (pp. 95-126). Oxford: Oxford Press.
2. Angrave, D., Charlowood, A., & Greenwood, I. (2015). Do economic conditions influence union activism behaviour? *Economic and Industrial Democracy*, 38 (2) , 344-369.
3. Balasubramanian, G., & Sarkar, S. (2015). Union Revitalisation: A review of research agenda. *Employment Relations Review Vol 15 (1) , 20-42.*
4. Behrens, M., Hamann, K., & Hurd, R. (2004). Conceptualising Labour Unions Revitalisation. In C. M. Frege, & J. Kelly, *Varieties of Unionism* (pp. 11-29). Oxford: Oxford University Press.
5. Bergene, A. C., & Mamelund, S. E. (2017). Fit for Fight? A Cross Section study of Union Aparthy in Norway. *Economic and Industrial Democracy Vol 38 (2) , 235-265.*
6. Blyton, P., & Jenkins, J. (2013). Mobilising Protests: Insight from Two Factory Closures. *British Journal of Industrial Relations, Vol 51 (1) , 733-753.*
7. Brigden, C., & Kaine, S. (2015). Rethinking Factional Alliances and Union Renewal: Inter Union Collaboration in the 21st Century. *Economic and Industrial Democracy , 239-257.*

8. Clark, V., & Ivankova, N. (2016). *Mixed methods research. A guide to the field*. Thousand Oaks, C.A: Sage Publications Inc.
9. Corbyn, J. (2017, September 12). Trade Unions have a role to play in Brexit Britain. *Financial Times* , pp. 2-3.
10. Dixon, L. (2017, April 12). How do Unions Fit in the Modern Working World? *Talent Economy* , pp. 8-10.
11. Gall, G., & Fiorito, J. (2016). Union Effectiveness: In search of Holy Grail. *Economic and Industrial Democracy* 37 (1) , 26 (1), 561-211.
12. Gumbrell, M. R., & Hyman, R. (2019). Democracy in Trade Unions, Democracy Trade Unions? *Economic and Industrial Democracy* Vol 40 (1) , 1-11.
13. Hodder, A., & Edwards, P. (2015). The essence of trade unions: understanding identity, ideology and purpose. *Work, Employment and Society, Vol 29 (5)* , 843-854.
14. Hyman, R., Marcomick, R. G., & Bernaciak, M. (2014). *Trade Unions in Europe Innovative Responses to Hard Times*. Brussels: EUTI aisbl.
15. Ibsen, C. L., & Tapia, M. (2017). Trade Union revitalisation: Where are we now? Where to next? *Journal of Industrial Relations* 59 (2) , 170-191.
16. Kelly, J. (2015). Trade Union Membership and Power in Comparative Perspective. *The Economic and Labor Relations Review, Vol 37 (6)* , 526-544.
17. Kirton, G. (2017). Anatomy of Trade Women's Participation in Small Professional Unions. *Economic and Industrial Democracy* Vol 39 (1) , 151-172.
18. Landau, I., & Howe, J. (2016). Trade Union Ambivalence Towards Enforcement of Employment Standards as organising Strategy. *Theoretical Inquiries in Law. Vol 17 (21)* , 202-228.
19. Laroche, M., & Dufour- Poirier, M. (2017). Revitalizing Union Representation through Labour Education: A Close Examination of Two Trade Unions in Quebec . *Labour Studies Journal* 42 (2) , 99-123.
20. Leschke, J., & Vandaele, K. (2018). Explaining leaving Union membership by degree of labour market attachment: Exploring the case of Germany Economic and Industrial Democracy. *Economic and Industrial Democracy, Vol 39 (1)* , 64-86.
21. Levesque, C., & Murray, G. (2010). Trade Union cross border Alliances with MNCs: Disentangling Union Dynamics at the Local, National and International Level. *Industrial Relations Journal* , 14 (4), 312-332.
22. Moyo, A. (2017, May 2). Clothing Industry Fumes over Second Hand Items. *Sunday Mail* , p. 5.
23. Moyo, T. (2015). *Challenges in Service Delivery in Zimbabwean Hotels*. Harare: Culinary Arts Academy.
24. Mrozowicki, A., & Trawinska, M. (2013). Women's union activism and trade union revitalisation: The Polish Experience. *Economic and Industrial Democracy* Vol 34 , 269-289.
25. Navak, P. (2015). The past and future of Trade Unionism. *Employee Relations* Vol 37 (6) , 683-691.
26. Okechukwu, U. F. (2016). Trade Union Wage Agitations in Nigeria: The Nigerian Labour Congress. *International Journal of Public Administration and Management Research* , 28-37.
27. Rivers, M., & Truitt, T. (2014). A Union Representatives Perspective of Declining Members. *International Journal of Management, Economics and Social Sciences* Vol 3 (3) , 125-143.
28. Sarkar, S., & Charlwood, A. (2014). Do cultural differences explain differences in attitude towards Union? Culture and attitudes towards unions among call centre workers in Britain and India. *Industrial Relations Journal, Vol 45(1)* , 56-76.
29. Schmalz, S., & Thiel, M. (2017). IG Metall's comeback: Trade Union Renewal in times of Crisis. *Journal of Industrial Relations, Vol 59 (4)* , 465-486.
30. Seeliger, M. (2018). Why do (some) European Trade Unions Reject Minimum Wage Regulation? Trade Union Politics between Intergration and Institutional Nationalism. *Culture, Practice and Europeanisation* , 37-46.
31. Vachon, T. E., Wallace, M., & Hyde, A. (2016). Union decline in a Neoliberal Age: Globalisation, Financialisation, European Intergration, and Union Density in 18 Affluent Democracies. *Socius: Sociological Research for Dynamic World* Vol 2 (1) , 1-22.