

Survival strategies of employees in non-remunerating organizations in Zimbabwe: A case of Chitungwiza Municipality

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Abstract: *This study sought to explore the survival strategies undertaken by employees in non-remunerating organisations with specific focus on Chitungwiza Municipality whose workers continued reporting for work despite having spent two years without salaries. The study comprised a sample of fifty respondents who used self-completing questionnaires. The results revealed that Chitungwiza Municipality employees were undertaking various survival strategies during working hours, after work and during weekends such as piece jobs, informal trading, urban agriculture and tilling land in rural areas for those who have it. It was also noted that some employees who are breadwinners had involved other family members such as spouses and children who are ordinarily their dependents to help raise income for the family as informal traders of vegetables, second-hand clothes and other income generation initiatives. Illegal survival strategies such as pilferage and use of Chitungwiza Municipality resources including vehicles and tools for personal gain were also singled out. However, these survival and intervention entrepreneurial strategies are not enough to substitute the buying power of salaries. The study revealed that employees continued reporting for work with the hope that one day things will improve and they would earn their salaries including back pay which was running into thousands of United States dollars per individual by the time of this study. The other reasons for reporting for non-remunerating work were; to avoid disciplinary action by the employer, to avoid losing benefits such as accrued pension benefits and that the employees had no choice since other companies had closed down due to Zimbabwe's economic challenges and for that reason, finding alternative employment was not an option. It was also concluded that some of the employees reported for work to reduce stress because at work they meet friends and they socialise. The study recommended a holistic approach in addressing the issue of non-payment of salaries. Non-monetary assistance to alleviate the suffering of employees was also recommended.*

Keywords: *Survival strategies, Non-remunerating organisations, Local authorities.*

I. Introduction

Several companies in Zimbabwe such as Chitungwiza Municipality, the National Railways of Zimbabwe (NRZ), Grain Marketing Board (GMB), the Cold Storage Commission and Mining firms in Chiadzwa are failing to remunerate their employees despite the existence of employment contracts and national labour laws which make it an offence to engage employees without remuneration. Despite the fact that engaging employees without paying them may be equal to some form of slavery which was abolished worldwide in the 1830s, some companies in Zimbabwe continue to employ workers without paying them for years on end. The general economic meltdown of the decade after 2000 affected Chitungwiza Municipality's financial status as it failed to pay its employees' monthly salaries and wages, a scenario which has persisted for two years. While employees who are not paid have a legal right to withdraw their labour if an employer fails to pay salaries for months, it is surprising that Chitungwiza Municipality workers have continued to religiously report for duty. This is what motivated this study.

1.1 Background to the Problem

Zimbabwean local authorities are currently battling to deliver service as a result of various factors that have plagued them over the past years. Key among the factors is the declining revenue base caused by non-payments of rates, limited funding under the Public Sector Investment Programme (PSIP), the failure by government to honour debts to local authorities, legislative impediments, bureaucracy, inadequacy of the local government system, broader town activities and weak management systems (Revitalization of Local Government, 2004). Failure by Zimbabwe's local authorities to provide their citizens with descent service delivery has resulted in the citizens reacting by not paying rates, an attitude which has exacerbated the situation. Ratepayers have not been the only victims of non-performance by local authorities as the employees of the local authorities themselves have also suffered from retrenchment, lack of appropriate equipment, non-renewal of contracts and non-payment of salaries. In light of the foregoing, local authorities struggle to generate revenue to cater for their wage bills. The provision of services to citizens is basic to the mission of all municipal authorities. Under the traditional model of service delivery, local authorities have assumed responsibility for the provision

and delivery of service to the citizens under their jurisdictions (Gukurume, 2011). In February 2015, speaking to The Standard newspaper, Chitungwiza Municipality workers' representatives said that they were living miserable lives after going for two years without pay (The Standard, 2015).

1.2 Statement of the Problem

In a wage labour economy, the primary reason for working is to earn money to support life. When an organization does not remunerate, employees are forced to either leave for greener pastures or involve themselves in survival strategies that enable them to gain income to pay their bills. The failure to remunerate by Chitungwiza Municipality does not in return suspend the employees' duty to fend for their families through accessing human needs and wants. The employees' duty to pay for lodgings, transport bills, medical care, fees for school going children and to buy household goods among others remains. However, despite the non-payment of salaries for two years, one thousand six hundred and twenty (1 620) employees of Chitungwiza Municipality have remained in their unpaid jobs and the questions that come to the fore are what survival strategies are the employees undertaking and why do they continue reporting for work when it is clear that the employer cannot pay? The activities that the employees were undertaking in order to survive remained unclear and this study sought to establish the survival strategies being undertaken by Chitungwiza Municipality employees which make them continue to report for unpaid work.

1.3 Hypotheses

Hypothesis 1: There is a positive relationship between high pilferage and non-payment of salaries to employees of Chitungwiza Municipality.

Hypothesis 2: There is a positive relationship between high unemployment rate in the country and the decision by employees to remain in a non-paying employment.

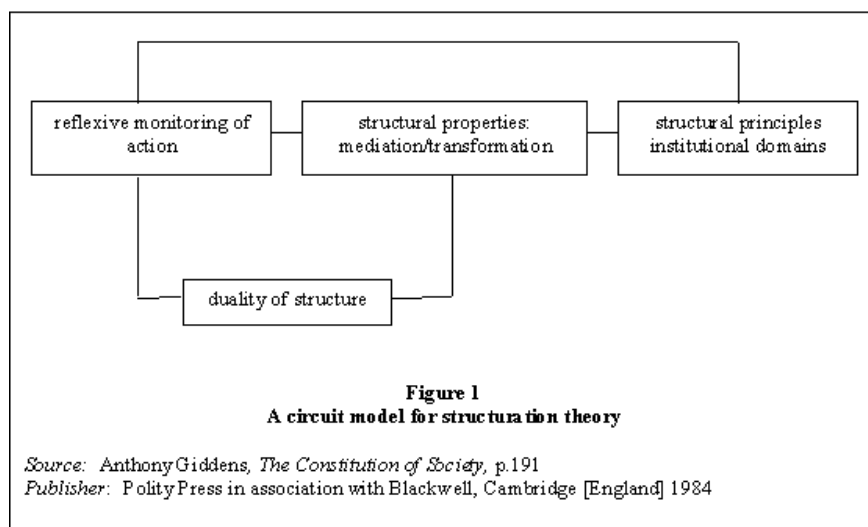
II. Literature Review

2.1 Theoretical Framework

A theory is a proven truth. It can be defined as a set of interrelated propositions, concepts and definitions that present a systematic point of view of specifying relationships between variables with a view to predicting and explaining phenomena (Fox and Bayat 2007). Liehr and Smith (1999:13) see a framework for a research as a structure that provides guidance for the researcher. The theories that gave guidance to this study are the Structuration Theory and the Psychological Reactance Theory

The Structuration Theory by Anthony Giddens (1984) gives credence to human action through social action and recognizes that human beings are rational actors who possess the ingenuity to cope and even circumvent the myriad of challenges they confront on a daily basis (Gukurume, 2015). At the core of the Structuration Theory lies the concepts of structure, structuration, action, social system, the duality of structure and agency (Giddens, 1984). The theory is largely ontological in its orientation according to Holt-Jensen (1999) who tried to develop ontology of human society focusing on theorizing human agency for the analysis of social institutions. This research considers Chitungwiza Municipality employees as part of the structure of society and as actors who have certain freedom of choice and action that are struggling to adjust themselves to livelihood constraints (Cohen 1989, Giddens 1984).

Fig 1: The Circuit Model for the Structuration Theory



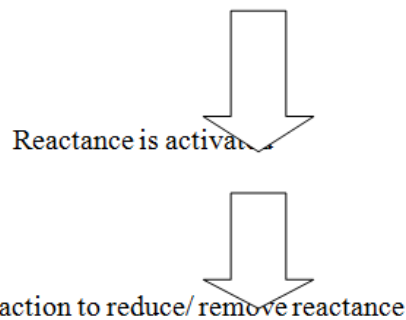
Agency is portrayed as the capacity of individual actors or agents to rationally withstand and sometimes transcend the whims imposed by structures creatively devising free choices (Gukurume, 2015).

2.1.1 Psychological Reactance Theory

The Psychological Reactance Theory was propounded by Brehm (1966) and improved by Brehm & Brehm (1981). Brehm (1966) proposed the concept of psychological reactance as the motivational state directed towards the reestablishment of threatened or eliminated freedom. The motivational state of reactance originates from individuals basic needs for self-determination and autonomy, which drives people to maintain self-reliance on decision-making and to resist any limitation or restriction from external influence on their freedom to choose (Pavey and Sparks, 2009, Burgoon et al., 2002). The aversive affective reaction in response to regulations or impositions that impinge on freedom and autonomy can also be used in explaining the survival strategies undertaken by Chitungwiza Municipality employees who are beset by non-payment of salaries. This reaction is common when individuals feel obliged to adapt a particular opinion or engage in a specific behavior (Wicklund, 1974). When an individual's freedom is threatened that individual attempts to restore the freedom by exhibiting opposition or resisting pressures to conform (Brehm and Brehm, 1981). Similarly when survival of Chitungwiza Municipality employees is threatened by non-payment of salaries they are most likely to react by way of developing copying mechanisms in order to restore a freedom of control in their situation.

Psychological Reactance Theory Model

Perception of unfair restriction toward actions/behaviors



Source: Butterfield-Booth, (1996)

Fig 2: The Psychological Reactance Theory Model

2.1.2 Employees' Duty to Work

The main contractual obligation of employees is to place their personal service at the employer's disposal. According to Grogan (2010) employees provide their work in return for remuneration and the opportunity to exercise and improve their marketable rights and obligations. To employees, work offers a number of benefits besides money such as the opportunity to use skills and the opportunity to have social interaction with others (Tripathi, 2004). Tender of work is the prerequisite to the right to claim wages by an employee. If an employee does not render service through many forms such as desertion the employer is entitled to deduct from the employee's wage an amount proportional to the absence using the 'No work, no pay' principle. One of the primary obligations of employers is to pay employees in-lieu of work done, and the standard is that employers must pay a fair wage, must pay for overtime and must pay immediately after work has been done usually monthly (Murray, 2010). The duty to pay and the commensurate right to remuneration arise not only from the actual performance of work, but from the contractual obligation to do so. For this reason, employers work with maxim of 'no work, no pay' and thus it is within the rights of employees to translate the same to 'no pay, no work'.

Non-payment of employees means not remunerating, defaulting, dogging, evasion or failure to pay. In these difficult economic times, many employers in Zimbabwe are finding it difficult to make ends meet resulting in delayed salaries, cutting of salaries and non-payment of salaries (Ndlovu et al, 2015). Workers who refuse to work if their employer fails to pay them are not deemed to be on strike or breach of contract (Grogan 2010). The corollary of the 'no work, no pay' maxim is 'no pay, no work' so employees that do not receive their salaries have a right to stop reporting for duty since the employment contract will have been grossly violated (Murray, 2010). If an employee is not paid for up two months he/she can complain to the Ministry of Labour and request that his/her employment work permit be cancelled (Landau, 2012); but the employees of Chitungwiza Municipality are not using these options, choosing to continue reporting for work without pay.

Other Zimbabwean local authorities such as Harare City Council, Mutare City Council and Redcliff Town Council are also failing to regularly pay employees. Harare City Council has since March 2015 gone for five months without pay with workers having been involved in strikes that crippled service delivery. If workers are not paid, it leads to conflict, tension and subsequently reduced productivity which are all antecedents of organizational vulnerability (Morrison and Robinson, 2004). The Government of Zimbabwe was battling to pay salaries to diplomatic staff deployed to its 46 embassies across the world. In March 2015, the Permanent Secretary in the Ministry of Foreign affairs told legislators that government owed foreign embassy staff US\$6,6 million in salary arrears up to December 2014, US\$32,6 million arrears for operational expenses and US\$376 900 in school fees refunds for children of staff at the 46 diplomatic missions and consulates (News Day, 17 August 2015). In June 2015, the Secretary for the Finance Ministry told a parliamentary portfolio committee discussing foreign affairs that what the government owes diplomatic mission staff had since risen to about US\$10 million (R122.13 million) in salary arrears (Agency France- Presse, 23 June 2015).

Six thousand (6 000) National Railways of Zimbabwe (NRZ) employees had gone for a year without receiving any salaries for service rendered since June 2014 when they last got a salary. The NRZ had a debt running close to US\$150 million accumulated since dollarization in 2009 and the workers were reportedly owed about US\$55 million in unpaid salary arrears. In an interview the Railway Association of Enginemen (RAE) President said the situation had reached a tipping point. "Employees are angry with what is transpiring in the organization. We are now running into 11 months without payment of salaries". (New Zimbabwe, April 2015)

Speaking before the Government of Zimbabwe's Parliament, the Public Accounts Committee, reported that the Grain Marketing Board owed its one thousand nine hundred and eighty-four employees US\$17 million in unpaid salaries. The parastatal is struggling to operate with Government failing to release funds for grain delivered to GMB totaling US\$26 million making the parastatal receive between 15 and 20 summons from creditors each day (Chikwati, 2015). Non-payment of salaries which is known as wage theft in the United States of America is not an insignificant or uncommon phenomenon world-wide. It occurs across a broad range of industries and its victims include men and women of every race and nationality (Social Justice Lawyering Clinic, 2015). As a result in 2009 the USA government was forced to come up with the Wage Theft Protection Act of 2011 which went into effect on January 2012. Hernandez and Stepick (2012) define wage theft as when employees do not receive wages that they are legally owed. It occurs in different forms including unpaid overtime, not being paid the minimum wage, working during meal breaks, misclassification of employees as independent contractors, forcing employees to work off the clock, altering time cards or pay stubs, illegally deducting money from workers pay checks, paying workers late or simply not paying employees at all (Auer et al., 2009). Milkman (2010) in a research on Wage theft and workplace violations in Los Angeles found that every week in Los Angeles workers lose US\$26,2 million dollars in wage theft violations.

The country with the richest economy in Africa, Nigeria has been reported in its local media to be suffering from rise in tension because of unpaid salaries and is now being forced to beg for credits to pay government salaries. Workers in the employ of the State such as Osun, Ebonyi and Pletau have gone for more than three months without salaries and allowances by 2015. The workers in Osun agreed to boycott the activities to mark the 2015 workers day celebrations. The Chairman of the Trade Union Congress, said: "No May Day celebration this year. That is the decision of the entire workers in Osun State".

2.1.3 How people react when they are faced with challenges

People as individuals or in organizations when faced with problems or challenges react and respond in different ways. Mararike (2011) identified four main forms of reaction adopted by people faced with challenges. Firstly, asking for assistance as supported by Boadou (2010) who asserts that Africans largely rely on their kinsmen for psychological and economic support in difficult times. To this effect Mararike (2011) cautions that, even if help is received from others without dealing with the root cause of the problem it can only provide short-term relief solutions and make people vulnerable to subsequent problems.

Secondly, some people may run away from the challenge as in seeking for greener pastures. Running away saves a person or people from dealing with the situation at hand. However running away is not always the best solution as in running away; people mostly encounter a bigger risk of challenges and problems since they are not aware of the safety and job opportunities in the areas to where they are fleeing to. Thirdly, some individuals instead of taking action will continuously blame others and by blaming, the blamer attempts to avoid responsibility.

Fourthly, some resort to prayers directed to the divine/ Creator or to ancestral spirits to help them ease the burden or pain as a last resort when everything else fails. On 19 April 2014 United Family International Church (UFIC) leader Prophet Makandiwa's "Judgment Night 2" literally brought Harare to a standstill with the largest gathering of Christians ever witnessed in Zimbabwe as close to 150 000 people braced the chilly cold weather to attend "Judgment Night 2". (Daily News 22/04/2014) When workers continue reporting for duty to tender their services as expected from them and the employer breaches the contractual agreement by failing to

pay, the question that immediately comes to mind is what motivates the employees to continue reporting for duty in such circumstances? According to McCormick and Tiffin (1976) motivation can either be intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals and can also be termed 'psychological motivations'. Extrinsic motivators are those that are external to the task or job, such as pay, working conditions, fringe benefits, security or promotion (Ajila, 1997). When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or rewards (Ryan and Deci, 2000).

Theorists have argued that intrinsic motivation on its own is not the only explanation or reason why employees continue to report for unpaid duty as it is a combination of factors. According to Adeyamo (1999) there are four strategies that can be used to motivate employees. The first is salary, wages and conditions of service with emphasis on the job rate payment, personal or special allowances and fringe benefits. Secondly, money as Akintoye (2000) asserts that money remains the most significant motivational strategy.

The role of non-monetary rewards is also another important factor that motivates employees to continue reporting for duty. A World Health Organization regional study in Botswana, Cambodia, Kenya, Malawi, Thailand, South Africa and Uganda found out that all countries had non-financial rewards for Health Care Workers such as opportunities for training and professional advancement, encouragement to join research teams, write journal articles and attend international conferences, motivation through charismatic leadership and self-fulfillment associated with being part of a successful team (WHO, 2004B). Job security is also another factor that might lead to employees continued reporting for duty without salaries as the fear of the unknown might take precedence in that decision (Nguwi, 2012).

2.1.4 Survival strategies used by non-remunerated employees

When survival of employees is threatened they most likely react by developing coping mechanisms which are known as survival strategies in order to restore a freedom of control in their situation. Non-remuneration of employees leads to establishment of survival strategies as a reactance to a threat against their livelihoods. Survival strategies are the logical and rational pattern that is implanted and implemented to continuously overcome life's challenge so as to gain sustainability in a chosen environment gaining financial peace (Institute of Strategic and Business Management, 2014). When employees stop receiving their salaries and benefits, they are motivated to engage intra-preneurial activities using their organization bringing into play the Shona idiom '*Mbudzi inofurira payakasungirirwa*' (Sibanda et al. 2014) (Meaning, a goat's feeding is restricted to its immediate environment).

Blyton et al., (2013) identify five survival strategies employed by workers in order to deal with a potentially alienating work environment. The five strategies are making out, fiddling, joking, sabotaging and escaping. In addition to these five, other theorists such as Edwards (1986) have identified other forms such as pilfering and labour turnover. Joking strategy is where employees create relationships among themselves and their superiors that allow for a combination of friendliness and antagonism and is a form of safety valve as it allows an individual to let off steam.

Sabotage is the deliberate destruction of the product or the machinery used to produce it (Edwards, 1986). Downtime of machinery enables employees to have free time or free days from work in which they can engage into intra-preneurial activities as machines are worked on. However as a survival strategy, this form of action might backfire on the workers as they can be charged for deliberate damage on company property. Escaping is physical through absenteeism and labour turnover or mental escape which does not necessarily present a problem for management. In leaving the job employees search for greener pastures elsewhere whilst through absenteeism employees might involve themselves in part time jobs that might hinder them from reporting work for some hours, day, days or even weeks. The Restructuring and Recovery in Railway Services Report (2009) reveals that in 2000 the National Railways of Zimbabwe had nine thousand four hundred and twenty (9 420) employees and by 2012 the number had declined to seven thousand six hundred and two (7 602) as a substantial number of employees joined other railway bodies in the region and abroad (Sibanda et al., 2014)

Kamruzzaman et al (2015) studied survival strategies among tea workers in Bangladesh. The research focused on women because more than seventy-five percent of tea workers in Bangladesh are women. Tea workers are considered to be among the poorest and most deprived section of organized labour and as a result they are forced to engage in survival strategies as their wages are insufficient to cover basic needs. The women tea workers adopted survival strategies centred on food, housing, health, hygiene and financial solvency. On food some went to the extent of skipping meals and taking less preferred cheap food. On housing some built straw and mud houses or other alternative cheaper building material. Financially the females engaged in rearing of poultry, livestock and also engaging on additional part time jobs to fetch additional income. The research only looked at survival strategies undertaken by women ignoring the fact that men also engage in survival strategies. Men make up the majority number of the Chitungwiza Municipality workforce as in 2013 they were

reported to have one thousand seven hundred (1 700) employees of which only a third were women and the Council had a total of twenty-five councilors who consisted of 17 men councilors and 8 women councilors (Gender Links, 2014).

Osun State workers in Nigeria reached seven months without salaries from their Osun State government in June 2015 as their trying times continued on the background of continued promises that their salaries would come soon. The chairman of the Nigeria Union of Pensioners (NUP) said that the association had lost about two hundred and thirty six (236) members to death since 2014 due to their inability to access health facilities while many others are reeling under starvation and cannot settle bills including children's school fees. The situation forced employees of Osun State who are members of the Living Faith Church also known as Winners Chapel to turn to church donations as a survival strategy. The Pastor appealed to the congregation to come to the aid of the workers by donating money and foodstuffs. (Omofoye, 2015).

In Zimbabwe, Jones (2010) examined the term 'kukiya-kiya' economy as a new logic of survival strategies in response to economic action in post-2000 Zimbabwe. 'Kukiya-kiya' refers to multiple forms of 'making do' that Zimbabweans undertook to survive. Jones (2010) states that in the process straight transactions carried out in accordance with enduring, jointly-held rules and morals giving way to 'zigzag' deals seen to be limited to a particular time and place and directed at individual 'survival'. Proper solutions of all sorts were suspended and the country's development was also suspended leading to a situation where dictates of 'survival' and temporary 'necessity' were used to justify the 'necessity knows no law' economic survival strategy under what Jones (2010) referred to as 'kukiya-kiya'.

A study of the survival strategies that unpaid Mine workers involve themselves in was conducted on Hwange Colliery Company Limited (HCCL) in Zimbabwe (Mhau et al 2015). The research concluded that the survival strategies used by non-paid employees at HCCL included cash advance, medical benefits, food hampers and use of canteen facilities at work. HCCL employees are also beneficiaries of free accommodation and free education of their children at schools that are run by the company. An analysis of factors that motivate Shabanie Mine Workers to stay in unpaid employment was conducted in Zvishavane by Shoniwa et al. (2013) using a qualitative and quantitative designs applying purposive sampling to select thirty-four participants. The study revealed that the non-remunerated employees continued to work because they expected to be paid in future. They enjoyed the non-monetary rewards that the mine directly and in-directly provides such as free accommodation which they both reside and rent out, free medical care and free tuition for school going children. Employees rented out some rooms to employees of neighbouring mines such as MIMOSA to generate income as a survival strategy. Since the accommodation for Shabani Mine workers is on mine premises, there were no transport costs. Bendell's (2003) study revealed that retention of South African nurses was enhanced by provision of free accommodation. This explains why Shabanie Mine employees valued the free accommodation that they received and thus chose to remain in unpaid work, but Municipality of Chitungwiza does not offer free accommodation, free medical or free tuition to its employees like the above mentioned companies and this study was meant to interrogate the survival strategies that Municipality of Chitungwiza employees are undertaking.

III. Research Methodology

The research followed a positivist paradigm because it allowed the researcher to use a sample of the Chitungwiza Town Council employees and evaluate them in detail as a means to understand the total population as advised by Kasi (2009). Interpretive paradigm enabled the researchers to ask the right research questions that led to a sound research (King et al., 1994). The population of Chitungwiza Municipality workforce stood at one thousand six hundred and twenty (1 620) as at June 2015. In determining sample size, very important issues were taken into consideration such as availability of time and other resources to support research on a large sample while on the other hand too small samples could lead to inaccurate results and poor generalisability of findings thus affecting the validity and reliability of the research study (Van der Walt and Brink, 2005). For this study, the Raosoft sample-size calculator was used to compute the sample size of a population of 1620 at plus minus 5% margin of error, at 90% confidence level given that the expected completed questionnaire retention rate would be 95%, the resultant sample size was 50 (<http://www.raosoft.com/samplesize.html>). Thus fifty (50) respondents distributed across grades were chosen to take part in the study as illustrated on the Table below:

Table 1: Chitungwiza Municipality Sample

Grade of respondents	Classification	Male	Female	Sample Size
13-16	Executive staff	1	1	2
9-12	Senior staff	6	4	10
5-8	Standard	9	7	16
1-4	Labourers	11	11	22
TOTAL		27	23	50

The table above shows that the spread of the sample consisted of 44% labourers, 32% Standard employees, 20% senior staff and 4% Executive staff. While the representation was not proportional, all grade ranges found at Chitungwiza Municipality were represented. This made sure that the feelings of all grades was captured as a way to boost the reliability and validity of the findings.

IV. Results And Discussion

4.1 Response Rate

Table 2: Response Rate

Instrument	Conducted/administered	Returned/Attended	Response rate
Questionnaire	50	48	96%

4.2 Demographics

Table 3: Respondents by Gender

Gender	Frequency	Percent	Cumulative Percent
Male	27	56.3	56.3
Female	21	43.7	100.0
Total	48	100.0	

Out of 48 employees who responded to questionnaires, 27 (56.3%) were male while 21 (43.7%) were female. The slight gender imbalance is indicative of the actual situation of the Chitungwiza Municipality workforce where out of 1 620 employees, there are 962 males and 658 females. The imbalance is worse in other organisations in Zimbabwe where the gender imbalance is heavily tilted towards male employees (C.O.E, 2015).

Table 4: Age Group of Respondents

Age range	Frequency	Percent	Cumulative Percent
18-24yrs	12	25	25
25-35yrs	10	20.8	45.8
36-45yrs	11	22.9	68.7
46-55yrs	9	18.8	87.5
56yrs & above	6	12.5	100.0
Total	48	100.0	

The Table above shows that the 56 years and above age range had the lowest number of respondents accounting for 12.5%. These could have gone past their child bearing age therefore it is a truism that most Chitungwiza Municipality employees (87.5%) are in the high fertility age range of between 18 and 55 years. Such employees have high demands ranging from school fees, maternal care, rentals, bills and the desire to build own accommodation. On the other hand, those in the 56 years and above age range are nearing retirement and by normal spread, such an age group could be having common ailments which are associated with old age, such as hypertension, diabetes and anxieties over and above the need to look after their growing children. Chitungwiza Municipality's retirement policy of 60 years could mean that some of them were reaching retirement in a situation of non-payment of salaries thus they would go into retirement empty-handed, creating even more problems for society and the social safety nets. During the period of non-payment of salaries (2 years), the Municipality retired 124 employees who were over 60 years of age as part of restructuring and cost-cutting measures (The Herald, 2015). Thus 124 employees were retired into destitution.

Table 5: Marital Status of Respondents

Marital Status	Frequency	Percent	Cumulative Percent
Married	31	64.6	64.6
Divorced	8	16.7	81.3
Single	3	6.2	87.5
Widowed	6	12.5	100.0
Total	48	100.0	

Married respondents were dominant in this study as they were 31 out of 48 (64.6%). The table shows that 8 respondents (16.7%) were divorcees, while 3 (6.2%) were still single and 6(12.5%) were widowed. Common sense informs us that married employees have families and obligations to meet. The same goes for divorcees and widowed employees who could be single parents. If unpaid such employees are faced with extreme difficulties. Single employees though they were in minority also have a life to live including preparing themselves for marriage life which also needs money.

Table 6: Respondents by Highest Education Attainment

Highest Educational Qualification Attained	Frequency	Percent	Cumulative Percent
Zero educational qualification up to Grade 7	5	10.4	10.4
J.C	4	8.3	18.7
O-Level	10	20.8	39.5
A-Level	2	4.2	43.7
Certificate	4	8.3	52
Diploma	4	8.3	60.3
Degree	15	31.3	91.6
Masters	2	4.2	95.8
Doctorate	2	4.2	100
Total	48	100.0	100

From the 48 completed questionnaires from respondents, 5 (10.4%) indicated that they never attained Grade 7 and below, 4 (8.3%) attained Junior Certificate, 10 (20.8%) attained O' level, 2 (4.2%) attained A' level as their highest qualification, 4 (8.3%) attained a post secondary school Certificate, 4 (8.3%) attained up to a Diploma, 15 (31.5%) had a first degree, 2 (4.2%) had Masters degrees and 2 (4.2%) had PhD degrees. Further analysis of the above Table shows that the most popular qualification is a first degrees. A total of 19 (39.7%) of the respondents are university graduates.

Table 7: Length of Service of Respondents

Length of service	Frequency	Percent	Cumulative Percent
Less than 1 year	0	0	0
1-5 yrs	11	22.9	22.9
6-10yrs	21	43.8	66.7
11-15yrs	10	20.8	87.5
16 years and above	6	12.5	100
Total	48	100.0	

On the Table, 77.1% of the respondents had been with Chitungwiza Municipality for a period of over 6 years. Such employees are experienced and no company worth its name would like to lose experienced staff. The best way to retain staff is to remunerate them for work done.

4.3 Challenges faced by Chitungwiza Municipality Employees

- Key:** SD = Strongly Disagree
D = Disagree
N = Not sure
A = Agree
SA = Strongly Agree

Table 8: Challenges faced by non-paid employees of Chitungwiza Municipality

Description of the challenge	SD	D	N	A	SA	Total
Problems raising money for food for my family.	3	1	0	13	31	48
Problems raising money for school fees for my children.	0	3	0	19	26	48
Problems raising money for transport for me and my family	1	2	0	15	30	48
Problems raising money for health care for me and my family.	0	0	1	16	31	48
Problems raising money to pay for lodgings	3	2	1	17	23	48
Problems raising money to pay for water bills	1	2	0	15	30	48
Problems raising money to pay for electricity bills	0	3	0	14	31	48
Problems in raising money for rates	0	3	0	11	34	48
Problems in looking after my extended family	0	1	0	6	31	48

The biggest problem facing the non-remunerated employees of Chitungwiza Municipality is the failure to access medical care due to the fact that the non-remunerated employees stop-order medical aid deductions had long stopped making the medical aid scheme which covered by the Municipality to lapse. The actual figure of Chitungwiza Municipality workers who passed away in 2014 was put at 32 and fellow workers attribute most deaths to stress, fatigue and lack of medication (Zuze, 2015). The other problems as shown on Table 9 were equally affecting Chitungwiza Municipality employees. The myriad of challenges were drivers of stress and other conditions which may not be easy to identify such as hypertension and diabetes among others.

Table 9: Reasons of Continuing to report for work without pay

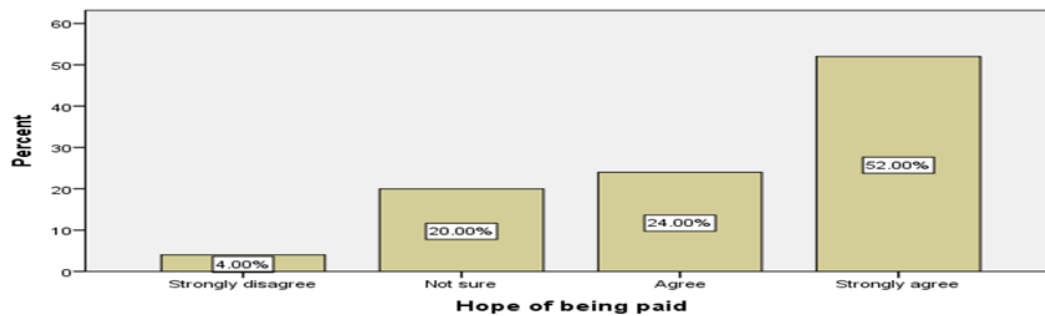
Reasons for continuing to report for work	SD	D	N	A	SA	Total
I have hope that one day pay will come together with back pay	1	5	0	16	26	48
I have nowhere to go as most companies have closed	2	2	6	18	20	48
If I stop coming to work, I will lose my benefits including pension	4	7	7	15	15	48
If I do not report for work I will be arraigned before a disciplinary	4	2	1	20	21	48

Committee and be dismissed/ fired.						
There are still other benefits besides pay which I get by coming to work	9	10	11	12	6	48
I am reporting for work for the sake of developing my skills and career	3	13	18	8	4	48
Reporting for duty for the sake of wanting to be seen as employed	8	12	21	4	3	48
My relative works in management and instructed me to continue reporting for work	29	19	0	0	0	48
Staying at home is more stressful. By coming to work I meet friends	6	4	17	17	4	48

Source: Author (2015)

The Table shows that most Chitungwiza employees who were respondents indicated that they continue reporting for work for various reasons including; the hope that one day their salaries will come together with back pay, to avoid a disciplinary hearing, to avoid losing benefits such as pension accrued from years of service, they have no choice since other companies have closed down and that coming to work reduced stress as they would meet friends and socialise. The hope that one day they will be paid their salaries was analysed on Fig. 3 below:

Fig 3: Hope that one day pay and back pay would come
Hope of being paid



The results from the questionnaire revealed that employees were motivated more by the expectation of getting their rewards in the near future with the highest number of 42 respondents indicating under Agree and Strongly Agree that hope to receive their pay together with back pay motivates them to continue reporting for duty. This supports the Expectancy Theory which explains that the expectation of a reward not the reward itself can act as a motivator, (Tolman, 1955 as cited by Russel and Bernadin 1996). The role of non-monetary rewards in influencing continued reporting for duty was also analysed under the option 'for the sake of developing my skills and career'. While the World Health Organization (WHO) regional study in seven countries of Botswana, Cambodia, Kenya, Malawi, Thailand, South Africa, and Uganda confirmed that Health Care Workers with non-financial incentives remained in employment for the sake of opportunities for training, professional advancement, motivation through charismatic leadership and self-fulfillment associated with being part of a successful team (WHO, 2004b); this was not the case with Chitungwiza Municipality employees as only 25% (12) indicated under Agree and Strongly Agree.

The key below was used to compute the most popular up to the least popular survival strategy where 1 point was awarded to a response of SD right up to 5 points for SA

Key:	Strongly Disagree	SD	= 1
	Disagree	D	= 2
	Neutral	N	= 3
	Agree	A	= 4
	Strongly Agree	SA	= 5

Table 10: Survival Strategies Being Undertaken by Chitungwiza Municipal Employees
N=48

SURVIVAL STRATEGIES	SD (1)	D (2)	N (3)	A (4)	SA (5)	Total Score	Rank Order
I do piece jobs after work and during weekends?	4	9	5	18	12	169	4
My wife/husband raises income through her/his initiatives.	1	7	10	20	10	175	2
I am supported by my children.	24	12	10	1	1	87	12

I operate informal business of selling goods.	5	9	2	15	17	174	3
I am a dealer. I get things somehow and sell them.	7	9	10	14	8	147	6
I get a few things from my work place which I sell to survive (pilferage).	11	9	7	16	5	139	8
I do urban agriculture and I have a plot outside my house	8	12	7	12	9	146	7
I have a house where I get rentals from lodgers	25	19	1	3	0	78	14
I have land in rural areas where I till so that I survive in town	6	6	10	9	17	169	4
I seek assistance from parents and relatives	21	7	12	8	0	103	10
I am surviving on God's grace	0	2	13	15	18	193	1
I am supported by begging	28	7	11	1	1	84	13
I am being supported by friends	22	10	13	2	1	94	11
I run a tuck-shop	10	17	5	10	6	129	9

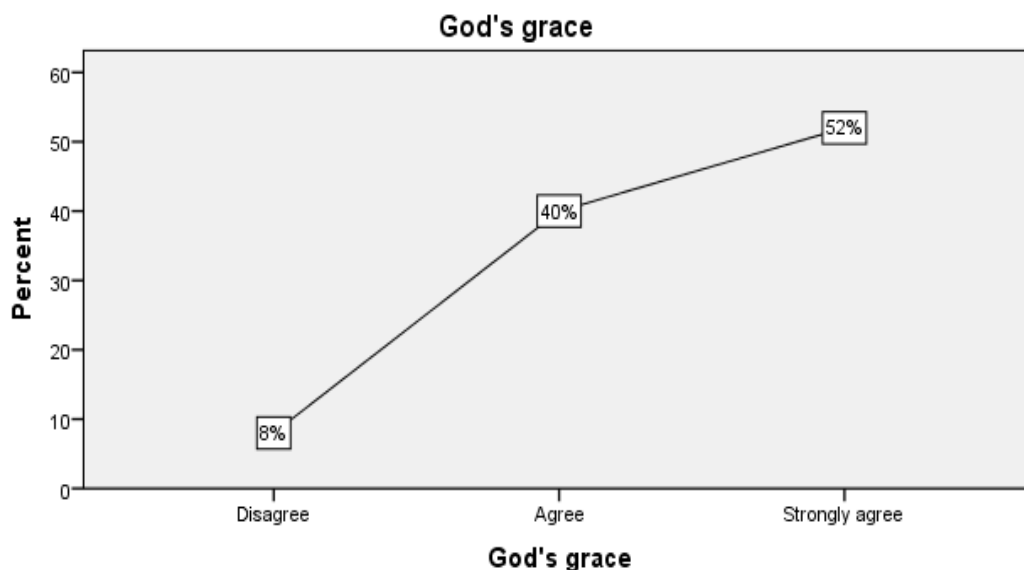
Source: Author (2015)

From the findings shown by the above rank order, most respondents indicated the option of 'Surviving by God's grace' as the main survival strategy. Notwithstanding that there is no such survival strategy since 'God' does not put food on the table, the response could be an indicator that most non-remunerated employees of Chitungwiza Municipality were surviving through various difficult means some of which could not be stated. Income from spouses was ranked second highest as a survival strategy, followed by informal trading. Piece jobs and tilling land in rural areas were both ranked fourth. Surviving on deals and urban agriculture were ranked sixth and seventh respectively while pilferage was ranked eighth. Running a tuck shop and surviving on parents or relatives were ranked ninth and tenth respectively. What is clear from further analysis of the responses is that most respondents employ several strategies to survive and this should be understood as the meaning of 'piece jobs' which is also called 'kukiya-kiya' in local lingo. 'Kukiya-kiya' basically means surviving by doing many things. When surviving through piece jobs, each survival strategy gives a little income which only becomes meaningful if the other small income streams are added to it. Put together, the small income streams still fall short of the needs of the non-remunerated employees of Chitungwiza Municipality who had now clocked two years without salary.

Notwithstanding the fact that the option of pilferage is illegal and despite the various local media reports of Chitungwiza Municipality employees arrested or charged for criminal activities involving company property which Edwards (1986) referred to as pilferage saying it involves undeclared work, theft, artificial claims and overstating expense. Employees have also been accused for being involved in corrupt activities such as illegal sale of land/ stands and unsanctioned connection of illegal beneficiaries to municipal water and sewer systems among others. As stated on the above table, 44% of the respondents agreed that they survived by the illegal means of pilferage. Although the adage 'necessity knows no law' may apply to hungry employees, it makes the already bad situation of Chitungwiza Municipality worse. If the situation of non-payment of salaries persisted, the Municipality could become a shell in a few years time because of pilferage.

The option of surviving through God's grace is analysed below:

Fig 4: Surviving by God's Grace



Mararike (2011) states that when people fail to provide answers to difficult problems, they resort to prayers as confirmed by 92% of the respondents on Fig 5 who indicated 'strongly agree' to option of 'Surviving on God's grace' and this might also explain the sprouting of well-attended churches within Chitungwiza. For example, the United Family International Church (UFIC) has been given the green light by Chitungwiza Municipality to complete construction of a mega church in Chitungwiza to accommodate its ever growing flock of worshippers.

Table 11: Cross tabulation of marital status and the role of spouses in helping to raise income

My wife/husband raises income through her/his initiatives		Wife/husband raises income					Total
		Strongly disagree	Disagree	Not sure	Agree	Strongly agree	
Marital status	Married	1	0	0	20	10	31
	Divorced	0	4	4	0	0	8
	Single	0	1	2	0	0	3
	Widowed	0	2	4	0	0	6
Total		1	7	10	20	10	48

Source: Author (2015)

Out of 31 married respondents 30 of them accounting for 97% agreed or strongly agreed to the assertion that their husband/wife raises income through their initiatives. This supports Weiner (2015) who states that spouses are obligated to support each other financially.

4.4 Activities when employees report for duty

Service delivery is the core business of Chitungwiza Municipality and responding to this question more than 75% respondents claimed that when they report for duty they carry out respective duties assigned to them with the goal of ensuring that Chitungwiza residents get requisite services also taking into consideration that the majority of the employees are also residents of the town.

4.5 Whether the survival strategies have enabled employees to maintain their standard of life

The majority of the respondents indicated that survival strategies have not enabled them to maintain the standard of life which they enjoyed before the situation of non-payment of monthly salaries started. Income derived from informal jobs is low for the majority of workers and despite providing a means of survival they are often far from what could be called decent(Luebker, 2008). Most respondents indicated that the Municipality was not offering employees anything to help alleviate the challenges that they were facing. The employees expected the employer to offer them transport to work, free or subsidized medical care benefits in Municipality clinics and hospitals and free or subsidized educational benefits in Municipal schools for their school going children. A majority of respondents highlighted that they were going to resign if the situation did not change for the good. Respondents highlighted that they were going to look for greener pastures whilst others said that it was better staying at home than reporting for a non-paying job in which an unfair labour practice is being committed monthly. The second highest number of respondents from all data collection instruments expressed that they would soldier on reporting for duty whilst the lowest number of respondents indicated that they were not sure what action they would take if non-payment continues.

4.6 Hypothesis 1

The hypothesis for this study stated that there is a positive relationship between high pilferage and non-payment of salaries to employees. For testing of this hypothesis, Table 12 below was used to compute the Survival strategies being undertaken by Chitungwiza Municipality employees under the response “*I get a few things from my workplace which I sell to survive*”. The mean of the responses was used to compute the T-test. Converting of ordered category scales into equal interval scales allowed continuous correlation analysis in the form of a one sample T-test without affecting the significance of the results.

Table 12: Testing Hypothesis 1

SURVIVAL STRATEGIES	SD(1)	D(2)	N(3)	A(4)	SA(5)	T
I get a few things from my work place which I sell to survive	11	9	7	16	5	48

After computations using one sample T-test we reject H_0 at a 95% significance level and conclude that there is a positive relationship between high pilferage and non-payment of salaries to employees.

4.7 Hypothesis 2

The second hypothesis for this study stated that there is a positive relationship between high unemployment rate in the country and the decision by employees to remain in a non-paying employment.

For the testing of this hypothesis referred to Table 9 above with the heading Motivation to continue reporting for work without pay. Under that table “*I have nowhere to go as most companies have closed*” was converted into a Likert type variable with the responses were given an ordinal value .The mean of the responses was used to do the testing. Converting of ordered category scales into equal interval scales allowed continuous correlation analysis in the form of a one sample T-test without affecting the significance of the results.

Key: SD = 1
 D = 2
 N = 3
 A = 4
 SA= 5

A mean of 3 and above implies there is a positive relationship between high unemployment rate in the country and the decision by employees to remain in non-paying employment.

Table 13: Testing Hypothesis 2

Reasons for continuing to report for work	SD(1)	D(2)	N(3)	A(4)	SA(5)	Total
I have nowhere to go as most companies closed down	2	2	6	18	20	48

$$\text{The mean} = (2(1) + 2(2) + 6(3) + 18(4) + 20(5))/48 = 4.08$$

Count	48
Mean	4.083333333
Standard Deviation	1.048470686
Standard Error	0.151333708
Hypothesized Mean	4
Alpha	0.05
Tails	1
Degrees of Freedom	47
Test statistic	0.550659429
p-value	0.292237602
t critical value	1.677926722

Using one sample t-test we will fail to reject H_0 at 95% significance level if p-value ≥ 0.05 . Using our sample data p-value = .2922 > 0.05, therefore we fail to reject the Null hypothesis at a 95% significance level and conclude that there is a positive relationship between high unemployment rate in the country and the decision by employees to remain in a non-paying employment

V. Conclusions

The study revealed that employees at Chitungwiza Municipality were undertaking various survival strategies to mitigate their situation of non-payment of salaries with the majority engaging in more than one strategy to ensure that they had enough for their families' upkeep. The main income streams identified were piece jobs, income from efforts by spouses, informal trading, pilferage, urban agriculture and tilling land in rural areas for those who have it. While the other income streams were legal, of concern was pilferage which had the capacity to worsen the situation at Chitungwiza Municipality if unremunerated employees continue stripping the local authority of its assets.

This study also concluded that Chitungwiza Municipality employees were motivated to continue reporting for duty without any salaries by the expectation that one day they would be paid their salaries and back pay running into thousands of dollars for each employee. The other reasons for reporting for unremunerated work were; to avoid disciplinary action by the employer, to avoid losing benefits such as pension accrued over years of service and that the employees had no choice since other companies had closed down. It was also concluded that some of the employees reported for work to reduce stress because at work they would meet friends and socialise. Despite various survival and intervention strategies for alleviating the situation, these were not enough to substitute the buying power of salaries. The study also concluded that the problems local authorities were facing have their genesis in the non-payment of bills and rates by the citizens of the cities and towns. The situation was exacerbated by central government which in 2013 directed the writing-off of balances owed by defaulters, a thing which caused a culture of not taking compliance to pay seriously with some citizens hoping that one day towards elections, central government will again write off the balances.

VI. Recommendations

Based on the above findings and conclusions the study recommended that:

1. Chitungwiza Municipality should take a holistic approach in addressing the causes of failure to pay salaries in order to minimize the suffering of employees.
2. If the problems bedeviling Chitungwiza Municipality and other local government authorities persist there was need to offer employees non-monetary rewards such as free medical care through municipal clinics, free education through municipal schools, exemption in paying water bills and rentals for those living in municipal houses. Allocation of housing stands could also be considered for those who have no houses. Such interventions are vital for cushioning the lives of employees and enhancing their loyalty with the organization besides avoiding crippling litigations.
3. The Ministry of Local Government, Public Works and National Housing and politicians at all levels should intervene by making public statements which encourage citizens of urban centres to pay their rates and also empower Municipalities to enforce payment of the same.
4. The Municipality should also consider positively engaging the workforce and other stakeholders in a bid to find a lasting solution to the problem of failure to raise salaries that is devastating to both the employees and the employer.
5. Controls and inventory should be strictly and regularly checked to avoid a situation where prolonged non-payment of salaries could lead to complete stripping of the assets of the Municipality. Chitungwiza Municipality authorities should have known that in this wage labour economy, not all non-remunerated employees report for work with goodwill and a positive mind to offer service as some might report for work to carry out pilferage activities to augment survival.
6. Central Government should support local authorities by enforcing compliance to bye-laws and encouraging citizens to pay rates and bills. Defaulters' balances should not be written off as such reward may reinforce a culture of defaulting the payment of bills, the main source of income for local authorities.

VII. Further Studies

This was a case study of one local authority. Further studies involving other local authorities or companies which are in a similar situation of inability to pay salaries could be carried out to interrogate the survival and intervention strategies that the employees in those organisations are undertaking and what motivates them to continue reporting for unpaid work.

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