

**Midlands State
University**
Established 2000



**SALARY DELAYS AND ARREARS IN URBAN COUNCILS: SURVIVAL
STRATEGIES FOR THE MUNICIPALITY OF CHITUNGWIZA EMPLOYEES**

BY:

ASHLEY NYAKABWE

R121040A

**SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF THE BSC
HONOURS DEGREE IN LOCAL GOVERNANCE STUDIES.**

OCTOBER 2015

GWERU

APPROVAL FORM

Midlands State University



The undersigned strongly certify that they have read and made recommendations to the Midlands State University for acceptance of a research project entitled: **Salary delays and arrears in urban councils: survival strategies for the Municipality of Chitungwiza employees**. The project was submitted in partial fulfillment of the requirements of the Bachelor of Science Honours degree in Local Governance studies.

Supervisor

SignatureDate/...../.....

Chairperson

SignatureDate/...../.....

RELEASE FORM

Name of Student: Ashley Nyakabwe
Registration Number: R121040A
Dissertation Title: Salary delays and arrears in urban councils: survival strategies for the Municipality of Chitungwiza employees
Degree Title: Bachelor of Sciences Honors degree in Local Governance Studies.
Year of Completion: 2015

Authorization is hereby granted to Midlands State University Library to create duplicates of this dissertation to lend prints for private, scholarly or scientific research **only**. The writer reserves the publication privileges. Neither the dissertation nor extensive extracts from it may be printed or reproduced without writer's written permission.

Signed.....

Date.....

Contact Details: 8829
Budiro 5B
Harare
Cell numbers: 077 3724452/ 0773781370
Email address : nyakabweashley@gmail.com

DECLARATIONS

I Ashley Nyakabwe declare that this study is my creative work and it has not been surrendered to any other university. The sources I used have been acknowledged.

Date

Student's name Ashley Nyakabwe

Signature

DEDICATIONS

I strongly devote this research to my parents Mr. and Mrs. Nyakabwe who assisted financially in making this research a success.

ACKNOWLEDGEMENTS

I owe a debt of gratitude and appreciation to Midlands State University for granting me the opportunity to explore myself in academic endeavours as well as equipping me with the theoretical knowledge and skills required in undertaking a successful research study. Sincere gratitude and appreciation is highly extended to the following for their invaluable contributions towards development of this research, my supervisor Mr E. P. Mutema for simplifying and demystifying things which was a source of great motivation to me. With his professional assistance and tireless effort, I managed to compile this research successfully. I would like also to extend my thanks to Chiyedza Muomba, Fiona Tatenda Magaya, Phillip Mavenga and Timothy Tandji for encouraging and assisting me despite their heavy workload.

Secondly, I would like to express my profound gratitude to my family for their insurmountable support and unconditional love in the process of drafting the research. I could not have done it alone had my family members not contributed technically, financially and morally. I would like to thank my parents and my siblings Charmaine, Redgis and Lisah for the huge support.

Finally and above all, I would like to express my gratitude to the Almighty God for rendering me the opportunity to pursue this research. Though it was sometimes challenging but He was there to give me all the support I needed, friends, people to help me and a supportive family to lean on, in times of stress.

ABSTRACT

The main thrust of this research was to analyse the survival strategies employed by Chitungwiza Municipality employees in the era of salary delays and arrears. The research was influenced and informed by the reasons behind employees' continuation to report to work whilst they are not being remunerated consistently paying heed to how they are surviving. This study therefore sought to unearth the causes of salary delays and arrears which have crippled the Chitungwiza Municipality's ability to remunerate timeously, the impact of salary delays and arrears on council employees and their families as well as on organizational productivity, the survival strategies employed by the unpaid employees in a bid to survive as well as how the organization can alleviate the predicament of salary delays and arrears. The second chapter of the research meant to address the above stated objectives through reviewing the relevant literature that has already been published in as far as the research study is concerned. It established that the causes of salary delays and arrears comprised of economic hardships, corruption, low revenue inflows, industrial decline and government policies, the effects of non-payment of salaries included financial effects, social effects, low productivity and brain drain, poverty, low staff morale, labour unrest, employee disenchantment and the survival strategies employed by employees consisted of income generating projects, moonlighting, borrowing, unpaid leave and fabricated leave, stealing of company hours, engaging in corrupt activities among others. The research was descriptive in nature and characterized by both quantitative and qualitative research design. The study population was limited to 250 employees and a sample of 36 participants was utilised. Simple random sampling and purposive sampling techniques were made use of. Both primary sources of data which was obtained through interviews and questionnaires and secondary which consists of scholarly journals, textbooks, newspapers and policy reports were also used in the research. The study recommends that council should conduct revenue generating projects, slash the top management's exorbitant salaries and allowances, downsize in order to reduce the wage bill and to manage effective operations of the organization, reduce the wage bill, resort to the issue of providing vouchers, support and incorporate the informal sector, enforce strict penalties of corruption offenders. The major conclusions pointed corruption and the general poor performing national economy as the major causes of salary arrears and delays in Chitungwiza Municipality, brain drain, low staff morale and low productivity as the major effects of not remunerating employees timeously and consistently and the survival strategies employed by the unpaid employees consisted of theft, income generating projects, buying and selling among others.

TABLES OF CONTENT

Approval Form.....	I
Release Form.....	II
Declarations.....	III
Dedications.....	IV
Acknowledgements.....	V
Abstract.....	VI
Table of Contents.....	VII
List of Tables.....	VIII
List of Figures.....	IX
Chapter I INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the study.....	1
1.2 Statement of the problem.....	3
1.3 Purpose of the study.....	3
1.4 Research Objectives.....	4
1.5 Research Questions.....	4
1.6 Significance of the Study.....	4
1.7 Delimitation of the Study.....	5
1.8 Limitations.....	5
1.9 Definition of terms.....	6
Summary.....	6
Chapter II LITERATURE REVIEW.....	7
2.0 Introduction.....	7

2.1 What is a Salary?.....	7
2.2 What is a Survival Strategy?.....	8
2.3 Why Organizations are failing to remunerate its employees regularly?.....	9
a) Corruption.....	9
b) Governmental directives and Interference.....	10
c) Closure of Industries.....	13
d) Economic Hardships.....	13
e) Revenue Inflows.....	14
2.4 Consequences of Salary arrears of delays.....	15
a) Bran drain.....	15
b) Poverty.....	16
c) Low Productivity.....	16
d) Low Staff Morale.....	18
e) Failure to meet financial needs.....	18
f) Employee disenchantment.....	19
g) Labor Unrest.....	19
h) Local Economic Development.....	20
2.5 Survival Strategies.....	21
a) Theft.....	21
b) Bribery.....	21
c) Embezzlement.....	22
d) Fraud.....	23
e) Moonlighting.....	24
f) Income generating projects.....	24
g) Borrowing.....	25

h) Unpaid leave and fabricated sick leave.....	25
i) Stealing of company hours.....	26
2.6 Empirical Evidence.....	26
2.7 Summary.....	27
CHAPTER III RESEARCH METHODOLOGY.....	29
3.0 Introduction.....	29
3.1 Research Methodology.....	29
3.2 Research Design.....	30
3.2.1 Qualitative Research Design	31
3.2.2 Quantitative Research Design.....	31
3.3 Target Population.....	32
3.4 Sample Size.....	33
3.5 Sampling Techniques.....	34
a)What is the group of people from which you want to draw a sample?.....	34
b) How many people do we need in our sample?.....	34
c) How will these be selected?.....	34
3.6 Simple Random Sampling.....	35
3.6.1 Merits.....	36
3.6.2 Demerits.....	36
3.6.2.1 Contingency to Demerits.....	36
3.7 Purposive Sampling.....	37
3.7.1 Merits.....	38
3.7.2 Demerits.....	38
3.7.2.1 Contingence of Demerits.....	38
3.8 Sources of Data.....	39

3.8.1 Secondary Sources.....	39
3.8.1.1 Merits.....	39
3.8.1.2 Demerits.....	39
3.8.2 Primary Sources.....	40
3.8.2.1 Merits.....	40
3.8.2.2 Demerits.....	40
3.9 Primary Data Gathering Instruments.....	41
3.9.1 Questionnaires.....	41
3.9.1.2 Merits.....	42
3.9.1.3 Demerits.....	42
3.9.1.3.1 Contingency of Demerits.....	42
3.10.1 Interviews.....	43
3.10.1 Advantages.....	43
3.10.2 Disadvantages.....	44
3.10.2.1 Contingency of Disadvantages.....	44
3.11 Ethical Considerations.....	44
3.12 Summary.....	44
CHAPTER IV DATA PRESENTATION AND ANALYSIS.....	46
4.0 Introduction.....	46
4.1 Response rate from Questionnaires and Interviews.....	46
4.2 Causes of Salary Delays and Arrears at Chitungwiza Municipality.....	48
4.3 Effects of salary delay and Arrears in Chitungwiza Municipality.....	50
4.3.1 Are employees able to make an investment?.....	51
4.4 Survival strategies adopted by Chitungwiza Municipality employees in response to salary delays and arrears.....	55

4.4.1 Forms of Corruption conducted by employees as a means of survival.....	57
4.5 Summary.....	58
Chapter V Summary, Conclusions and Recommendations.....	59
5.0 Introduction.....	59
5.1 Summary.....	59
5.2 Conclusions.....	61
5.3 Recommendations.....	63
REFERENCES.....	65

LIST OF APENDICES

APPENDIX I.....76
Questionnaires for employees of council.....76

APPENDIX II.....82
Interview schedule for the Residence and Ratepayers Association.....82

APPENDIX III.....83
Interview schedule for the Top Management and Councilors.....83

APPENDIX IV.....84
Interview schedule for the Workers Committee members and the District
Administrator.....84

LIST OF TABLES

Table 3.1: Population Target Table.....	32
Table 4.1 Response Rate from Questionnaires.....	46
Table 4.2 Response Rate from Interviews.....	47
Table 4.4 Employees' survival strategies.....	55

LIST OF FIGURES

Fig 4.1 causes of salary delays and arrears.....	48
Fig 4.2 Financial effects.....	50
Fig 4.3 Are employees capable of making an investment.....	51
Fig 4.4 Social effects.....	52
Fig 4.5 Productivity.....	53
Fig 4.6 Is there corporate teamwork?.....	54
Fig 4.7 Forms of corruption.....	57

CHAPTER 1

INTRODUCTION

1.0 Introduction

This research study is a critical interrogation of salary delays and arrears in urban councils and survival strategies by the employees and Chitungwiza Municipality is going to aid as a sssscase study to this research. An evaluation and analysis of the research study will be presented as well as the background and significance of the study will be unveiled in this research project. Research questions, research objectives, delimitation, limitation as well as definition of terms will be articulated and defined so as to make the study easier to understand.

1.1 Background of the study

Chitungwiza is one of the largest high density dormitory suburb in Zimbabwe with no significant industrial area which is approximately 30 kilometres south of the capital city Harare. It is the third largest and fast growing urban centre and gained its Municipal status in 1996. Chitungwiza Municipality has been failing drastically to provide services because of the poor performing economy as well as mismanagement and many corrupt activities by the top management which left the authority operating in deficiency thus affecting the local authority hence burdening it with exorbitant debts and arrears in salaries. Since the inception of the 2000 fast track land reform, sanctions were imposed on the country and there was a gradual worsening of the economic climate which was characterized by hyperinflation, deficiency of foreign currency, dwindling national fiscus, high interest rates accompanied by brain drain which resulted in the further decline of the local government capacity to deliver services such as provision of portable water, deblocking of sewer pipes, regular refuse collection which deteriorated with terrible impact on residents who are in turn the unpaid staff of council yet they are supposed to pay rates for un existing services thus lack of value for money. This meant that Chitungwiza Municipality among other local authorities was financially incapacitated in order to meet its obligation as a service provider since it was enveloped by a declining national economy.

Moreso, the drying up of funds from the national government for capital projects through Public Sector Investment Programme (PSIP) worsened the situation because the government was trapped in financial crisis which meant that it was incapable of boosting up the financial base of local authorities such that services kept on diminishing. Resultantly Chitungwiza Municipality was caught up in 12,8 million salary arrears according to the Chitungwiza Municipality budget (2014) hence a backlog of more than 20 months. The Chitungwiza Municipality budget (2014) also revealed that the Municipality's debtors amounted to 23 million yet its creditors amounted to 42 million and among the creditors were, City of Harare Council, loans and overdrafts from Met bank and First Banking Corporation (FBC) Holdings Limited, salary arrears, Zimbabwe Revenue Authority (ZIMRA), National Social Security Authority (NSSA) Pension Funds thus creditors were more than debtors. To exacerbate the situation some of the creditors such as NSSA would garnish council money as soon as a deposit was made. Cash flow problems contributed to Chitungwiza Municipality's failure to meet its day to day operational requirements such as critical spares for refuse trucks, protective clothing for employees, fuel for refuse trucks and payment of salaries among others which brutally threatened survival and wellbeing of employees as well as the community at large.

Additionally in September, 2011 the salary increments received by management were not approved by council, a situation whereby the top management awarded themselves with hefty obscene salaries whilst the ordinary workers go for several months without salaries thus this inconsistency in salary payment is a thorn in the employees flesh since they are faced with many commitments such as bills, school fees, medical fees among others hence failure to meet their financial obligations in time. As a result corruption by top management has ruthlessly affected the ordinary staff in council. However this act, affected the forthcoming councils such that the consequences the council is facing at the moment was caused by its predecessor such that the revenue council is collecting right now is less than its expenses. To aggravate the situation at hand in 2014, the government issued a directive which deprived local authorities' money from state land to meet salary arrears leaving them with nothing much to do. In the absence of adequate resources, service delivery by local authorities has further deteriorated and this has affected the local authority's ability to perform. Human

resources are important assets in the organization, without people nothing will take place hence a threat to sound local governance.

1.2 Statement of the problem

Chitungwiza Municipality employees have gone for a long time without receiving their salaries which in turn had a negative repercussion and several frustrations on their lives and that of their families. Despite the fact that the employees have gone for months without being paid, they have continued to report to work as usual. The question to be addressed being that how are the employees surviving and enduring under harsh and unbearable condition since they are continuing going to work without being given their remuneration to show their value and worth in the organization and the possible associated effects. Research has proven that the behavior of employees is triggered by the emotions, attitude and perceptions of a breach of the psychological contract which results in the decline of productivity in the organization through inferior performance, lower commitment, turnover, rampant labor unrest, absenteeism among others that is the reason why there are rampant unskilled workforce in Chitungwiza Municipality because qualified personnel move to greener pastures. Even though the Constitution (2013) which is regarded as the supreme law of the country stipulates on section 65 (1) that every person has the right to be rewarded a just and equitable salary, the law seem not to be binding because nothing has been done in order to sue the municipality with the charges of violating the human rights.

1.3 Purpose of the study

It is the intent of this research project to identify and analyze the reasons that persuades employees to continue to report to work even though they are unpaid for so long a time which implies negative consequences on the already depleting organization's resources. The study also sought to explore the survival strategies used by employees and to sustain their livelihoods and its effects on service delivery as well as coming up with solutions to the problem of non-payment of salaries and wages. Redcliff (1986) in Owusu (2000) concur that employees intentionally participate in profitable deeds so as to gratify their needs if the organization is impotent to provide them with survival means, such survival strategies lead to relegation of organizational goals hence contributing to the underperformance of the organization.

1.4 Research objectives

- 1) To identify the causes of salary arrears and delays in the governance of local authorities
- 2) To assess the impact of salary delays and arrears on council employees and their families as well as on organizational productivity
- 3) To unveil the survival strategies employed by the CM employees in order to sustain their livelihoods
- 4) To evaluate how the organization can alleviate the predicament of salary arrears being faced by employees who have gone for long periods without receiving their remuneration

1.4 Research Questions

- 1) What are the causes of salary delays and arrears in the governance of local authorities
- 2) What are the effects of salary arrears and delays in the governance of local authorities and on council employees and their families as well as on organizational productivity
- 3) What are the survival strategies employed by the CM employees in order to curb the effects of non-payment of salaries and wages
- 4) How can the organization alleviate the plight of employees who have gone for months without receiving their salaries

1.6 Significance of the study

The research study is of paramount importance because it will act as an eye opener to the relevant stakeholders on the effects of non-payment of employees for a long period of time and their survival strategies in order to gain a source of livelihood. The available information will be unearthed in a bid to articulate what has been done and publicized so far in as much as the ailment of salary arrears in management is concerned. The research study will then bridge the gap that would have been identified from the current situation and what has already been done in order to curb this predicament bedeviling most of the

employees in the public sector. The research will also call for the government institutions to enforce the relevant legislation that is already available as well as amending them in order to ensure strict adherence to the law by the public sector organizations and huge repercussions if one fails to abide by the statutory instruments.

1.7 Delimitation of the study

The study will focus on council employees particularly the middle class as well as the general staff members who are severely affected by this predicament and the councilors as well. The figure of the target population is 250 employees and Chitungwiza Municipality is the target area which is approximately 30 kilometers from the capital Harare. The study will be limited to a sample of 36 members of staff. Seemingly the research will be confined to Chitungwiza Municipality employees' survival strategies in response to salary delays and arrears in a bid to shed light on the root causes of unethical practices as well as poor performance and productivity within the organization.

1.8 Limitations

The research was self-financed which inhibited the researcher into using inexpensive procedure of gathering data. In order to overcome this problem the researcher resorted to the use telephones, emails to cut transport cost and starting income generating project in order to gather some supplementary finances.

The respondents did not fully furnish the information required due to fear of loss of jobs since it has become the norm of the organization to unfairly suspend and dismiss employees constructively due to the Officials Secrets Act Chapter 11.09 which forbids the disclosure of information in the public sphere however the researcher guaranteed that the information obtained would be strictly confidential and personal details were never considered in the questionnaires and interviews.

Failure by the researcher to organize adequate meetings with the research informants due to their tight schedule and obligations was one of the restrictions encountered by the researcher in an attempt to gather relevant information. As a result it hindered the researcher to carry out interviews on the intended time even though the researcher would have booked for the

appointment earlier. The researcher created lunch time meetings and was persistent in making the appointments.

1.9 Definition of terms

- a) **Survival strategy**- according to Sibanda et al (2014) it refers to a sound and reasonable practice that is embedded and effected to continuously overwhelm life's difficulties so as to attain steadiness in one's selected environment and in turn gain financial peace
- b) **Delays**- is to procrastinate to a later time (Oxford Dictionary2008)
- c) **Arrears**- money owed that should already have been paid (Oxford Dictionary 2008)
- d) **Strategy**- is a means to an end (Sibanda et al 2014)

1.10 Summary

Chapter 1 is an introduction to the research study which provides with a clear understanding of the research and various series of subtopics have been outlined and articulated. The background information have been highlighted which provides the account of the problem at stack. Significance of the study has been outlined which proves the importance of the research study to varied stakeholders. Research questions and objectives to be addressed in this research study have been brought forth. Seemingly, statement of the problem has been outlined in which the research intends to address as well as the purpose of the study. Delimitation of the study which reveals the research boundary, sample size and target population have been addressed as well. Definitions of terms were put forth to aid in better understanding. The following chapter will address the aforementioned research objectives through reviewing the relevant literature that has already been published in as far as the research study is concerned.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This segment of the research study has the intent of reviewing the literature put forth by varied scholars in as far as the area of study is concerned. Secondary sources were made use of in this chapter consisting but not limited to text books, journals, newspapers, reports. The literature review is going to aid the researcher in providing a critique, unearthing the challenges faced by urban councils in fulfilling their obligation of paying salaries and forming the basis of recommendations in order to alleviate its impact on employees and the national as a whole. The aim of this section is to learn that which is already published in relation to the area of study. Among the themes going to be elucidated in this section comprises of what survival strategies are, what the causes of salary delays and arrears are, consequences of salary delays and arrears as well as paying particular attention to empirical evidence.

2.1 What is a salary?

Hansen (2012) is of the view that a salary is a fixed amount of pay for each pay period. This entails that an employee is paid in exchange of work performance thus he or she is a person hired for a wage salary, fee or payment to perform work. Remuneration, wages, compensation, salary and reward payment are the terms commonly used to describe payment systems. Rosenfeld and Wilson (1999) attribute that pay aids in gratifying varied essentials which includes that it overwhelms lower level needs and also acts as an intermediate through which higher level needs are addressed thus it is a flexible reward. Nawaz (2011) has it that Maslow promulgated that man possesses a hierarchy of needs which begins with the basic need of psychological wellbeing and goes up to realization and comprehension of one's potential and amongst these needs comprises of physiological needs which are satisfied through pay and good working conditions. Shoniwa et al (2013) propound that in both private and public sector an absolute wage and good working conditions are vital predecessors to employee retention and recruitment. Resultantly it can be noted that non- payment of salaries is the major cause why employees are failing to meet the physiological needs as propounded by Maslow. The importance of pay is that, it provides a benchmark people use in organizations to assess the social stratification positions vis a vis

others. Bagraim et al (2007) concur that equity theory highlights that absolute rewards that people receive do not make employees not only anxious but makes them to be concerned with the rewards that they receive in relation to the rewards that others are receiving. The feelings of unbalanced treatment tend to occur when people have confidence that they are receiving partial earnings for their hard work and other contributions (Pinder 1984). Hasen (2012) suggests that a remunerated employee gets paid a similar quantity of money even if the employee utilizes vacation days or sick days. Shoniwa et al (2013) has it that pay is an extrinsic motivator. Similarly an employee should be paid consistently and continuously in order to ensure organizational productivity, reputation and company brand name is upheld.

2.2 What is a survival strategy?

According to Sibanda et al (2014) defines survival strategy as a reasonable or cogent practice that is embedded and executed to perpetually overpower life's trials in a bid to achieve sustainability in one's preferred location in order to attain financial peace. This is further supported by Valent (1998) who suggests that the two strategies of survival are fight and flight. This insists that an employee ought to devise ways of surviving when he or she is embraced with a difficult situation in order to survive. This implies that employees have got their responsibilities and obligations such as bills, school fees for their children amidst other financial responsibilities yet he or she has not been paid for such a long time, he or she will in turn look for strategies be it ethical or unethical to his rescue in order for him to meet this mandate. A survival strategy aids an individual in handling life's anticipations and to stabilize and equalize their conflicts.

Furthermore, Redcliff (1986) in Owusu (2000) posits that survival strategy is a measured or a calculated financial act by people with the eventual inspiration to fulfill the utmost fundamental human necessities. He further suggests that this is a consequence of individual's reaction to the threat of a survival strategy at an organizational level that is how employees actively adjust to external incentives which equally threatens their livelihood. Individuals have their basic obligations that they need to address thus if they are deprived of their right to regular pay at the workplace they will resultantly look for ways that will give them money to satisfy their responsibilities and requirements.

Sibanda et al, (2014) are of the assertion that employees' survival strategies are compensatory actions pursued in a bid to survive as a result of being unpaid. The strategies employed by employees indicate the organization's inability to adjust to the varying realities conducted under the influence of agony and anguish. Morris (2011) concurs that survival strategy makes exquisite your Strength Weaknesses Opportunities Threats analysis (SWOT), assists you to utilize your strength to overtake your weakness, it indicates the opportunities embracing you, as you exploit them it enlightens you that your threat should be repressed with immediate effect and your difficulties would be addressed one after the other. This implies that unpaid employees will conduct a SWOT analysis or a cost effective analysis of what they are benefitting from the organization such that when they perceive unethical behavior as rewarding them much and helping them in meeting their financial obligations they tend to resort to those survival strategies.

2.3 Why organizations are failing to remunerate its employees regularly?

a) Corruption

There are myriad root causes of salary delays and arrears in urban councils which has grossly affected employment relations as well as service delivery. Dewa et al (2014) reveals that city council top officials are remunerated extortionate salaries and benefits that draught municipal coffer to the magnitude of witnessing lower level workers going for several weeks and months without pay. Mushamba (2010) states that there are some government officials, councilors and Members of Parliament who are of the opinion that they should utilize their present political arrangements because there is no assurance that they will preserve their positions when a new government is elected. Sithole (2013) suggests that political officials feel an urge to enrich themselves before their term of office expires. Lack of moral authority to fight corruption has exacerbated the predicament of salary delays and arrears in the governance of urban local authorities. Chief Executive Officer employment benefits in the United States have continued to increase while national productivity levels have continuously declined over a slight one percent in the 1970s and 1980s (Steiner and Steiner 1991).

Wilhelm (1993) concurs that Chief Executive Officer salary has increased more promptly than inflation and profits for ages at the expense of low income level employees who have been lowly paid inconsistently. He further on suggests that fairness evaporates when a company is going

through a downsizing campaign in order to save costs while Chief Executive Officer's salary remains very high. When leaders find themselves engaged in corrupt activities subsequently they lack the moral authority and they cannot lead by example thereby milking the already depleting council resources at the expense of ordinary employees. Poor management in Russia and Ukraine in the Research and Development sector contributed to the crisis whereby the state Research and Development shranked in their favor thereby aiding to the challenge of salary arrears. According to Chipangura (2012) the Anti-Corruption Commission of Zimbabwe was formed in 2005 to combat corruption. This implies that the commission was formed twenty five years after independence which is contrary to Singaporean government which established the Corruption Practices Investigation Bureau just after it attained its independence. Resultantly it is the intent of this segment to articulate how corrupt activities by the top officials can exacerbate the challenge of salary delays and arrears in urban local authorities.

b) Government directives and interference

State interference in the operations of councils has contributed to the causes of salary arrears in urban councils. Shumbayawonda (2002) notes that the dominant local producer of coal Hwange Colliery Company Limited (HCCL) used to enjoy enormous reserves of coal seams but with the current institution of the Indigenization policy by the Zimbabwe government, the company lost many of its concessions and was encircled by several small coal mining companies such as Coal Brick, W and K Minerals and Mokomo Resources. Resultantly these small companies posed as huge threat to the Hwange Colliery Company Limited which previously used to enjoy a business monopoly thereby affecting its operations and that is the reason why the company has grossly nose-dived to remunerate its employees timeously and consistently. Mcgeoch (2008) stipulates that the look east policy by the government of Zimbabwe witnessed a change of trade companions from the western countries to the eastern countries which have also impacted negatively on the HCCL's loss of its valued customers from the western countries thereby forcing the company to fail to adhere to employees' salaries and wages in a timeously manner. Mahove (2011) in Shoniwa et al (2013) postulates that conflict over control had been affecting Shabanie Mashaba Mine Holdings between a Zimbabwean South African based business man and various Zimbabwe African National Union Patriotic Front (ZANUPF) political leaders which saw the government interference in the control Shabanie mine and was strengthened by

the Reconstruction of State indebted Company Act which allowed the government to take charge of the companies indebted to them but it depreciated immensely such that by October 2009 workers at the mine stopped receiving their salaries.

According to the Urban Councils Act Chapter 29.15 section 303 suggests that a council may write off amounts, excluding rates, owing to the council by any person if the council considers that such amounts are irrecoverable or in the opinion of the council the difficulties, disadvantages or costs of collection thereof outweigh the value thereof. Shoniwa et al (2013) has it that the Minister issued a directive to write off debts that all local authorities were instructed to abide. The directive ordered councils to write off debts owed by residents for rates and bills from February 2009 to June 2013 in a bid to relief the residents. Muchapondwa (2014) is of the contention that the minister made use of his supervisory powers stipulated in section 313 to write off debts in terms of section 303 thus according to the Urban Councils Act the council is the one which is mandated to write off debts hence the minister assumed powers that were not conferred to him. The directive to scrap all the bills is disputed upon detecting the Minister's hidden agendas of utilizing this strategy to gain votes and support for his party. Dewa et al (2014) argues that the drying up of funds from the central government as well as the international community since the last years of the twentieth century affected immensely Zimbabwean local governments which are self-financed institutions which used to get some financial assistance from them.

Jonga and Chirisa (2009) agree that political stiffness between Zimbabwe and the international community caused the bilateral and multilateral institutions to cease funding. However, this initiative by the then Minister of local government enormously crippled the financial status of urban local authorities who were owed millions of dollars by the residents. As a result they failed to meet their financial obligation of remunerating its employees thus the Urban Councils Act is understood as a draconian piece of legislation which impedes effective and efficient operations of local authorities. Seemingly, over the past years, council got its substantial income from sources such as water supply, liquor outlets and accommodation. Coutinho (2010) is of the assertion that water provision has permanently been an imperative source of returns for various urban local authorities ever since independence in 1980. According to Jonga and Chirisa (2009) a directive from the Minister realized the transfer of the Morton Jaffrey Water Works Plant and

its sub systems to the central government creation called Zimbabwe National Water Authority (ZINWA) resulting from the minister's perception as incapability by urban local authorities to render adequate water to the residents. This directive dispossessed local authorities' imperative source of revenue and it inhibited their capacity to amass debts owed to them by residents and to exacerbate the predicament, they could no longer cut off water in order to encourage payments since it was now in the responsibility of ZINWA.

More so, in 2009 the government reversed its directive and gave back water and sanitation responsibility to councils and ZINWA failed drastically to maintain and upgrade the services mandated to them which can be pointed to the 2008/ 2009 cholera outbreak era which claimed lives of thousands of people. Mushamba (2010) concurs with Jonga and Chirisa (2009) that there were no noteworthy developments in the service delivery state but rather it aggravated between 2000 and 2008. This initiative by government affected local authorities immensely hence having the central government meddling in the operations of local authorities had ruthless and serious repercussions on council operations from whence emanated their failure to meet its obligation of paying their employees' salaries and wages constantly. Issuance of Ministerial circulars and directives transacted principles of good governance for political gains as a result central government profoundly impacted negatively on urban councils thereby thwarting any remaining fundamentals of commitment, freedom and good governance among council employees and councilors. Coutinho (2010) posits that water income can constitute as much as 40 percent of council revenues. This signifies how much percentage the council had lost to ZINWA in as much as its revenue was concerned and how revenue inflows were affected severely. On the same note, all this while council got its remarkable income from beer halls but later on came to a standstill when the decided to liquor licenses to private players which implies that the municipality was now at a competition with the liquor private firms thus affecting its source of revenue that would assist in the day to day operations of the council and its ability to compensate their employees thus it is the purpose of this study to analyze government policies as one of the reasons why Chitungwiza Municipality has failed to reward its employees in monetary terms.

c) Closure of industries

Ndlovu et al (2015) posits that in Zimbabwe several companies and industries have deteriorated and closed as a result of the economic meltdown and this has facilitated the Hwange Colliery Company Limited to lose further local customers including the Zisco steel which used to purchase a gigantic quantity of coal for the production of its coke. Companies were forced to be out of business as a result of the advent of black market and the political catastrophe impacted the economy extremely in that there had been a pronounced decline in industry in Gweru. (Dewa et al 2013). Gumbe and Kaseke (2008) are of the view that vast companies in Zimbabwe closed during the hyperinflationary period which posed massive challenges specifically cost control. Gerber (2006) suggests that companies in Russia encountered liquidity problems and therefore lack of cash to pay wages leading to industrial decline. Dewa (2013) et al reveals that there are various companies that used to employ thousands of Gweru laborers that have since closed. This has affected even the revenue base of the Gweru Council which used to tax the companies. The imposed sanctions worked to the detriment of industrial trade across Zimbabwean economy, industries suffered the most and were forced to close down (Dewa et al 2013). Steel production has deteriorated over the years and has been compounded by Zimbabwe's intensifying economic crisis which severely affected the living standards of Redcliff's urban residents. As a result it is the objective of this research to unearth industrial decline as one of the major causes of salary arrears and delays by Chitungwiza Municipality.

d) Economic hardships

Reserve Bank of Zimbabwe (2009) posits that Zimbabwe has a mammoth domestic and foreign debt, secluded from key international funding institutions and low per capita income during January 2009 period. Zimasset (2013) postulates that the illegal economic sanctions enforced by the Western countries caused Zimbabwe to experience a deteriorating economic and social environment since 2000 which deeply resulted in an extreme economic and social crisis characterized by a hyperinflationary environment, industrial capacity utilization of below ten percent and an overall cumulative Gross Domestic Product decline of fifty percent by 2008. The overall Zimbabwe's economic downturn ever since mid-2000 had a negative bearing on Hwange Colliery Company Limited's financial status and the company ended up being unable to pay its creditors as well as employees' salaries and wages Ndlovu et al (2015). Seemingly this

scenario is interrelated to what transpired in the manufacturing industries in Nigeria between 1980 and 1985 which was characterized by hyperinflation whereby inflation was beyond control where prices were increasing promptly as currency lost its value (Oleyede 1999). During this period was the inception of the Nigerian economic crisis which impacted negatively on the manufacturing industries which experienced high levels of inflation. (Olukishi 1989). Gumbe et al (2008) suggest that many companies closed plants, decreased production drastically and laid off workers due to their inability to remunerate them since there were persistent losses and inadequate resources. Gerber (2006) has it that hyperinflationary period in the early 1990s in Russia resulted to severe wage cuts. However it is the objective of this research to answer the question why Chiytungwiza Municipality is failing to pay its employees.

e) Low revenue inflows

Ndlovu et al (2015) has it that non-payment of employees in most organizations is as a product of cash flow shortages or bankruptcy. Murray (2010) agrees that the reason why companies are incapable of paying their employees is either they do not have the money or they are merely reluctant to respect the law. According to Dewa et al (2014) most councils have restricted finances since numerous residents default paying water and utilities bills in full due to unstable Zimbabwean economic condition branded by high rates of unemployment thereby making it difficult for the councils to pay its employees consistently. Gerber (2006) propounds that wage arrears in Russia are directly contributed by the failure of tax collection system to preserve and sustain government revenues at a consistent level. The Russian government itself is liable for a significant percentage of late payments. Ineffective tax collection exacerbated the tension on state revenue related with undesirable growth. Bribes are understood as an devastating way used to reduce the amount of taxes or other fees collected by the government in a way that bribes may be demanded or offered for the issuance of licenses therefore corruption impedes a state of its available resources to progressively achieve full realization of socio economic rights because funds would have been misappropriated hence instead of benefitting council coffers the money is pocked by individuals thus it is the main thrust of the study to fully unearth the reason behind Chitungwiza Municipality's failure to pay its employees in a timely fashion.

2.4 Consequences of salary arrears and delays

a) Brain drain

Lack of substantive heads for critical areas such as housing, community services and audit departments and engineering are a result of brain drain due to unsatisfactory wages granted to them by their respective councils. Consequently this implies that the health sector which is one of the council's responsibility has been grossly affected as a result of brain drain due to factors not limited to financial inadequacy, and their failure to remit employees leading to a stand-still of delivery of health services. Resultantly Millennium Development Goals (MDGs) number 4, 5 and 6 which are reduce child mortality, improve maternal health and combat HIV/AIDS, malaria and other diseases respectively are compromised as well. Erratic water supply, poor sanitation, poor public amenities, rampant sewer burst, irregular and inconsistent refuse collection which has become the order of the day have serious implications on health matters which is the reason why diarrheal diseases are rampant in Chitungwiza Municipality thus the attempt to meet the afore mentioned MDGs by 2015 which is now on its verge is far much limited.

Sibanda et al (2014) postulate that key employees get engrossed by competitors and other organizations that can offer them attractive salaries and respectable working conditions. As a result these critical players move to greener pastures where their worth is valued and recognized. Gumbe et al (2008) concur that as a result of economic meltdown that saw companies' failure to remunerate its employees, Zimbabwe experienced immense brain drain. Egorov (1996) posits that massive brain drain in Ukraine was to an extent that one in every ten specialists migrated to a foreign country and in Russia one in every ten specialists could have left the country or moving to other jobs or maintaining a workplace but conducting other work. Dewa et al (2009) documented brain drain as one of the crisis of 2008. Zimasset (2013) suggests that public institutions experienced massive skills flight in the last decade. This implies that public institutions have failed to retain most of its important employees due to its failure to meet its obligation of motivating employees so that they can become attached to the organization. With the absence of critical employees such as engineers Chitungwiza Municipality failed extremely to prove its moral obligation of being a service provider. This is why service provision in the municipality has drastically decayed over the years. It is the drive of this research to interrogate the effects of non-payment of salaries regularly.

b) Poverty

According to Desai and Idson (1998) failure by the government and enterprises to fully pay workers in a timely fashion is shown to be associated with a higher incidence of poverty. Earle et al (2004) posits that in Russia the percentage for poverty was enormous in all years for people who were owed wages. Sithole (2013) suggests that non-payment of salaries which has emanated as a result of corruption has caused poverty in many developing countries and its effect on service delivery is witnessed. Another negative effect of salary delays and arrears is that non-payment of salaries has turned employees into destitute thereby grossly failing to meet the Millennium Development Goal number 1 which talks about eradicating extreme poverty and hunger to be met by the end of 2015. Sithole (2013) agrees that non-payment of salaries as a result of corruption is hampering the nation's efforts towards achieving Millennium Development Goals. Employees of the council are impoverished and poverty stricken such that they are living under the Poverty Datum Line. The lowest paid employee of the council is paid 350 which is below the poverty datum line of 550 per month. They are also spending below \$2 per day which signifies their helplessness and their levels of poverty. As a result of non-payment of salaries employees are embraced with numerous challenges comprising of failure to pay rentals, school fees, bills, medical fees. On the same note it compromises one of the clusters of Zim Asset (2013) which is about social services and poverty eradication cluster in a bid to achieve economic growth and reposition of the country as one of the strongest economies in the region and Africa. It is the aim of this study to analyze poverty as a negative impact of salary delays and arrears.

c) Low productivity

Low productivity is also one of the major problems triggered by salary delays and arrears. Maslow (1943) propounds that it is the responsibility of managers to create an appropriate climate in which employees can develop to their fullest potential. Steers and Porter (1983) denote that failure to provide such a climate would tentatively upsurge employee frustration and could result in lower job satisfaction, inferior performance, and increased withdrawal from the organization. Employees who are severely starving and too ill to work will rarely be capable of ensuring productivity as well as attainment of the organizational goals thus in order for the employees to produce desired results and ensure the success of the organization the management

is obliged to address the affairs and basic needs of the employees first so that they may be motivated to contribute to the attainment of the organization's goals. Employees' failure to attain tasks timeously has resulted in production deviation (Hollinger and Clark 1983). Ndlovu et al (2015) suggest that organizations subscribing salaries and wages consistently and greater than the lower competitors experienced both increased productivity and lower turnover. This implies that organizations that do not pay their employees are characterized by lower productivity and performance since salaries and wages affect employee behavior and social norms in the workplace.

Ndlovu et al (2015) further expatiates that remuneration of employees is generally considered key to organizational effectiveness but failure of Hwange Colliery Company Limited to pay its employees due to various financial constraints, meant that many organizations lost trust in the company such that they demanded cash transactions which worsened the situation of the company and production levels consequently started to decline drastically. However, salary arrears diminish employees' zeal to work towards organizational goals since they are deprived of their right to remuneration. Dewa et al (2013) submit that Zim Alloys a mineral processing company in Gweru is operating below capacity because of industrial decline. Shabanie mine is also one of the companies that have failed to pay its employees which impacted negatively on productivity. Nyoni (2011) postulates that in Shabanie mine 1500 employees were on forced leave due to its financial inability, in a bid to keep the system going and less than 70 artisans were retained to drain water from the shaft that was almost flooding due to poor maintenance. If you do not pay employees they will pay themselves through unethical means so as for them to survive such as theft, fraud, misuse of company time by conducting personal business which further affect and deteriorate the council operations which implies that there will be breach of the public trust since they will be failing to provide services already paid for by the residents hence lack of value for money. According to Wilhelm (1993) when a sense of inequity is encountered it decreases and weakens their morale and loyalty subsequently thus it lowers productivity levels. This has a negative and undesirable impact on council revenue inflow because they will be more defaulters from residents who will resist paying rates pointing out that the money that they are being charged is not commensurate with services provided to them. It is the objective of this study to unveil low productivity as one of the consequences of failure by organizations to remunerate its employees in a timely manner.

d) Low staff morale

Kaliyati (1991) suggests that at ZISCO ill employees were being turned away without sick leave. There is rampant unemployment and emergence of shifts that have lesser hours for work for Gweru workers, lesser hours of work means lesser pay. Dewa et al (2014) reveal that the situation whereby top ranked officials are paid cumbersome salaries and benefits diminishes the morale of low level ordinary employees, who will in turn divert their concentration at work to corruption tendencies in a bid to supplement their meager late salaries. Hollinger and Clark (1983) suggest that failure to pay employees' salaries has resulted in employees' mistrust of the company, feeling unappreciated, not respected or recognized, undervalued for the time and effort they have put into their work. Wilhelm (1993) argues that negative repercussions of high United States Chief Executive Officer comprises of feeling of unfairness, declining morale and greater cynicism found in lower level employees. Ndlovu et al (2015) the employee morale in the Hwange Colliery Company Limited has generally been weakened and damaged such that many seem to be affected psychologically which is evidenced by absenteeism and a constellation of family related challenges. It is the intention of this study to unveil the consequences of not paying employees consistently.

e) Failure to meet financial needs

Kayalati (1991) has it that suspension of salaries had multiple effects on ZISCO employees which include failure to pay school fees for their children, failure to provide for their families and to pay back borrowed loans. Redcliff (1986) in Owusu (2000) reveals that if employees are not paid consistently it impacts negatively on their ability to meet their financial needs. Shoniwa et al (2013) has it that Shabanie Mine Workers are struggling to meet their health and financial expenses because of the failure of the company to pay them regularly. Dewa et al (2009) further explains that due to the forced retrenchments, introduction of shifts, and forced early retirements exacerbated by the economic crisis, the employees were gravely affected whilst their dependents' lives have been made worse since employees were the breadwinners who were providing food on the tables as well as supporting their families on school fees, farming and daily demands. This entails that when employees are not remunerated timeously and consistently they face challenges in meeting their daily expenses and financial obligations at large. Seemingly it is the objective of the research to reveal the effects of not remunerating employees regularly.

f) Employee disenchantment

Dewa et al (2013) posit that since 2000 there have been forced retrenchments, dismissals, introduction of shifts and forced early retirement. Boateng et al (2013) reveal that Ghana's economic reforms characterized by privatization and public sector retrenchment made employees to suffer loss of jobs. Ndlovu (2015) agrees that it navigates hostility between organizations and its employees. Employee dismissal, retrenchment and unpaid leave may contribute to the breach psychological contract. Seemingly Arnold (1996) reveals that non-payment of employees' salaries and wages as the case of Hwange Colliery Company Limited is part of breach of employment contract. Shoniwa et al agrees that when employees' contract is grossly violated like in the case of Shabanie mine, employees develop a negative attitude towards work and company, express feelings of psychological distress, irritation, broken trust, betrayal, anger and frustration. In order to decrease the overhead many companies downsized which produced disenchantment and disappointment of employees (Wilhelm 1993). Shore and Wayne (1993) are of the contention that social exchange theory maintains that the employment relationship is a site of resource exchange governed by norms of reciprocity thus the breach of the employment relationship means mutual trust between the two parties would have been destroyed. Resultantly it is the quest of this research to analyze employee disappointment as one of the effects of salary delays and arrears.

g) Labour unrest

Ndlovu et al (2015) suggest that to pressure employers to pay them outstanding salaries and wages, employees would turn to stage work boycotts. Desai and Idson (1998) argue that nonpayment of wages aggravated tirelessly in Russia by 1996 leading to a prolonged public outcry and increased union militancy implying that strikes by hard hit groups, among them coal miners, teachers and nuclear power workers increased substantially by 1996. In the nineteenth century rail road workers in the US were repeatedly victims of wage arrears which steered them to provoke some states to enforce new laws to stem the long delays in paying employees (Orren 1991). Similarly wage arrears in India have triggered protests on part of employees (Sukumar 2001). Gerber (2006) agrees that if salary arrears mount, they can rapidly lead to strikes, protests and other forms of unrest that both employers and government seeks to avoid even though it may be inevitable in some sectors to avoid labor unrests in the era of salary arrears and delays.

However the research pursues to articulate labor unrest as a negative impact caused by salary delays and arrears.

h) Local Economic Development

There is a negative relationship between non-payment of employees and local economic development. Hustedde et al (1993) are of the view that income enters the community from manufacturing, mining, agriculture, companies and hospitals yet some other local governments are failing to construct industrial parks to lure manufacturers to their municipality. Corruption which has been noted as one of the causes of salary delays and arrears discourages domestic investment as well as foreign investment. Sithole (2013) argues that in addition to impacting negatively to service delivery, corruption undermines the credibility of democratic institutions and counteracts good governance. This implies that the environment would not be friendly enough for foreign direct investment as evidenced by salary delays and arrears as a result of divergence of funds which scares away potential investors because of their main thrust of upholding potential profits. Mauro (1997) concurs that corruption has negative effects on investment and it lowers economic growth. Doig and Riley (1998) agree that unethical practices are destructive in developing countries which have scarcer resources and these are more helpless if they are utilized inefficiently and defectively. Goetz et al (2012) self-employment stimulates employment and income thus it has local economic benefits for the economy. Resultantly policy makers in the United States have failed to recognize it as an opportunity for addressing enduring joblessness as well as the Harare City Council evidenced by the hunter and the hunted relationship between vendors and council police thereby failing to incorporate the informal sector and place them in strategic positions which in turn means an increase in the revenue base of the council which would in turn assist in alleviating the predicament of salary delays and arrears rather than expending and wasting council resources as a result of chasing after vendors. Similarly it is the objective of this piece of work to extract the impact of non-payment of salaries in local economic development.

2.5 Survival strategies

a) Theft

According to Hollinger and Clark (1983) theft is the unauthorized taking, control or transfer of money or property of the formal work organization perpetrated by an employee during the course of occupational activity which is related to his or her employment. Ndlovu et al (2015) suggest that some workers frustrated by non-payment of salaries and wages may end up resorting to pilfering from the company in an effort to make ends meet. Sibanda et al (2014) posits that the survival strategies conducted by employees are believed to drain entity's depreciating resources, with the further milking which is likely to have ruinous consequences and most of these strategies are pursued in subtle and unobservable ways to evade immediate management action. This implies that the survival strategies employed by employees have a negative impact on the organization since the helpless employees will resort to stealing even small things that are unnoticeable in order to make a small profit out of it in a bid to make ends meet. According to Shoniwa et al (2013) Shabanie Mine workers resorted to selling stolen council property. This explains the reason why there are inadequate tools in local authorities because employees will find it wise to steal and then sell in turn in order to get money to meet their financial obligations. A study by Sandino (2005) cited in Mcgeoch (2008) suggests that an increase in wages will decrease theft though it may not completely pay off thus it means that when wages are low theft also increases. It is the main thrust of this research to reveal theft as one of the survival strategies engaged by employees in the era of non-payment of salaries.

b) Bribery

According to Johnston (2005) bribery is an illicit payment which is granted to a government official in exchange of some authoritative acts that has both a tangible and selective impact and in the absence of the secret payment would not otherwise have been made. Grey (1998) posits that bribery is a grant paid deliberately by the customer in order to prompt up a service thus bribery is observed as a catalyst to speed up the process of service delivery. Bribery is any favor in cash or kind paid to the government official in custody of making contracts on behalf of the government (Amundsen 1999). Dewa et al (2014) reveals that in order to cushion their paltry wages, Gweru City Council tax collectors are allegedly said to demand bribes in order not to

clamp motorists' vehicles. Bribery is one of the major survival strategies employed by Chitungwiza Municipality employees in a bid to earn a source of livelihood. Bribes are paid for what a client has a legal right to receive for example paying for speeding up the process of water reconnections and bribes are also paid to receive benefits belonging to others (Sithole 2013).

In addition, Grabosky and Larmour (2000) agree that bribery is where an official accepts more or some other considerations to engage in a particular course of action. This implies an act of giving money or a gift illicitly and dishonestly so as to win one's favor. For instance in the Housing Department in Chitungwiza Municipality, influential people that would have paid a bribe are given first priority whilst those ordinary people on waiting list who are regularly paying their fees to secure their places on waiting lists are getting none. Bribes are mostly evidenced in the issuance of licenses and permits, the officials created a platform which exacerbates this kind of unethical practices through making time consuming and complex processes as normal procedures such that people will opt to pay a bribe which is a catalyst to speed up the action. Sithole (2013) agrees that it has become normative in Zimbabwe that if you do not pay up a bribe you are made to sit the whole day without being attended and processes especially in the engineering department take a lot of days if a bribe is not put forward in order to speed the process. Council workers also receive bribes to reconnect water supply meaning that council will not receive the money which it intended to retrieve hence affecting the revenue base of the council. In addition, recently authorization of retail shops commonly known as tuck shops which were previously targeted by the operation Murambatsvina of 2005 was done by the Municipality of Chitungwiza under the condition that they operate by means of a license of US\$ 35 per month. According to Mapfumo (2012) municipal police would harass and demand bribes where one is not in a position of a license thus survivalist tactics have become the norm of the day. It is the purpose of this segment to reveal and analyze the survival strategies employed by non-paid employees in a bid to gain a source of livelihood.

c) Embezzlement

Public officials act alone to appropriate public funds or divert their use (Stephen 2011). Amundsen (1999) suggests that embezzlement is the stealing of public resources by public officials as such it is apprehended as another form of misappropriation of public funds. This entails that a state official steals from the public institution in which he or she is employed and

from the resources he or she is supposed to administer on behalf of the state and the public as a means of survival. Morris (2011) defines embezzlement as misuse of property funds lawfully entrusted to someone in their official positions as an agent or guardian. Grabosky and Larmour (2000) suggest that embezzlement is where public assets are misappropriated by public officials for private consumption. Cases of embezzlement of funds surfaced in Chitungwiza Municipality in 2010 when the council, which was facing grave financial difficulties, is said to have acquired top-of-the-range vehicles for top management. Having been occurring to top management, unpaid workers have also resorted to embezzlement of funds that had the intent to meet service delivery as a result ineffective and inefficient services are delivered because the management already has no moral obligation to fight against corruption since they are grossly engaged in unethical practices. One of the objectives of this research is to expose the survival strategies employed by non-paid employees.

d) Fraud

According to Morris (2011) fraud refers to numerous often complex and imaginative schemes arranged by officials to misappropriate public funds, regularly with citizen collaborators for example listing of ghost workers to pay rolls and fixing the books to hide the disappearance of public funds. Grabosky and Larmour (2002) suggest that fraud is where an official makes a fabricated claim for benefits that he or she is not entitled to. Amundsen (1999) argues that fraud is a misconduct that encompasses some kind of trickery, swindle or deceit. This is one of the most devastating survival strategies that have been resorted to by council employees as a result of salary delays and arrears. Fraud is an act of deception, trick, false representations, dishonest, complex and imaginative schemes prepared by officials from local authorities so as to misappropriate funds. Dewa et al (2014) reveals that tax collectors at Gweru were alleged to be defrauding motorists as they will clamp their vehicles at non clamping zones in a bid to deceive motorists and gain financially so as to meet their financial obligations. For instance, in Chitungwiza Municipality there was a list of ghost workers that appeared on pay rolls which later led to head count. It has also been discovered that residents were being overbilled with water charges ranging from US\$ 20 to US\$400 despite the fact that some parts had never received water utilities. These charges were based on estimates and whenever the residents filed a complaint the accounts department could not themselves understand the bills and failed to

explain which implies that fraudulent acts were taking their precedence. Resultantly it is the objective of this research to uncover the survival strategies employed by Chitungwiza Municipality who are affected by the challenges of salary delays and arrears.

e) Moonlighting

Banerjee (2012) is of the view that moonlighting refers to a condition whereby an employee holds an additional job whilst at the same time in the service of the employer which can also be termed as double jobbing. According to Boateng et al (2013) as a result of Ghana's economic reforms initiated in 1983 characterized by restructuring of wages, privatization of state enterprises and retrenchment of the public sector workforce such that most victims sought refuge in other sectors of the economy and had to resort to moonlighting to keep them at an income level closer to what the primary job used to give them. Betts (2006) suggests that moonlighting is multiple job holding which is normally understood as having a second or a third job, usually part time in addition to a primary full time job. Boateng et al (2013) are of the contention that in order to gain satisfaction not attained from the main job several individuals have a second job. Heineck (2003) using data from the United Kingdom learnt that one of the objects behind moonlighting is where an individual delights to work more hours because of the disenchantment with the aggregate salary of their primary occupation thus they are more likely to take a second job. It is the objective of this research to outline moonlighting as one of the survival strategies employed by Chitungwiza Municipality employees in a bid to attain a source of livelihood.

f) Income generating projects

Shoniwa et al (2013) reveals that Shabanie Mine workers engage in income generating projects in order to survive since they have not received their pay for quite a long period of time. Nyanga et al (2011) suggest that Shabanie Mine employees own most of the fruit and vegetable market places in Zvishavane thereby aiding in generating income. This implies that buying and selling as a means of survival is imperative in generating income. Owusu (2007) posits that the informal economy has developed to be an avenue for part time employment for formal sector employees and a source of supplementary income for many people with fulltime employment in the formal sector. Njaya (2014a) suggests that street vending in Harare Metropolitan Council is a survival strategy undertaken by individuals due to lack of jobs so as to enhance income maintenance.

The main goal of street vendor is to expand their business and revenue in order to improve their livelihoods (Njaya 2015). Msoka (2002) has it that many Tanzanians have resorted to survival strategies like kiosk businesses as a result of economic crisis which was characterized by decline of real wages in the public sector, unemployment, poor performance of the parastatal companies and municipal governments. Desai and Idson (1998) agree that Russians resorted to sell of family assets and taking second jobs in order to survive since they were not being paid. It is the main thrust of the study to depict survival strategies engaged by employees in a bid to meet their financial responsibilities.

g) Borrowing

Borrowing is one of the strategies employed by employees as a survival strategy in the era of non-payment of salaries. Boaduo (2010) is of the contention that for psychological and economic support in tough times, Africans enormously depend on their kinsmen. Desai and Idson (1998) are of the view that as a result of salary delays in Russia, individuals received transfer of goods and money from relatives for survival means. Nyanga (2011) agrees that Shabanie Mine employees profited from the practice of relying on remittances from relatives in the Diaspora just like what transpired during the economic difficult times faced by Zimbabwe. Shoniwa et al (2013) concurs that one of the survival strategies employed by Shabanie Mine workers is seeking assistance from relatives, working spouses, parents as well as grown up children. As a result it is the objective of this segment to disclose the survival strategies by unsalaried employees.

h) Unpaid leave and fabricated sick leave

Hollinger and Clark (1983) pointed out that leave abuse is one of the staff dishonesty characteristics in the event that they are lately paid. Sibanda et al (2014) suggest that due to non-payment of salaries employees resultantly resort to alternative survival means such as fabricated leave whereby they make up in order to conduct some other income activities whilst maintaining the primary occupation. Greenberg (1997) agrees that employee job dissatisfaction drives employees to conduct dishonesty activities in a bid to survive. Ndlovu et al (2015) reveals that unpaid employees at Hwange Colliery Company Limited have resorted to unpaid leave as an alternative to employee survival in order for them to meet their financial obligations as they will

be embarking on income generating projects. It is the purposive of this research to reveal unpaid and fabricated sick leave as a survival strategy employed by employees in a bid to survive in an environment characterized by salary delays and arrears.

1) Stealing of company hours

Production deviance involves stealing of time whereby employees get paid for hours not worked which can be characterized by absenteeism (Hollinger and Clark 1983). Boateng et al (2013) suggest that hours spent in the main job significantly influence an individual's desire to engage in more than one job using company hours. Gerber (2006) is of the contention that lowly paid employees in the public sector in Russia resorted to stealing of company hours in order to embark on other activities that generates more income to them to aid to their wage delays and arrears. This implies that employees adapt to different strategies in order to aid their financial incapacities to meet their basic needs at the expense of company tasks hence productivity is hampered. However it is the intention of this write up to reveal stealing of company hours as one of the major survival strategies conducted by unpaid employees.

2.6) Empirical evidence

There have been an immense fight for control between a South African business man and a number of ZANU PF political leaders for over a period of nine years in Shabanie Mashaba Mine which saw the government taking over the control of the company. Shoniwa et al suggest that the involvement of the government in Shabanie mine saw employees going for more than two years without receiving their salaries consistently and timeously such that most of them were put on forced and unpaid leave. This affected the mine's productivity levels drastically since less than seventy artisans were retained to drain water from the shaft that was almost flooding due to poor maintenance (Nyanganga et al 2011). Employees in turn engaged in different activities in order to satisfy both their lower level and higher level needs consisting of income generating projects, selling stolen company property, borrowing and engaging in piece jobs. Owusu (2007) concurs that the informal economy has become an avenue for part time employment for formal sector employees and a source of additional income for many people with full time employment in the formal sector. However it is the intention of this research to reveal some other cases whereby

employees were not being remunerated regularly and how they survived since they were not being paid.

Seemingly, Hwange Colliery Company Limited is the largest coal company which used to enjoy a business monopoly deteriorated severely as a result of the general national economic downturn as well as the introduction of the indigenization policy by the government of Zimbabwe which saw the company being surrounded by various small coal companies. Ndlovu et al posit that consequently the company lost its most valuable customers both locally and internationally due to the transition of the trade partners by the government from western countries to eastern countries through the look east policy. Resultantly employees went for more than a year without receiving their salaries and wages and the environment was characterized by rampant labor unrests. Arnold (1996) is of the view that non-payment of employees as the case of Hwange Colliery Company Limited is part of the breach of the employment contract. Murray (2010) agrees that the breach of the employment contract steers hostility between organizations and its employees. Ndlovu et al (2015) suggest that employees resorted to self-help projects, cash advance and provision of food hampers by the company as a survival strategy in order to gain a source of livelihood. It is the purpose of this study to reveal both ethical and unethical activities conducted by unpaid employees in a bid to survive.

2.7) Summary

This section of the study had the intent of reviewing literature in an attempt to extract what has already been publicized concerning the research study. The main ambition of this segment was to address the research objectives and the research questions posed in the previous chapter. Scholarly journals, textbooks and newspapers were made use of in order to have an insight on what have been published in as far as this research topic is concerned. The reason behind urban local authorities' failure to remunerate its employees timeously and consistently consisted of corruption, industrial decline, low revenue inflows, government policies which are inconsistent as well as economic hardships facing the nation as a whole. The effects of non-payment of salaries in a timely manner were also outlined which comprises of brain drain, poverty, low productivity, low staff morale, employee disenchantment, labor unrests and failure by employees to meet their financial needs. The strategies employed by employees in a bid to gain a source of

livelihood included theft, bribery, embezzlement, fraud, moonlighting, income generating projects, borrowing, stealing of company hours as well as unpaid leave and fabricated sick leave.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is deduced on the basis of the previous chapters that unveiled the problem statement as well as the survival strategies employed by municipal workers as a remedy to the predicament to the challenge of salary delays and arrears in urban local authorities. The main thrust of this segment is to scrutinize the diverse methodological analysis and procedures applied in this research to accumulate relevant information required as well as discovering and unearthing the reality which has been veiled and not revealed yet. It is a prerequisite and of paramount importance in this write up to identify and analyze the data collection methods to be utilized in this study. The research will introspect but not limited to data collection instruments to be used comprising of questionnaires and interviews, sampling techniques, target population execution of data reporting and data analysis just but a few to mention. This chapter went an extra mile to critically analyze the methods used in the study and how rational were they in gathering useful and reliable information. In other words, this chapter reveals the methods used by the researcher to gather information about the survival strategies conducted by employees as a means of survival since they are being unpaid for more than 20 months implying that this chapter acts as a means to an end since it provides answers to the research question.

3.1 Research Methodology

Research methodology is a logical manner to resolve a problem and it depicts how research is to be conducted in an attempt to learn new facts. Methodology are countless techniques used in gathering and scrutinizing data in an effort to factor accurately how one intends to accomplish research objectives (Bell 2001). Goddard and Melville (2004) concur that methodology is responding to unreciprocated questions as well as discovering existing loopholes on the identified problems. This entails that research methodology intends to provide answers to the research problem of the survival strategies employed by Chitungwiza Municipality employees who have gone for more than 20 months without being paid regularly and in a timely fashion through searching for new information and acquiring new knowledge in turn. Research assures one with the opportunity to confirm, elucidate, authenticate and track as well as determining new

facts in one's area of study. Degu and Yigsaw (2006) are of the view that research methodology can be viewed as an organized accumulation, examination and clarification of information to produce new knowledge and answer specific questions or resolve a problem.

3.2 Research Design

Creswell (2004) is of the contention that techniques and strategies for effective study analysis which extracts decisions from assorted hypothesis to detailed methods of collection and analysis are research designs. Research design is categorized by diverse features which consist of the place where the research study would be embarked on, the period it takes for the research to be completed, a highlight of the researcher's choice of where the research would be undertaken, the purpose of the study, data analysis methods and collection utilized, the type of sample design used among others. Kothari (2004) posits that research design is the conceptual arrangement within which the research is directed thereby establishing the pattern for the aggregation, measurement and examination of data. Research design is a strategy which puts forward what the researcher aims to do implying that it aids in determining matters such as what, when, how much, by what means and where. A research design is the beautification or the attraction of the research environment to heighten a conducive and effective condition for gathering and analyzing data in an effort to integrate the significance and repercussions to the purpose of the research. De Vos (1998) posits that the eminence of any research project is enriched by an excellent appreciation and understanding of the research design. The outcome of the research study is determined by the research design thus its main thrust is to learn actions prerequisite to undertake a study. In order to guarantee quality of the processes undertaken validity, accuracy and reliability are strengthened. The data collected assisted Chitungwiza Municipality discover the survival strategies by employees as a result of salary delays and arrears as well as related consequences on the productivity of local authorities.

The research study was descriptive in nature involving the description of contemporary facts as they exist at present. Both qualitative and quantitative methods of analysing data were used. Proctor et al (2009) postulate that there have been numerous appeals for the utilization of mixed method designs in executing research studies. This has been triggered by the recognition of countless challenges that contributed to the impediment of salary delays and arrears bedeviling

urban local authorities such that a solitary methodological approach is habitually insufficient. As identical in other parts of research, diversified method designs are observed as more desirable in the execution of research rather than using either qualitative or quantitative approaches only (Palinkas et al 2011).

3.2.1 Qualitative Research Design

This type of research design is more individualistic in nature and it comprises of examination and consideration of non-tangible aspect of a research topic for instance attitudes, values, opinions, behaviour and perceptions thus it presents data in the form of words whereas quantitative methods generate numerical data. Although it is much easier to start with, it can commonly be difficult to translate existing findings. Qualitative research is a procedure of logical analysis of the meanings which people ascribe to make sense of their experiences to guide their action Dominowsk (1980). To understand the meaning of the incidents of interest discloses what constitute qualitative research because it considers a person's own interpretation on attitudes, behaviour and motivations for instance this research ought to provide a depth of the challenge of salary arrears and delays in urban local authorities, qualitative research design provides diverse perception and opinion towards the root causes of the predicament faced by Chitungwiza Municipality employees. Knowledge gained through qualitative investigations is more informative, richer and offers enhanced understandings compared to that which can be obtained via quantitative research. Creswell (2004) suggests that qualitative research is a method for discovering and appreciating the meaning individuals or groups accord to a collective opinion on problems affecting humans. It contains evolving questions and procedures, information specifically collected in the informant's setting. Seemingly qualitative research makes available meanings and interpretations tied to actions thus an individual behaviour portrays how these are interpreted and enlightens on the motivators which connect attitudes and behaviour. As a result qualitative research design is of paramount importance in defining attitudes and feelings.

3.2.2 Quantitative Research Design

In Quantitative research we move in a world that is well defined by quantities Locke et al (2010). Quantitative design stresses on amassing and analyzing numerical data focusing on measuring

the frequency, range, and scale among others. Even though it is mostly challenging to design, it is customarily extremely detailed and arranged in a way that results can be easily gathered and exhibited statistically thus it is only valid to occurrences that can be conveyed in numerical value. Quantitative research design becomes imperative in measuring objectives because from the beginning objectives are indebted to be simple, measurable, attainable, realistic and time bound. Seemingly formulas are used to calculate the sample size for a study in order to determine how large the sample size will be used from a given total population in a bid to achieve findings with an accepted degree of exactness and correctness. Quantitative design will be used also due to the reason that there is power in quantities as well as its capability to easily change data into measurable charts and graphs. The outcome of quantitative research is in essence a number of sets of the numbers and the characteristics include that it is non-descriptive, numerical, applies mathematics or statistics, evidence is calculated, results are commonly presented in graphs and tables, it is conclusive implying that it examines the what, where and when of decision making while qualitative research design examines the why and how of decision making thus it becomes of paramount importance to use the mixed approach since they complement each other in the presentation of the collected data.

3.3 Target population

Table 3.1: Population Target Table

Category	Population	Sample size	Sampling technique
Top management	8	3	Purposive sampling
Employees	213	20	Random sampling
Councilors	10	4	Purposive sampling
Workers committee members	8	4	Random sampling
Residents and ratepayers association	10	4	Random sampling
District Administrator	1	1	Purposive sampling
Total	250	36	

Source: Field Study 2014

Degu and Yigsaw suggest that target population or reference population is the total number of an aimed population in which the research intends to draw a conclusion. The entire combination of respondents that meet the stipulated set of measures is the target population. Human beings, events and items which are considered as essentials in the study are amalgamated to create a sample portion that is vital in extracting important information to the study is the target population Parret (2003). Bless (1995) defines population as all potential components that could be incorporated in a research that has one or more features which are of importance to the researcher. A population is also understood as the total group of objects and individuals preferred by the researcher to represent and extract interpretations and conclusions that assist in producing effective remedies to the research problem. It can also be acknowledged as the collection of all essential resources in a bid to generate evidenced data towards the research study. The target population in this study is 250 employees who are massively affected by this predicament of salary delays and arrears in Chitungwiza Municipality. The Finance and Human Resources departments are regarded as the key informants in this research so as to ensure reliability and validity. A sample is understood to be the subset of the population or a part of a fully defined population. Seemingly 250 unpaid employees is the intended target population and 36 out of the total of 250 are the people who are going to be used as the sample from whence the decisions of the criteria used in selecting participants in gathering information. In this research, the population refers Chitungwiza Municipality employees, members of the workers committee, councillors, top management, residents and ratepayers association, and the District Administrator.

3.4 Sample size

Sample size is the determination of a specific number of people to be studied in an attempt to address the research objectives. A sample size is the sub part or a share of the total population Thakur (2009). The research revealed the total number of the targeted population to be 250 employees such that it is not feasible to carry out a study for 250 employees because of financial constraints and time instead a sample size of 36 was used in order to make the research manageable and attain reliable and accurate information concerning the causes of salary delays and arrears, the effects of not paying employees timeously and regularly, the strategies employed by non-paid employees in an effort to survive as well as the solutions towards the unveiled

distress. Just like blood tests a sample of blood to be tested is used in order to determine the results of the whole blood in the body. In the same vein a sample of 36 participants will be used to attain results for the targeted population of 250 participants. Degu and Yigsaw (2006) stipulate that the population is too hefty for one to consider gathering data from all the members but alternatively he or she selects a sample of individuals anticipating that the sample is illustrative of the population.

3.5 Sampling Techniques

Locke et al (2010) defines sampling technique as a procedure used for electing the group of illustrations that will epitomize the larger population thus it involves selection of a number of study units such as people or groups for analysis. Kumar (2005) argues that researchers commonly depict conclusions concerning large groups by way of taking a sample. When taking a sample the researcher will be confronted by questions including

a) What is the group of people from which you want to draw a sample?

This question obliges the researcher to ascertain the type of people she will nominate in a bid to collect the necessary information required to provide answers to the research problem.

b) How many people do you need in our sample?

The researcher identifies the sample size to be used in gathering relevant information.

c) How will these be selected?

Various sampling techniques to accumulate information are articulated such as random sampling and purposive sampling.

Sampling techniques are categorized into two which are probability and non- probability sampling. Probability sampling also known as chance sampling or random sampling awards each component in the population an equivalent possibility of being chosen to be the part of the sample and choices are independent of another. Similarly, non- probability sampling is also known by its diverse names such as deliberate sampling, purposive sampling, and judgmental sampling. In this type of sampling, items of the sample are selected deliberately and purposively by the researcher due to their knowledge or experience they possess that are of interest to the

researcher which implies that the small group selected will be typical and representative of the enormous group at large.

3.6 Simple Random Sampling

Kothari (2004) posits that simple random sampling is also known as chance sampling or probability sampling where every unit in the population has an equal opportunity of being included in the sample and in case of infinite universe has also the same probability of being selected. For instance a sample of 20 ordinary employees from a total of 213 employees were selected through simple random sampling technique whereby the researcher put the names of all the 213 employees on sheets of paper and then conducted a lottery where she shuffled the papers and picked randomly and blindly 20 papers thus they were randomly picked for the interviews. The researcher conducted this exercise deliberately in order to ensure that all departments are incorporated and represented equally in a bid to acquire variety of information so that every department would get a chance of being represented. Despite the fact that simple random technique is easier to understand and communicate to others it was time consuming and it selects participants randomly without considering their competency such that the researcher considered other sampling techniques in a bid to compliment the weaknesses of the simple random technique.

Seemingly 4 members of the workers committee out of 8 were also nominated randomly since they are significant because they exist to represent employees and they bargain with the employer on behalf of the employees so as to ensure that their employment contract and psychological contract is not breached. The researcher used the hat system whereby each of the names of the population members was assigned a unique number. The numbers were placed in a hat and thoroughly mixed then the blind-folded researcher selected the numbers such that population members having the selected numbers were included in the sample. Out of 10 members of the residents and ratepayers association, 4 participants were randomly selected to take part in the research in order for them to provide information on ground pertaining to service delivery taking into cognizance that they are the stakeholders of Chitungwiza Municipality. Another way the researcher used to randomly select members of the residents and ratepayers association was to put papers in a box that were written either yes or no such that the papers were shuffled and members were compelled to pick a single paper from the box blindly. Those who

picked papers written yes on them immediately qualified to take part in interviews as participants and those who picked papers written no did not qualify to participate.

3.6.1 Merits

- The sampling technique grants every employee the chance of being selected in participating in the research since their names are randomly picked blindly from the box.
- It is exceedingly representative since every employee from different departments of the council has an equal opportunity to take part in research.
- The sample will aid with the results that may be generalized to mean that they represent the interests of other employees within the council in the matters affecting them of salary delays and arrears.
- The technique is easier to understand as well as to communicate to others.

3.6.2 Demerits

- The researcher may fail to acquire in depth and desired information from the simple random technique since it grants equal opportunity to every employee despite their incompetence.
- It becomes expensive in such a way that the elected units maybe widespread throughout a huge geographical area since names are provided from all sections of Chitungwiza Municipality.
- It is time consuming and is restricted to small populations

3.6.2.1 Contingency to Demerits

- The researcher also made use of purposive sampling in order for the purposive sampling strengths to compliment the weaknesses of the simple random sampling technique so as to attain the desired information from the participants.

3.7 Purposive Sampling Technique

Saunders et al (2009) depict that purposive sampling is the one that empowers one to make use of his or her own personal judgment to select the finest cases that will allow him or her to respond to the research questions as well as meeting the research objectives. For example selecting people with good academic qualification to provide useful information and these people will be the leading persons and their views are relevant for the chance of reviewing the major causes of salary delays and arrears, its related consequences and the survival strategies employed by employees in order to survive. According to Patton (2002) purposive sampling is a broadly used technique in qualitative research for the classification and selection of information rich cases for the most effective use of limited resources. Creswell and Clark (2011) concur that purposive sampling includes classifying and picking individuals that are especially educated, well-informed about or experienced with occurrence of interest. In dealing with the top management the researcher used purposive sampling method to gather information from the key informants who directly linked to the issues of Human Resource Management comprising of the Finance Director, the head of the Human Resource Management and the Administration officer leading to a sample size of 3 out of 8 in order to target for in-depth information pertaining to the challenge of salary arrears being faced by employees of Chitungwiza Municipality.

Participants are nominated on the basis of the rationale of the study hence this technique targets a limited population whereby the researcher target a few individuals intentionally and select them strategically with the belief that they will aid with relevant information that is not widely known that will assist in answering the research questions. For example the researcher used this technique to gather information from key informants such as the District Administrator, the director of Finance and head of Human Resource Management who are directly responsible for ensuring that employees' wellbeing is considered. The researcher also included the District Administrator who exists to monitor the operations of Chitungwiza Municipality. The office of the District Administrator is established in the Ministry of Local Government, Public, Works and National Housing in order to act as an overseer in the operations of local authority. The intent of the researcher is to review what the parent ministry has done so far in response to the failures encompassed by the urban local authorities to remunerate its employees for more than 20 months which has proved to be violation of human rights articulated in the constitution which is considered to be the supreme law of the country. 4 councilors were also nominated to act as

respondents since they are policy makers and with the virtue that council is absolutely accountable to them and the supreme reason being that they represent the needs of the people as well as the residents and rate payers at large. Precisely members of the Finance Committee as well as Human Resource Committee were selected because they are the members that deal with the issues of finance as well as the wellbeing of employees so that they can perform at the best of their capacity bearing in mind that their efforts to accomplish organizational goals are being recognized and appreciated by the organization.

3.7.1 Merits

- The sample size is smaller and manageable thus it serves time because the experts with the desired knowledge in as far as the predicament of salary delays and arrears is concerned at Chitungwiza Municipality are few.
- It allows the researcher to utilize the people that she knows have knowledge on the research area of study for instance the people that knows the legislative environment in as much as remuneration and ensuring good working conditions is concerned
- It yields the exact information needed by the researcher to respond to her research questions and objectives which are concerned about the survival strategies employed by unpaid employees in a bid to gain a source of income to satisfy their financial responsibilities.

3.7.2 Demerits

- It does not establish a representative sample of a larger population because of the reason that they are selected judgmentally and unequally to provide information which may not in turn represent the interests of ordinary employees who are faced with the challenge of salary delays and arrears

3.7.2.1 Contingency of demerits

Since purposive sampling is judgmental in nature the researcher decided to interlink it with random sampling so as to complement each other.

3.8 Sources of Data

The sources of data comprises of both primary and secondary sources of data and the have their own strengths and weaknesses respectively.

3.8.1 Secondary sources

They are those data which have been already collected and analyzed by some earlier agencies for its own uses and later the same data are used by different agency. A secondary source is a publication, reporting the data which have been gathered by other authorities and for which others are responsible. Examples of published sources are various governmental, international and local agencies publish statistical data such as journals and newspapers, policy reports, seminar papers and textbooks. Secondary sources are also used in the research in order to give a comparison with the data obtained in the primary sources and the data already in existence. Saunders (2009) is of the contention that secondary sources are data that have previously been gathered for some other purposes.

3.8.1.1 Merits

- It can be acquired at minimal costs other than primary data thus it is inexpensive. Working conditions and human resources issues of salary arrears and delays can be attained from journals, newspapers and text books which are easily accessible and available.
- It serves time because it will be no longer necessary to go into the field to obtain information since it is already in existence in books, reports, journals among others
- It offers the researcher with the leverage to compare and contrast other existing literature since publications are in huge quantity in matters to do with local governance.

3.8.1.2 Demerits

- It may not be precise and specific to the researcher's needs implying that in many instances secondary data is not presented in a form that particularly and exactly meets the need of the research which emphasizes on evaluating and identifying survival strategies employed by Chitungwiza Municipality in a bid to attain a source of living.

- The researcher may nosedive to obtain all relevant information that she may inquire from secondary sources which may seem as worthy, promising and valuable because of the failure by the researcher to obtain the full version of the document due to the reason that most of the suppliers charge a payment for one to view the full document and only a small portion is accessed for free.

3.8.2 Primary source

Currie (2005) defines primary data as information that were anonymous before and which have been acquired directly by the researcher for a specific project. It is the type of data collected for the first time hence first-hand information is enhanced. Use of primary data is ideal in this research because it is reliable, accurate and information obtained is always up to date. More over the researcher has control over his respondents that are engaged in the research.

3.8.2.1 Merits

- It is straightforward and easy to understand since the researcher gathers the desired information on his own from the council officials.
- The degree of authenticity is extremely high since the research specifically addresses the problem statement about the challenges of salary arrears in particular that would have been respondent to by the participants.
- Original and first-hand information is obtained from the primary sources or population.
- For some inquires secondary data may not fully furnish the researcher with the required information or the information may not exist in secondary sources thus reliance on primary data becomes also of paramount importance thereby providing actual and specific information required.

3.8.2.2 Demerits

- There is enormous capacity of population in participation amounting to 250 employees who cannot be catered for and attended to by the researcher due to numerous limitations of inadequacy of resources.

- It is timeous since the researcher has to travel to Chitungwiza, book for appointments as well as to sample the population so as to elect participants.
- It is expensive because it requires the researcher to travel to and from Chitungwiza thus huge financing is imperative to cater for transport cost as well as stationery.
- Labor burdensome and it necessitates skills. A great deal of effort is the prerequisite for it to be successful opposing to secondary sources which are easily available thus it requires the movement of the researcher from place to place in council premises providing questionnaires and conducting interviews.

3.9 Primary Data Gathering Instruments

Primary data is the first-hand information gathered by the researcher in the field. There a various instruments used in accumulating this kind of information which include questionnaires, interviews, observations only a few to mention. This data is collected by the researcher specifically for answering the problem at hand.

3.9.1 Questionnaire

Laws (2003) suggests that a questionnaire is a inscribed list of questions either provided or mailed to respondents who will in turn fill it in themselves, information is collected directly from people through a sequence or questions. A set of questions that is offered in written form to the participants in a bid to acquire people's opinions, ideas and views is a questionnaire Dominowsk (1980). The main thrust in literature review should be revealed and apprehended in a questionnaire. There was accurate and careful phrasing of each question to avoid ambiguity and leading respondents to a particular answer this brought reliability tool and respondents were enlightened to respond honestly and truthfully.

A questionnaire provides room for more respondents because the researcher has no need to meet the respondent face to face. A questionnaire is full of closed ended and open ended questions and provides space for answers so that the problem under study is fully addressed hence questionnaires have been used to extract data from general council employees.

3.9.1.2 Merits

- Mailed questionnaires can be easily decided upon where the field investigation is vast and the informants are widespread in a geographical area.
- It is reasonably inexpensive and expeditious in case the respondents respond in time. It can be utilised to gather large amount of data at a low cost per respondent.
- It is convenient because respondents can reply when they have time which is a noble way to approach people who are often busy and who travel frequently.
- The respondents can respond to the questionnaires in absentia of the author thus it is free from bias from interviewer.
- Face to face interactions implies that there will be no psychological discomfort that can be experienced.
- It saves time because it can be conducted simultaneously to many people.

3.9.1.3 Demerits

- It can only be adopted where the informants are literate people so that they can understand the questionnaires.
- It involves some uncertainties about the response because of misinterpretation.
- The information supplied by the informants may not be correct and may be difficult to verify the accuracy
- Response rate is often low
- It is not flexible because it takes time to complete than telephone or personal interviews.
- Misinterpretation of questions. This can be minimized by the use of simple and easily understood language. Ambiguous questions should be avoided
- Some informants may fail to return the questionnaires due to their unwillingness to participate in the research study.

3.9.1.3.1 Contingency of demerits

- Both open ended and closed ended questionnaires were used by the researcher.
- Ambiguous questions were avoided.

- In order to aid those who could not read and write, face to face questionnaires were articulated.
- Simple and easily understood language was made use of.
- Pens were provided and a follow up was conducted in a bid to escalate the participation and the response rate.

3.10 Interviews

Interviews comprises of direct interviews and telephone interviews. In direct interviews face to face contact is made with the informants whereby the interviewer asks a person from whom the information is to be obtained some questions pertaining to the survey and collects desired information. It is also first hand and original in character. Frey and Oish (1993) an interview is an intentional dialogue in which the interviewer asks prepared questions and the respondent or the interviewee answers the questions asked. These can be person or group interviews. Pratt and Loizon (1992) are of the view that the purpose of group interviews is to partially urge and inspire a collective response and classify differences of opinions as well as areas of consensus within a group. In this study interviews also meant to incorporate illiterate respondents.

3.10.1 Advantages

- The facts gathered are usually authentic because the interviewer can clear out ambiguity, obscurity and doubts of the informants at some particular questions.
- It offers the scope for receiving additional data for the informants for the reason that while interviewing it is possible to ask some supplementary questions which may be of great use latter in unearthing the challenges being face by unpaid employees.
- The interviewer can change the language on the basis of status and educational level of the person interviewed thereby avoiding inconvenience and misinterpretation on the part of the informant.
- It promotes reciprocity which is the exchange of data as well as experiences. Council officials provide relevant experiences related to the research which gave a broader scale of information for the research.

3.10.2 Disadvantages

- If the number of informants is huge and if the area is wide spread, it becomes expensive.
- In order to obtain the desired information, interviewers should be thoroughly trained and experienced.
- The method is time consuming because interviews can only be held at the convenience of the informant.
- The interviewer's manner of speaking may affect the respondent's answers.
- Some people may not be willing to discuss personal questions with the interviewer.

3.10.2.1 Contingency of Disadvantages

- The researcher made use of both questionnaires and interviews in a bid to complement their weaknesses.
- The interviewer briefly enlightened the interviewee in order to be time effective.

3.11 Ethical Considerations

Respondents' names were never mentioned in this research study in a bid to warranty their confidentiality. The researcher guaranteed the respondents that the research study and the findings gathered would be strictly used for academic purposes only since some of them were not willing to take part in the research due fear of victimization as well as loss of jobs. The questionnaires and the interviews gathered made it its first priority to address this issue of confidentiality.

3.12 Summary

Methodology (Chapter III) is a chapter of research designing which emphasize on methods to be used during field work. Aspects such as the research design were highlighted together with its various sub headings such as qualitative and quantitative research, target population, sample size, various sampling techniques (random sampling and purposive sampling), sources of data like primary and secondary sources, data gathering instruments for example questionnaires and interviews. A sample size of 36 participants was made use and a target population of 250 employees was articulated. The next chapter will be about data presentation, analysis and

interpretation which require the researcher to display evidence found on the ground during the field work and thus therefore evidence will be tabled, analyzed and interpreted.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

The focus of this chapter is the analysis, interpretation and presentation of data gathered by the researcher in order to obtain valuable and suitable information. A total number of 250 employees were used, but these were sample populated to 36 participants. The data was collected from employees, top management, residents, workers committee as well as councilors. The intent of this research study was to analyze salary delays and arrears in urban councils: survival strategies for the Municipality of Chitungwiza employees. Results were obtained from the aforementioned categories through questionnaires and interviews. Data will be presented in various forms of graphs, tables, pie charts whenever applicable and necessary. Themes in this chapter include response rates from interviews and questionnaires, responses as well as the summary.

4.1 Response rate from Questionnaires and Interviews

A total number of 20 questionnaires were distributed to the Council's employees and 18 questionnaires were responded to.

Table 4.1: Response rate: Questionnaires

Respondents	Percentage rate
Employees	90%

Source: Field Study 2015

The researcher managed to distribute 20 questionnaires to employees of the council through the random sampling method. Out of the 20 distributed questionnaires the researcher managed to obtain 18 questionnaires which makes the respondents percentage rate to be at ninety percent thereby implying that the researcher managed to obtain the desired data from the affected employees from the challenge of salary delays and arrears bedeviling them.

Table 4.2: Response rate: Interviews

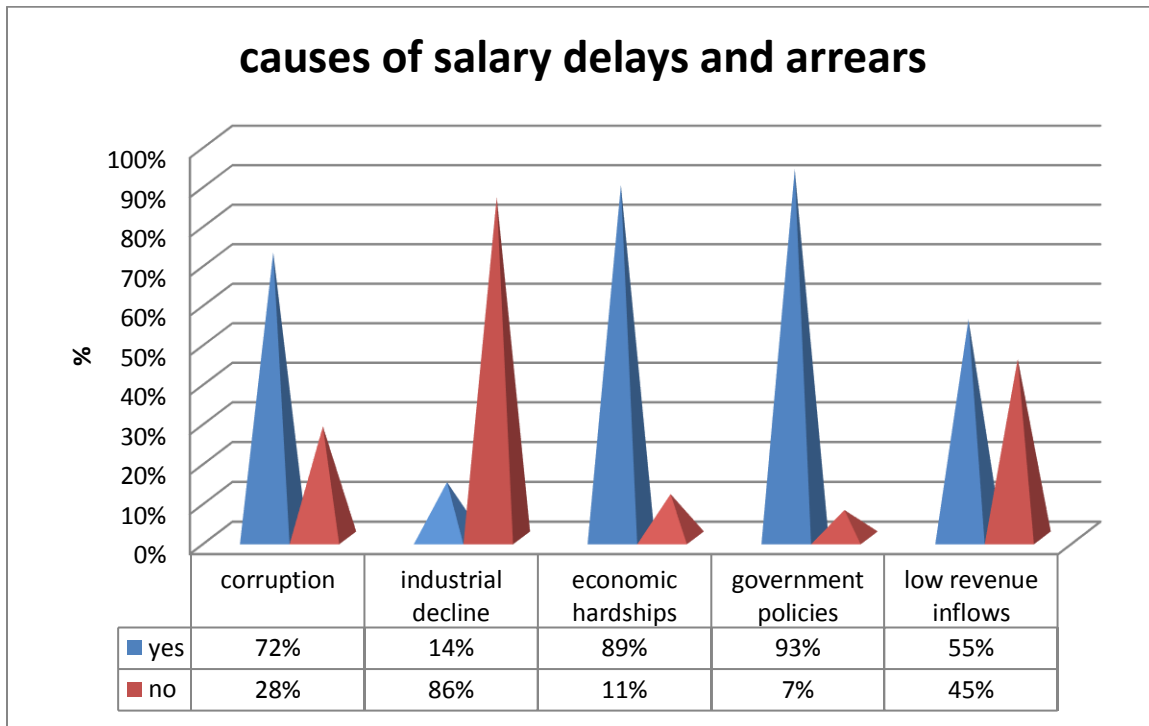
Respondents	Total number of interviewee	Number of those interviewed	Number of those not interviewed	Percentage rate of respondents
Workers committee	4	3	1	75%
Councilors	4	3	1	75%
Top management	3	3	0	100%
Residents and ratepayers association	4	4	0	100%
District Administrator	1	1	0	100%
Total	16	14	2	88%

Source: Field Study 2015

100% response rate was obtained from the top management, residents and ratepayers association as well as the District Administrator as they fully furnished the researcher with relevant information required. Respondent's rate from the workers committee and the councilors was at 75% which is a remarkable percentage in this research.

4.2 Causes of Salary Delays and Arrears at Chitungwiza Municipality

Fig 4.1 Why Chitungwiza Municipality is failing to pay its employees timeously?



Source: Field Study 2015

42% of the employees, 8% of the councilors, 11% of the residents and ratepayers association, 8% of the workers committee, 3% from the District Administrator all agreed that corruption has caused Chitungwiza Municipality to fail to pay its employees timeously. 28% were non-respondents. Palmier (1985) suggests that corruption is the misuse of the public office for private advantage. This entails embezzlement which is misappropriation of public funds and resources by management for personal gain which was entrusted to them for public use. Sithole (2013) agrees that officials in the public sector have been seen to engage in corrupt activities that meet their private gains at the expense of the public offices that they occupy. This implies that divergence of money from its intended purposes by management has caused a great outcry on unpaid employees who have gone for more than 20 months without pay. Corruption erodes institutional capacity of government and local authorities as procedures are disregarded, resources are siphoned thereby having a negative impact on delivering effective and efficient service delivery.

Industrial decline as a reason behind the failure by the local authority to pay its employees consistently has scored 6% from the employees, 8% from the top management. Non respondents constituted 86%. Chitungwiza Municipality is viewed as a dormitory town with no industrial significance since the decline of Cone textile industry that had replaced the Modzone textile company due to its failure to pay rates to the council as well as due to the economic hardships that enveloped Chitungwiza Municipality thus limiting the financial base of the council which led to its failure to remunerate. Wilhelm (1993) posits that contemporary companies are now viewing pay as just another expense rather than making the most use of it as another motivational tool. This reveals that companies are struggling to pay their employees in order to motivate them to uphold the desired behavior.

From the findings stated above, economic hardships have incapacitated local authorities to remunerate its employees timeously and regularly. 43% of the employees, 10% of the residents and ratepayers association, 11% of the top management, 10% of the workers committee, 4% from the District Administrator and 11% agreed that Chitungwiza Municipality failed to remunerate its employees due to economic hardships facing the country at large. 11% were non respondents. According to Besada and Moyo (2008) during the 2008 era the country was hugely affected by hyperinflation which made cost control a menace. This implies that the local currency lost value at a faster rate which disadvantaged the local authorities because the money it would collect would become valueless for a short period of time.

Government policies had 34% obtained from the employees, 19% from the workers committee members, 19% from the top management, 14% from the councilors, 7% from the District Administrator. There were 7% non-respondents. This is in collaboration with Dewa et al (2014) who are of the view that the Minister's call to write off bills of ratepayers owing as well as to transfer water and sanitation to ZINWA aggravated the financial incapacities by local authorities which had been previously the major traditional source of revenue for local authorities thereby affecting drastically the already depleting resources.

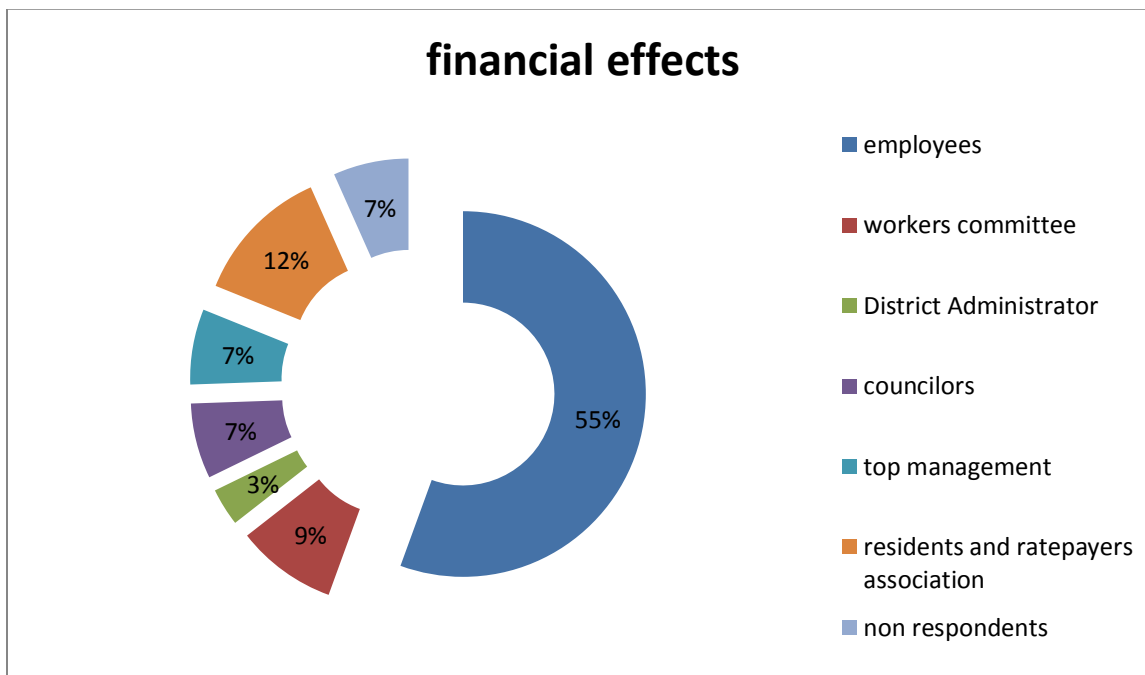
19% of the employees, 6% of the workers committee, 8% of the top management, 8% of the councilors, 11% of the residents and ratepayers association, 3% from the District Administrator suggest that low revenue inflows is also another factor which caused Chitungwiza Municipality to fail to pay its employees. Non-respondents amounted to 45%. Mauro (1997) concurs that

bribes can reduce the amount of taxes and fees that were supposed to be collected by the government. This implies that money that is supposed to aid in the council revenue is pocketed by the employee officials meaning council would not be getting what it is supposed to have gathered in terms of revenue collection. Murray (2010) reveals that local authorities are failing to retrieve money owed to it by its debtors who are particularly ratepayers who are defaulting paying their bills as a result council will not have the money to pay its employees. There is lack of cash to pay employees due to liquidity problems (Gerber 2006). This entails that the council depend on the ratepayer’s money as a major source of revenue yet most of the residents are defaulting paying their bills thus lack of cash inflows directly influence the council coffers.

4.3 Effects of Salary Delays and Arrears in Chitungwiza Municipality

From the below figs it can be noted that non-payment of salaries and salary delays impact on the social, financial and productivity aspect of employees as well as the organization at large. These effects are argued to be the drivers that propel employees to engage in unethical activities so as to be able to meet their financial and social obligations thereby hampering company productivity and its effectiveness.

Fig 4.2 Financial effects

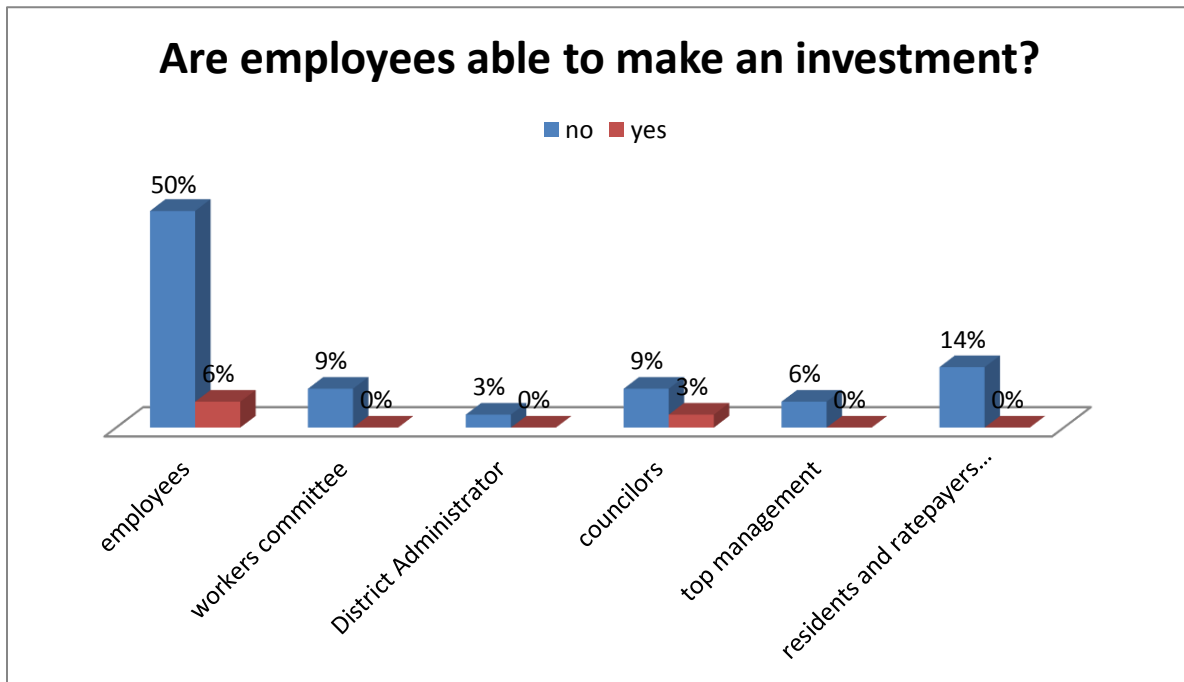


Source: Field Study 2015

From the above fig it can be deduced that 55% of the employees outlined that their failure to receive their salaries consistently and on time have caused them to fail to meet their financial demands. 9 % of the workers committee, 3% from the District Administrator, 7% of the councilors, 12% of the residents and ratepayers association and 7% of the top management agree that employees are facing difficulties in meeting their financial expenses as a result of salary delays and arrears. For instance employees specified that there facing difficulties in paying school fees for their children, meeting their medical fees, meeting transport cost when going to work among others. 7% were non respondents they did not respond and specify the financial effects faced by employees who are not paid timeously and consistently. Jonga and Chirisa (2009) suggest that without pay employees face challenges in meeting their financial, medical needs, meeting the needs of the family which all require adequate funds. Resultantly it can be deduced that when employees’ salaries are delayed and are in arrears, they face difficulties in meeting the basic needs of their families as well as their extended families.

4.3.1 Are employees able to make an investment?

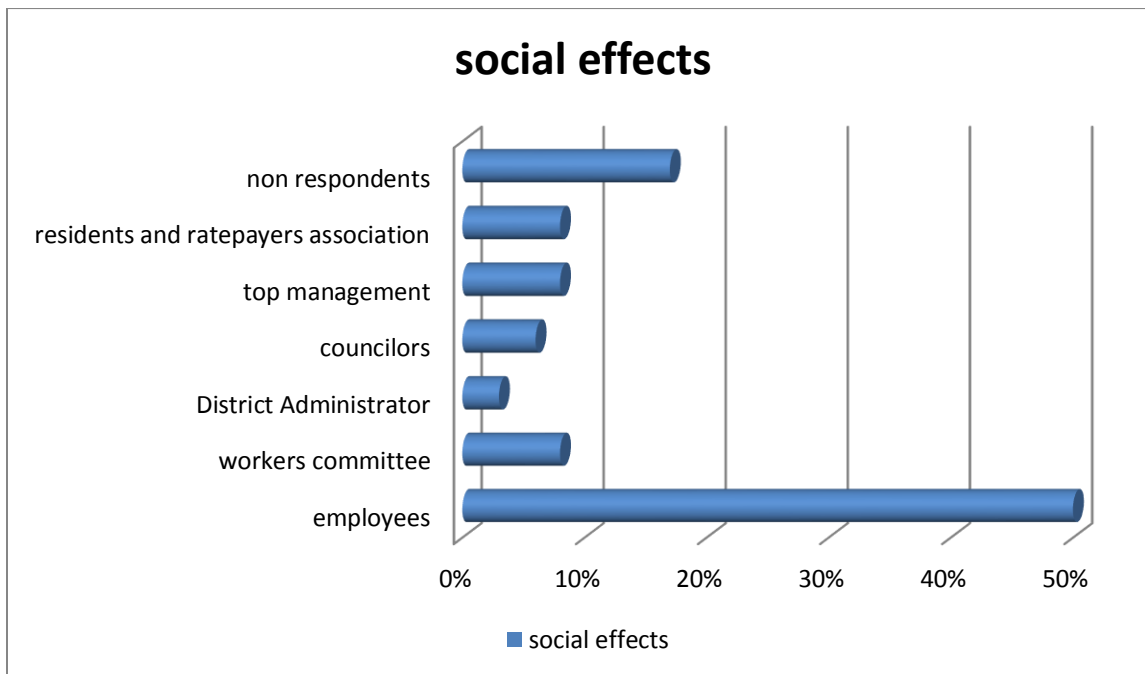
Fig 4.3 Are employees capable of making an investment?



Source: Field Study 2015

Those who did not agree that employees were capable of making an investment comprised 50% of the employees, 9% of the workers committee, 3% from the District Administrator, 9% of the councilors, 6% of the top management and 13% of the residents and ratepayers association. Seemingly those who agreed that employees were able to make an investment consisted of 6% of employees and 3% of the councilors. This information shows how extremely employees are affected on their financial capability as a result of shortage of money and non-payment of salaries in a timely fashion. Hustedde et al (1993) support that non-payment of salaries discourages individuals the ability to invest.

Fig 4.4 Social effects

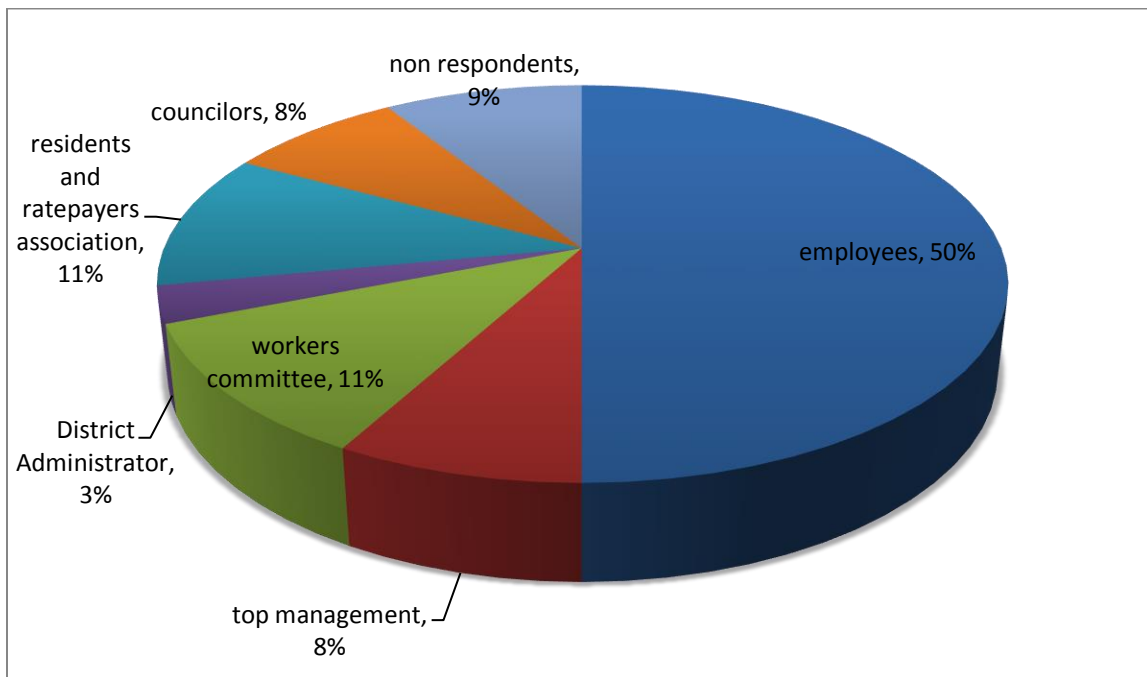


Source: Field Study 2015

50 % of the employees point out that they are affected socially when not paid. 8% of the workers committee, 3% from the District Administrator, 6% of the councilors, 8% of the top management and residents and 8% of the ratepayers association concur that employees are failing to meet their social needs as a result of the failure by the council to pay them their salaries consistently. Non respondents constituted 17% because they did not finish the researcher with the financial effects for example Chitungwiza Municipality employee faced challenges in meeting and securing housing needs because most of the landlords do not want to accommodate council

employees because they were not paid meaning that they would also pay their rentals lately, family separation and conflict has also affected the families of the unpaid employees due to inadequacy of money. By virtue that Chitungwiza employees were not being paid also affected their social status which diminished. This can be evidenced by Gerber (2006) who stipulates that wage arrears have played an important role, yet unappreciated role in the stratification of contemporary Russian society. Nyanga et al (2011) posits that work in both rural and urban is viewed as a way of gaining recognition, freedom and status in society thus if these are not met it entails that employees will be directly affected socially by the social classes that would have been created on the basis of one's wealth and possession in which they have failed to acquire because of the reason that they are not salaried regularly and timely.

Fig 4.5 Productivity

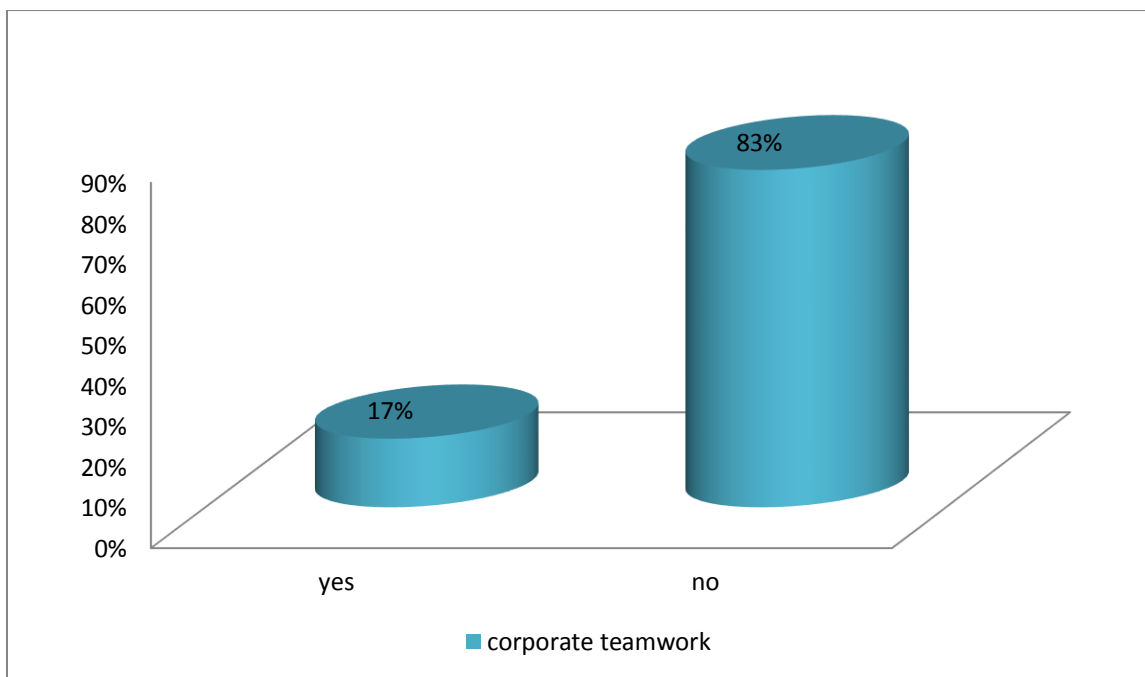


Source: Field Study 2015

50% of the employees suggest that productivity is affected when employees are not paid regularly. 11% of the workers committee, 8% of the councilors, 8% of top management 3% from the District Administrator and 11% of the residents and ratepayers association concur that non-payment of salaries has a direct negative impact on the productivity levels of the council. 9% were non respondents and most of them were constituted by residents who did not provide

information pertaining to low productivity as an effect of non- payment of salaries. Bailey (2006) approves that when resources are diverted from its intended purpose and when employees are not recruited based on merit all have a negative impact on service delivery due to incompetency by staff employees to carry their tasks and duties effectively and efficiently. Low productivity is epitomized in Chitungwiza municipality through maladministration which is characterized by rampant sewer burst, erratic water supply, irregular refuse collection because employees are not motivated and committed to work towards attaining organizational goals. Walter (2003) reveals that when employees are not paid they become demotivated thus they will not have the zeal of working towards attaining the organizational goals thereby contributing to low productivity. Remuneration is considered key to organizational effectiveness thus salary delays and arrears compromises organizational effectiveness thus low productivity (Ndlovu et al 2015). Pay gaps are causing companies to incur negative behavior they do not want and failing to get the behaviors they do want (Sloan 1990).

Fig 4.6 Is there corporate teamwork?



Source: Field Study 2015

83% of the employees disagreed that there is corporate teamwork within their workplace. 17% of the employees agreed that there is corporate team work. This implies in council operations there

is no oneness within departments as each individual would be strategizing secret ways of gaining a source of livelihood such that team work does not matter to them since they are not committed to effectively and efficiently work within their departments as their efforts are not being recognized by the management. According to Rusvingo (2014) lack of teamwork impacts on the productivity of employees thus there will be no climate of collaborative problem solving which entails diminished motivation, creativity and productivity. This is further collaborated by Mukonza (2013) who suggests that the spirit of working together for the corporate good is discarded due to salary delays and arrears thereby reducing productivity as well as thwarting development initiatives. Absence of team work implies that there will be no exchange of ideas, quality will be compromised hence low productivity characterized by inefficient and ineffective service delivery. Similarly, there will be non-complimentary of skills hence a team member's weaknesses will not be outweighed by other team members' strengths thereby affecting productivity.

4.4 Survival strategies adopted by Chitungwiza Municipality employees in response to salary delays and arrears

Table 4.4 Employees' survival strategies

Category	Income Generating Projects	Borrowing	Corruption
Employees	33%	28%	17%
Workers Committee	6%	3%	3%
Residents and ratepayers association	11%	11%	6%
Councilors	8%	6%	3%
Top Management	3%	0%	8%
District Administrator	3%	3%	3%
Non respondents	36%	49%	60%

Source: Field Study 2015

The above table shows a number of survival strategies employed by employees in the era of salary delays and arrears. 33% of the employees, 6% of the workers committee, 11% of the

residents and ratepayers association 8% of the councilors 3% from the District Administrator and 3% of the top management suggest that employees survive on conducting income generating projects such as poultry business, doing piece jobs as well as buying and selling. . Owusu (2007) suggests that the informal economy has become an avenue for part time employment for formal sector employees as a source of additional income for many people with full time employment in the informal sector. Seemingly the percentage of employees that are engaging in income generating projects portrays that the unpaid employees are strongly engaged in the activity and it is aiding as a relief since they are not being paid yet they need to meet their financial needs. Njaya (2015) has it that street vending business which is comprised of buying and selling's main objective was to expand business opportunities and revenue in order to improve their livelihoods. 36% were non respondents who revealed that unpaid employees adapted to other survival means such as moonlighting.

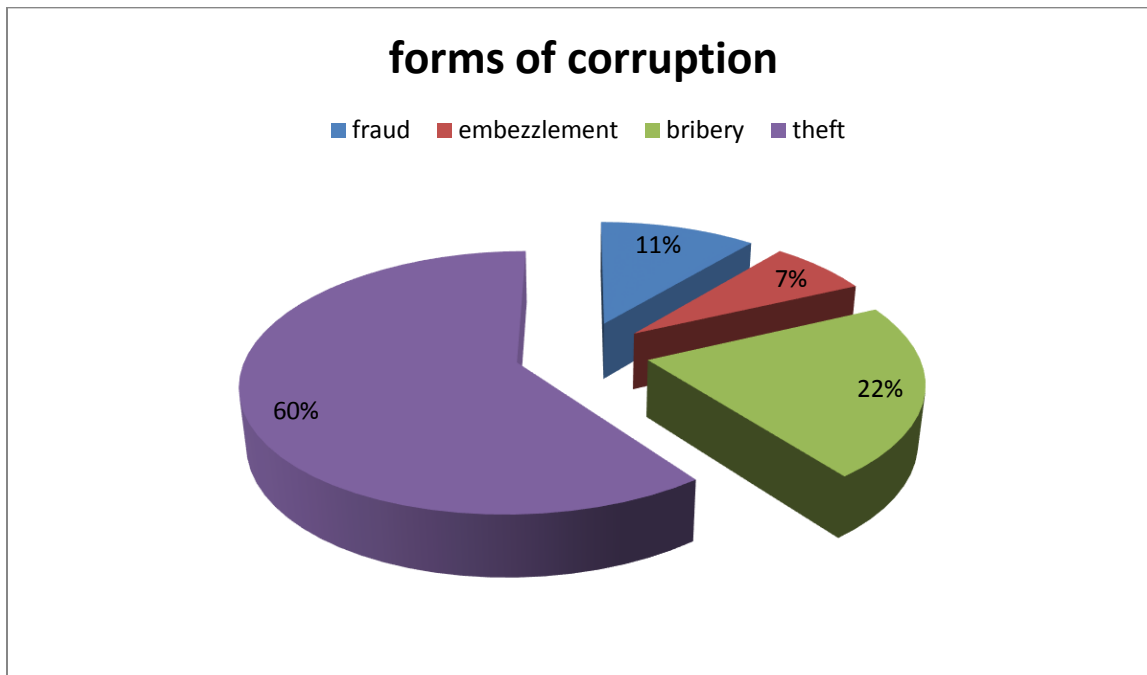
Others specified that employees engage in moonlighting which implies multiple job-holding whilst preserving the primary job. Banerjee (2012) agrees that employees engage in multiple jobs because the current job barely pays bills and meeting other financial needs. Employees engage in multiple job activities in order to earn enough money to avert any substantial drop in their living conditions. Boateng (2013) is of the view that one of the major reasons why employees engage in multiple jobs is the need to overcome financial constraints whilst maintaining the primary employment thus engaging in additional work for pay. 28% of the employees, 3% of the workers committee, 11% of the residents and ratepayers association, 6% of the councilors, 3% from the District Administrator agree that employees also survive on borrowing in a bid to survive. Non respondents attained 49%. As aforementioned in chapter two Boaduo (2010) suggests that in difficult situations employees survive on borrowing and assistance from their relatives.

17% of the employees, 3% of the workers committee, 6% of the residents and ratepayers association 3% of the councilors 3% from the District Administrator and 8% of top management are of the view that corruption is one of the survival means employed by employees in a bid to survive. Non-respondents were 60%. This is similar to Dinino (1999) who postulates that the lower the salaries, the rewards for performance, the security for employment and the professionalism in the public sector, the greater the incentives for public officials to pursue self-

serving rather than public serving ends. Sithole (2013) concur that poor remuneration is one of the causes of corruption in most urban local authorities. As a result corruption discourages the capacity of local authorities to champion together the spirit of the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset 2013) which is anchored on the utilization of the available resources for the development of the country as a whole.

4.4.1 Forms of corruption conducted by employees as a means of survival

Fig 4.7 Forms of corruption



Source: Field Study 2015

The above fig has revealed various forms of corruption desperately engaged by employees to survive which include fraud, embezzlement, bribery and theft. Johnston (2005) suggest that embezzlement is the misuse of the public funds and assets entrusted to them. For instance employees from the engineering department were allegedly using council material for their own private part time jobs. Fraud is a crime that involves trickery and deceit (Amundsen 1999). Grey (1998) suggests that bribery is a payment made illegal to speed up a process or to gain some sort of favor. Resultantly employees have adapted to the use of bribes such that those who are unwilling to pay bribes would take long to be served or never served at all. This can be

epitomized by the waiting list in Chitungwiza Municipality that has become meaningless as the council is deliberately ignoring it such that influential people who will be not existing on the waiting list would get first preference in the allocation of stands at the expense of those on the waiting list who would be paying a fee to maintain their names on the lists were not getting stands at all. Hollinger and Clark (1983) suggest that theft is taking, transferring or controlling property or money without permission of authority from the organization of the perpetrator. Chitungwiza Municipality employees have resorted to illegal sale of stands such that over 14000 thousand stands were illegally designated under high voltage electricity pylons, on top of sewer pipes and on wet lands and these stands were subject to demolitions but to no avail.

4.5 Summary

The findings gathered by the researcher were presented and analyzed in this chapter in form of graphs, pie charts and tables. Issues discussed in this chapter include among others findings on the research objectives and research questions, as well as response rates from both interviews and questionnaires. From the sample the reasons towards the causes of salary arrears and delays were presented which comprises of corruption that attained 72%, industrial decline 14%, economic hardships 89%, government policies 93% revenue inflows 55%. Financial effects of salary delays and arrears attained 93% and social effects attained 83%. Those who suggested that there was lack of teamwork due to non-payment of salaries in a timely fashion amounted to 83% and those who agreed that employees are incapable of making an investment amounted to 91%. The survival strategies embarked on by employees in a bid to earn a source of livelihood articulated in this segment consisted of income generating projects which attained 64% of the sample size, 51% suggested that employees survived borrowing and assistance from their relatives and 40% of the sample size pointed out to corruption as a survival means employed by non-salaried employees in an attempt to gain financially so as to meet their financial obligations. Chapter V will focus on summary, conclusions and recommendations.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This segment of the research study intends to sum up all the work conducted in this research. This is the last chapter of the research which provides the summary, conclusions, as well as the recommendations to the afore-sighted challenges tackled concerning salary delays and arrears.

5.1 Summary

The first chapter is an introduction of the research study which provides a clear understanding of the research and various subtopics were outlined and articulated. The purpose of this research as identified was to interrogate the survival strategies employed by employees of council in the era of salary delays and arrears. The gist of the study was to identify and analyze the way employees are surviving since they are continuing to report to work yet they are not being paid timeously and consistently. Information pertaining to the background of the study was presented which comprises of the company profile and some of information which led to the Chitungwiza Municipality fail to remunerate its employees regularly and in a timeous manner, significance of the study provided information which revealed the prominence and worthy of the study, limitations as well as the solutions to the limitations where provided, the research problem and delimitations of the study. The intent of the study was further propounded by the following research objectives:

- 1) To identify the causes of salary arrears and delays in the governance of local authorities.
- 2) To articulate the impact of salary delays and arrears on council employees and their families as well as on organizational productivity.
- 3) To unveil the survival strategies employed by the Chitungwiza Municipality employees in order to sustain their livelihoods.
- 4) To evaluate how the organization can alleviate the predicament of salary arrears being faced by employees who have gone for long periods without receiving their remuneration.

Relevant literature to the study was discussed in chapter II of the literature review. Numerous text books and scholarly journals, newspapers, articles and reports were utilized in order to come up with a viable literature review and also to have an insight on what have been published in as far as this research topic is concerned. The main thrust of this chapter was to address and answer the research questions and objectives of the study aforementioned in the previous chapter. The reason behind urban local authorities' failure to remunerate its employees timeously and consistently for a period of more than 20 months consisted of corruption, industrial decline, low revenue inflows, government policies which are inconsistent as well as economic hardships facing the nation as a whole and relevant practical examples were articulated . The effects of non-payment of salaries in a timely manner were also outlined which comprises of brain drain, poverty, low productivity, low staff morale, employee disenchantment, labor unrests and failure by employees to meet their financial needs. The strategies employed by employees in a bid to gain a source of livelihood included theft, bribery, embezzlement, fraud, moonlighting, income generating projects, borrowing, stealing of company hours as well as unpaid leave and fabricated sick leave.

The third chapter focused on defining the methods and procedures used in gathering relevant information to the research. Sampling techniques, target population, research design, research instruments comprising of questionnaires and interviews were utilized by the research in a bid to gather relevant information and these techniques were critically analyzed in order to view how logic were they in gathering useful data. A sample size for the study was confined to 36 participants and the target population was limited to 250 informants. 20 questionnaires were distributed to employees of the council and 3 interviews were conducted to the top management, 4 workers committee members, 4 residents and rate payers association, and 4 councilors as well as the District Administrator. However some of the questionnaires were not returned due to unwillingness by the employees to participate in the research as well as their tight schedule which failed to give them ample time to take into cognizance the questionnaires and the interviews.

The fourth chapter consisted of Data presentation, analysis and interpretation and its main focus was to present the accumulated information during the research field work. Pie charts, tables and

graphs were made use of in the presentation of data for a better understanding of the relevant information gathered. Data presentation, Analysis and Interpretation was also addressed in chapter IV, with the main emphasis on presenting the data gathered by the researcher during the research field work. Generally the research revealed the causes of salary arrears and delays in urban local authorities and it pointed to various aspects not limited to corruption by the top management which attained 72% from the respondents, general poor performing economy attained 89%, closure of industries attained 14%, government policies amounted to 93% as well as revenue inflows which attained 55%. Financial effects amounted to 93% whereas the social effects amounted to 83% due to late payment and salary arrears. The strategies employed by employees articulated comprises of income generating projects, borrowing, corruption as well as moonlighting.

The last chapter stresses on the provision of the summary conclusions as well as recommendations to the research problem.

5.2 Conclusions

From the findings afore-sighted in chapter IV it can be safely concluded that corruption is one of the causes of salary delays and arrears in Chitungwiza Municipality as a result of mismanagement of funds and poor prioritization in the execution of funds. 72% of the respondents pointed out corruption as the major cause of salary delays and arrears. 89% of the respondents are of the view that poor performing economy is also another cause of salary delays and arrears whereby council is embraced and enveloped with poor performing economy characterized by hyperinflation and loss of value of the local currency as well as restrictive measures imposed by the western countries which segregated Zimbabwe out of the intentional community. 14% of the participants had it that Closure of industries also contributed to the challenge of salary delays and arrears such that there was an increase in unemployment rate and downsizing exercise due to their incapacity to pay rates as well as remunerating its employees. This implies that growth in unemployment levels means that unemployed employees who are residents of Chitungwiza Municipality as well face difficulties in paying council bills thereby affecting the revenue base of the council. 55% suggest that revenue inflows is also another point to consider which crippled the council revenue due to defaulters because of the nature of services

provided by the council which were not in tally with the bills they were charged as well as unemployment rates deprived people of their ability to pay council bills thus minimizing and affecting council revenue base hence failure to remunerate its employees. 93% posits that inconsistency of government policies has also affected local authorities' capacity to deliver due to directives that are just passed without paying heed to the various different situations present at different local authorities for instance, the ministerial directive to write off bills did not consider the amount of money which was owed by the ratepayers as well as their financial status but rather it was just imposed on them and by virtue that it was a directive it meant that all local authorities had to comply without compromising.

From the findings the effects of not paying employees consistently and timeously were outlined and comprised of low productivity, brain drain, low staff morale, failure by unpaid employees to meet their financial obligations, unethical behavior, poverty, employee disenchantment and labor unrest. The previously mentioned impediments have a direct impact on the wellbeing of the non-salaried employees as well as on the organizational effectiveness which are characterized by low productivity, bad reputation as well as poor corporate brand name which scare away potential investors because of the environment that does not favor foreign direct investment.

The mentioned survival strategies conducted by Chitungwiza Municipality employees in order to survive included theft, bribery, fraud, embezzlement, conducting income generating projects such as engaging in piece jobs buying and selling, borrowing and seeking assistance from relatives, moonlighting and stealing of company hours. The survival strategies conducted by employees encompasses both ethical practices and unethical practices implying that employees would be desperate enough to engage in any activity as long as they provide the financial gains in order for the employee to meet his or her responsibilities. Seemingly moral decadence is rampant in Chitungwiza Municipality due to their helplessness yet they are mandated to fulfill the obligations.

5.3 Recommendations

This research strongly recommends the following to be expeditiously instituted:

- ✓ There should be stiff and strict penalties for corruption perpetrators, continuous auditing and the top management should be changed in order to evade corruption.
- ✓ The stipulated allocation of not less than five percent from the national budget to local authorities annually as according to the constitution should materialize.
- ✓ There should be amendment of the relevant statutory instruments that mandates the Minister to prioritize stakeholder's participation before altering the current law or deciding or acting in the name of public interest.
- ✓ There should be resource mobilization by the council through engagement of the private sector that has the abundant necessary resources.
- ✓ Top management and councilors' salaries, benefits and allowances should be slashed since they are straining the council coffers.
- ✓ The council should downsize in order to reduce the wage bill because the council is overstaffed in uncritical areas and short staffed in critical areas thereby compromising on quality of service delivery.
- ✓ There should be the recall system which grants the electorates with the right to recall back incompetent councilors and then re-elect councilors that are capable of delivering services to the people.
- ✓ Leadership should be both accountable and transparent because if leaders cannot be trusted it will lead to the demise of the company and ultimate decline of the country's economy
- ✓ The council should implement pay for performance concept which yields great results in organizational effectiveness through awarding the top highly performers thereby improving staff performance thereby addressing the problem of brain drain, low productivity and low staff morale.
- ✓ The council should conduct revenue generating projects for it to be in a position to pay its employees timeously and consistently.

- ✓ Allocation of stands should benefit everyone not individuals such as land barons at the expense of the society thereby compromising one of the principles of good governance of equity and inclusiveness thus illegal dealings will be lowered
- ✓ The council should resort to the issue of providing vouchers since it is failing to pay consistently.
- ✓ The Chitungwiza case should be made a national project so that the whole nation will work towards the revitalization of the municipality so that everyone may all desire to be related with it again.
- ✓ Local authorities should organize and incorporate the informal sector and place them into designated places that are strategic such that their businesses will flourish thus collecting affordable rentals from them means the revenue base of the council will increase other than expending time and council resources chasing after vendors and entrepreneurs in undesignated areas

REFERENCES LIST

- Amundsen, I. (1999) Political Corruption: An Introduction to the Issues, Development Studies and Human Rights, Norway: Michelsen Institute.
- Arnold, B. (1996) “An Introduction to Publishing for Early Career researchers”, *Career Development International*, Vol 13 (2), pp85-94.
- Baah-Boateng, W., Ajer, P. and Oduro, A.D. (2013) “Determinants of moonlighting in Ghana: An empirical investigation”, *African Review of Economics and Finance*, Vol 4(2), pp 176-202.
- Basset-Jones, N. and Lloyd, G. C. (2005), “Does Herzberg Motivational Theory Have Staying Power?” *Journal of Management Development*, Vol 124(10), pp 56-57.
- Bell S. (2001) Research In Education, Boston: Ally And Balson.
- Benerjee, S. (2012) “Effects of Employee Moonlighting: A Challenging Task for Managers and Organisations”, *International Journal of Management Research and Business Strategy* Vol 1(1), pp 95-100.
- Besada, H. and Moyo N. (2008), Zimbabwe in Crisis: Mugabe’s Policies and Failures, The Centre for International Governance innovation Technical Paper No. 38.
- Betts, S. C. (2006), “The Decision to Moonlight or Quit” *Journal of Organizational Culture, Communications and Conflict*, Vol 16 (1) pp63- 78.

Bless, C. and Smith H. (1995) Fundamentals Of Social Research Methods, Cape Town: Juta And Company.

Bouduo, N.A. (2010) “Psychological Implications of Participatory Community Development Projects and their Relevance for Poverty Alleviation in Rural Communities in Africa”, Vol 20 (2), pp209-210.

Chipangura, T. (2012) Gun Toting, Corruption will not win votes Cde. Chombo, NewsDay, 23 April.

Chitungwiza Municipality 2014 Budget.

Constitution of Zimbabwe (2013), Harare: Government printers.

Coutinho, B. (2010) Sources of local government financing in local government reform in Zimbabwe in Jaap de Visser, Steytler N. and Machingauta, N. Eds., Local Governance Reforms in Zimbabwe, Community Law Centre, University of Western Cape: South Africa.

Cresswell, J.W. (2004) Research design: Qualitative, Quantitative and Mixed methods approaches 2nd edition. London: Sage Publications.

Cresswell, J. W. and Clark P. V. L. (2011) Designing and Conducting Mixed Method research 2nd edition. Thousand Oaks, CA: Sage.

Currie, D. (2005) Developing and applying study skills, CIPD: London.

Degu, D. and Yigsaw (2006) Research Methodology, Gondar: University of Gondar.

Desai, P., and Idson, T., (1998) Wage Arrears, Poverty and Family Survival Strategies in Russia, Discussion Paper Series: Russia, Columbia University.

- De Vos A.S. (1998) Research At Grassroots: A Primer For The Caring Professions, Pretoria: Van Schaik; 109-121.
- Dewa, D. (2009), “Factors affecting voting behaviour and pattern in Zimbabwe’s 2008 harmonized elections”, *African Journal of Political Science and International Relations*, Vol 3 (11) pp 490-496.
- Dewa, D., Musara, E., and Mupfururi E. (2013) “Industrial decline in Zimbabwe, Gweru post 2000: which way now?” *World Journal of Arts, Commerce and Sciences*, Vol 1(1), pp 01-13.
- Dewa, D., Dziva C., Mukwashi, K. (2014) “Exploring Local Governance Challenges in Zimbabwe under the Government of National Unity era and beyond, *International Journal of Political Science and Development*”, Vol 2(8) pp 188-196.
- Dinino, P. (1999) Centre for Democracy and Governance: A Handbook on fighting corruption, Washington DC: Technical Publication Series.
- Doig, A. and Riley, S. (1998) “Corruption and Anti-Corruption Strategies: Issues and Case Studies from Developing Countries”, *The European Journal of Development Research*, Vol 10 (1), pp 129-159.
- Dominowsk, R.L. (1980), Research Methods, Eaglewood cliffs: Prentice Hall.
- Egorov, I. (1996) “Painful Transition: Trends in Transforming Research and Development potential in Russia and Ukraine in the early 1990s”, *Science and Public Policy*” Vol 23 (4), pp 202-214.
- Frey, J.H. and Oish, S.M. (1995) How To Conduct Interviews By Telephone And In Person, Pearson: SAGE Publications.

Gerber, T. P. (2006) Wages Arrears and Stratification in Russia, American Journal of Sociology, Vol 111 (6) pp1816-1870.

Goddard, W. and Melville, S. (2004) Research Methodology an Introduction Landsdowne: Juta and Company Limited, Jennings.

Grabosky, P. and Larmour, P. (2000) Public Sector Corruption and Its Control, Australian of Criminology trends and issues in the criminal justice, Vol 143, pp 01-06.

Greenberg, J and Baron A. R. (2003) Behavior in Organizations, Prentice Hall, Vol 8, pp188-215.

Gray, C. W. and Kaufmann, D. (1998) Corruption and Development, Finance and Development, World Bank: Washington DC.

Gumbe, S., and Kaseke N. (2008) “Manufacturing firms and hyperinflation survival options: the case of Zimbabwe Manufactures (2005-2008)”, Journal of Management and Marketing Research, University of Zimbabwe.

Hasen, M. (2012), Master Math: Business and Personal Finance Math, Boston: Course Technology PTR.

Heineck, G. (2003), New Estimates of multiple and jobholding in the UK, Department of Economics: Germany, University of Bamberg.

Hollinger, R., C. and Clark, J., P. (1983) Theft By Employees, Lexington MA: Lexington Books.

- Hustedde, R., Shaffer R. and Pulver, G. (1993) Community Economic Analysis: A How to Manual, United States of America: Library of Congress Catalog.
- Johnston, M. (2005) Syndromes of Corruption: Wealth, Power and Democracy, Cambridge: University Press.
- Jonga, W. and Chirisa, I. (2009) Urban Local Government in Crucible: Empirical Overtones Of Central Government Meddling in Local Urban Councils Affairs in Zimbabwe, Harare: Harare University Press.
- Kaliyati, J., W., G., (1991) Consultancy Report: The Iron and Steel Industry in Zimbabwe and Regional Cooperation in the SADC, Harare: Zimbabwe Institute of Development Studies.
- Kothari, C. R. (2004) Research Methodology Methods and Techniques (2nded.), New Delhi: New Age International (P) Limited Publishers.
- Laws, S. (2003) Research For Development: A Practical Guide, New Delhi: Prentice Hall.
- Locke, L.F., Silverman, S.J and Spirduso W.W. (2010): Reading and understanding research 3rd edition, California: Sage publications.
- Mapfumo, C. (2012) Chitungwiza Community Bulletin For Community Development and Poverty Alleviation Through Entrepreneurship, Chitungwiza: Chitungwiza Community Development Network.
- Maslow, A.H. (1943) A theory of human motivation, Psychological Review, Vol 50(4), pp370-396.

Mauro, P. (1997) Why Worry about Corruption? Washington DC: International Monetary Fund.

Mcgeoch, R. L. (2011) “Psychological Contracts: The effect of unfulfilled obligations on civic virtue”, *Journal of Organizational Behaviour*, Vol 16, pp 289-298.

Morris, S. D. (2011) *Forms of corruption*, CESifo DICE Report, Unpublished.

Msoka, C. T. C. (2002) Survival Strategies and Urban Development: The Case of Kiosks in Moshi, Tanzania, Human Settlement Development, USA: University of Minnesota.

Muchapondwa, V. V. (2014) Examining the parameters of the powers of the Minister of Local Government to issue policy directives to urban local authorities in Zimbabwe in terms of Section 313 of the Urban Councils Act, South Africa: University of Western Cape.

Mukonza, R. M. (2013) “Anti-corruption and Local Governance in Zimbabwe: A case of Chiminic”, *Journal of United States-China Public Administration*, Vol 10 (1), pp 39-48.

Murray, J. (2010) United States Business Law and Taxes Experts, Employee Benefits: Washington DC.

Mushamba, N. (2010) Local Government Reform in Zimbabwe: A Policy Dialogue. Western Cape: University of Western Cape.

Mushamba, S. (2010) Analysis of the Powers and Function of Local Government Authorities in Zimbabwe, In de Visser J., Steytler N. and Machingauta, N. (Eds.) *Local Government Reform in Zimbabwe. A Policy Dialogue*: Belville, Community Law Centre.

- Nawaz, S. (2011) "Employee Motivation: A study on some selected McDonalds in the UK",
African Journal of Business Management. Vol 5(14), pp 5541-5550.
- Ndlovu, M., Moyo W., Gasva, D., Chisango, F.F.T. (2015) "Effects of Non-Payment of Mining
Employees and their Survival
Strategies: The Case of Hwange
Colliery Company Limited in
Zimbabwe" The International
Journal of Humanities and Social
Studies, Vol 3(2), pp 198-204.
- Njaya, T. (2014a) "Employment Creation or Sheer Survival?: Case of Street Vendors of Harare
Metropolitan in Zimbabwe", Global Journal of Advanced Research, Vol 1(2),
pp 264-274.
- Njaya, T. (2015) "Strategies for Daily Survival: The Role of Social Capitalists among Street
Vendors of Harare Metropolitan", Journal of Humanities and Social Science,
Vol 20 (7) pp 98-105.
- Nyanga T., Mudhovozi, P., Zirima H., and Kasayira, J. (2011) "Youth Culture: A Melting Pot in
Zimbabwe", Journal of
McGraw-Hill and Company.
- Nyoni, E. N. S. (2011) "Within and Without the Workings of Language in Literacy Text
Explication: RE-reading William Blake's London?" International
Journal of Asian Social Science, Vol 2(4), pp 388-393.
- Officials Secrets Act 11.09, Government Printers, Harare.
- Oleyede, O. (1999) Surviving in an economic recession, Game Play in a Nigerian Factory,
Review of the African Political Economy Vol 2 (52), pp 44-56.

- Olukishi, A. (1989) Impact of International Monetary Fund, World Bank and the African Debt Volume London: Zed press.
- Orren, K. (1991) Belated Feudalism, Labor, the Law, and Liberal Development in the United States Cambridge, United States of America: Cambridge University Press.
- Owusu, F. (2000), Livelihoods Strategies, Economic Reform and Public Institutions: The tale of two medium sized towns in Ghana, Doctoral Institutions, University of Minnesota.
- Owusu, F. (2007) "Conceptualising Livelihood Strategies in African Cities: Planning and Development implications of multiple livelihood strategies" *Journal of Planning, Education and Research*, Vol 26 (4), pp 450-465.
- Oxford Dictionary, (2008), New York: New Delhi.
- Palinkas, L. A., Aarons, G. A., Horwitz, S. M., Chamberlain, P., Hurlburt, M., Landsverk J. (2011) "Mixed methods designs in the implementation research. *Administration Policy in Mental Health Services Research* Vol 38 (1), pp 44-53.
- Parret, G., Harmer, J. and Levey, C. I. (2013) Compensated drive signal for electroluminescent display, New York: Eastman Kodak Company.
- Patton, Q. M. and Cochran, M. (2002) A Guide to Using Qualitative Research Methodology: United Kingdom, NouriaBricki (2007) MSF.
- Pinder, C.C., (1984) Work Motivation: Theory, Issues and Applications, Glenview: Scott, Foresman and Company.

Pratt B. and Loizon, P. (1992) Choosing Research Methods; Data Collection,Oxfarm: London
Development Workers.

Proctor, E. K., Landsverk, J., Aarons, G., Chambers, D., Glisson, C. and Mittman, C. (2009)
Implementation Research in mental health services: An emerging science with conceptual,
methodological and training challenges. Administration and Policy in Mental Health Services
Research Vol 36 (1), pp 24-34.

Reserve Bank of Zimbabwe (2009) Monetary Policy: Harare, Zimbabwe.

Russel and Bernadin (1996) Human Resources Management: An Experimental Approach,
London: McGraw-Hill.

Rusvingo, S. L. (2014) “The Salary-Gate Scandal in Zimbabwean Parastatals Sector: Another
Darkside of the Nation (2013-2-14)”, Global Journal of Management
and Business Research: Administration and Management Vol 14(10),
pp 01-13.

Saunders, M. Lewis, P. and Thornhill,A. (2009) Research Methods for Business Students.5th
edition, Essex: Pearson Education limited.

Shoniwa, G.N.K., Zirima H., Nyanga T., Dhomo T., (2013) “Voluntary Slavery or Motivation:
An Analysis of Factors that
Motivates Shabanie Mine workers
to stay in unpaid environment”
International Journal of Humanities
and Social Sciences, Vol 3 (2), pp
173-175.

- Shumbayawonda, W. T. (2000) Geography Today: O' level Geography, Harare, Longman.
- Sibanda et al, (2014), African Journal of Business Management: "Employees' reactance and survival strategies in an underpinning Zimbabwean parastatal", Vol 8 (22) pp 1043-1052
- Simons T. Enz, C. (1995) Motivating hotel employees. Cornell Hotel and Restaurant Administration Quarterly, Vol 36 (1), pp 20-27.
- Sithole, A. (2013) "Corruption in Zimbabwe Urban Local Authorities: A Case of Gweru City Council", Asian Journal of Social Sciences and Humanities, Vol 2 (3) pp 26-33.
- Sloan, E. (1990) "Rumblings from below: Industry weak, June 18, p34.
- Steers, R., M. and Porter, L., W. (1983) Motivation and work behavior, New York:McGraw-Hill.
- Steiner, G., A. and Steiner J., F. (1991) Business Government and Society, New York: McGraw-Hill.
- Sukumar, C., R. (2001) Weak Banks Wage Arrears-Call for Nation Wide Strike on July 4. Hindu Business line, not published.
- Thakur, D. (2009) Research Methodology in Social Sciences, Deep and Deep publications: New Delhi.
- Urban Councils Act Chapter 29.15 (1995) Harare: Government printers.
- Wafawarova, R. (2011) Why Corruption is now endemic, The Herald, 3 February.

Walter, B. (2003) "A Liberation theory of inalienability", Journal of Liberation Studies, Vol 17
(2), pp39-85.

Wilhem, P., G. (1993) "Application of Distributive Justice Theory to the CEO Pay Problem:
Recommendation for Reform", Journal of Business Ethics Vol 12 (6) pp
469-482.

Zimbabwe Agenda for Socio-Economic Sustainable Transformation (2013) Government

Printers: Harare.

APPENDIX I

Questionnaire for employees of council

I am Ashley Nyakabwe, a fourth year student doing Local Governance Studies at Midlands State University. In partial fulfillment of the requirements of the Bachelor of Sciences Honors Degree, i am carrying out a research titled, Salary delays and arrears in urban councils: survival strategies of Chitungwiza Municipality employees. Your opinion as well as commitment will be of great value to this research.

General Instructions

[1] Answer by putting a tick where options are provided or give details where necessary.

[2] Please complete the questionnaire on your own.

[NB: Names of participants will not by any means be disclosed to the public.

Information collected shall remain private and confidential and will be used for the intended purpose of this study only.

1. Gender Female

Male

2. Age category

20-29 30-39 40-49 50+

3. Years of working experience at Chitungwiza Municipality

4. 4 and below 6-10 11-20 21+

IMPACT OF SALARY ARREARS

5. Do you receive your salary on time? YES/ NO. if NO explain how long you have not been paid.....

.....

.....

6. Are you able to meet your social needs if you are paid lately? If yes tick and give reason to your answer

Housing	
Meeting family needs	
Social status	
Extended families	

.....

.....

.....

.....

.....

.....

.....

.....

7) Late payment or non -payment of salaries affect my:

If yes tick where necessary and give reason to your answer

Self esteem	
Confidence	
Dignity	
Respect	

.....
.....
.....
.....
.....

8) Explain the financial effects of late payment of salaries of the following

i) Payment of school fees and council bills

.....
.....
.....
.....
.....
.....

ii) Meeting health needs and rents

.....
.....
.....
.....
.....
.....

iii) Transport costs and meeting the needs of the extended family

.....
.....
.....
.....
.....
.....

9) Are you able to make an investment? Yes/ No

.....
.....
.....

10) What are the effects non-payment of salaries on productivity and staff morale at the council?

.....
.....
.....
.....
.....

i) Corporate team work YES

NO

ii) Family separation tick and give reason to your answer

Family separated

Family not separated

Family conflict

Agree

Disagree

.....
.....
.....
.....
.....

CAUSES OF SALARY ARREARS AND DELAYS

11) Why is your organization failing to pay its workers? Tick where necessary and give reason to answer

Revenue inflows

corruption

Closure of industries

government policies

Economic hardships

.....

.....

.....

.....

.....

.....

.....

.....

SURVIVAL STRATEGIES

12) How are you surviving in the era of salary delays and arrears?

.....

.....

.....

HOW THE ORGANIZATION CAN ALLEVIATE THE PROBLEM OF SALARY ARREARS
AND DELAYS

13) What can the organization do in order to overcome the challenge of salary delays and arrears?

.....

.....

.....

Thank you for your time.

APPENDIX II

INTERVIEW SCHEDULE FOR THE RESIDENCE AND RATEPAYERS ASSOCIATION

I am Ashley Nyakabwe, a fourth year student doing Local Governance Studies at Midlands State University. In partial fulfillment of the requirements of the Bachelor of Sciences Honors Degree, i am carrying out a research titled, Salary delays and arrears in urban councils: survival strategies of Chitungwiza Municipality employees. Your opinion as well as commitment will be of great value to this research.

- 1) In your view how has the challenge of salary arrears and delays impacted negatively on unpaid employees' social lives who are as well the residents of Chitungwiza Municipality
- 2) In your opinion why is Chitungwiza Municipality failing to pay its employees?
- 3) How are employees surviving in this era of salary delays and arrears?
- 4) What can the organization do to respond to the challenge of salary delays and arrears?

APPENDIX III

INTERVIEW SCHEDULE FOR THE TOP MANAGEMENT TEAM AND COUNCILLORS

I am Ashley Nyakabwe, a fourth year student doing Local Governance Studies at Midlands State University. In partial fulfillment of the requirements of the Bachelor of Sciences Honors Degree, i am carrying out a research titled, Salary delays and arrears in urban councils: survival strategies of Chitungwiza Municipality employees. Your opinion as well as commitment will be of great value to this research

- 1) How long have your employees not been paid?
- 2) How frequent are employees paid?
- 3) What are the effects of non-payment of salaries on productivity?
- 4) What are the social and financial effects faced by employees in the era of late payments or non-payment of salaries?
- 5) In your view why has the organization failed to pay its employees?
- 6) In your view how are employees surviving in the era of salary delays and arrears?
- 7) Are they surviving from unethical strategies? If YES may you please explain your answer
- 8) How can the organization best address the problem being faced by employees?
- 9) Is the failure to remunerate employees the major reason why the municipality is extremely affected by brain drain of key people in the council?
- 10) What is motivating employees to go to work in a non -paying environment?
- 11) What do you recommend your organization should do to overcome the problem of salary arrears and delays

APPENDIX IV

INTERVIEW SCHEDULE FOR WORKERS COMMITTEE MEMBERS AND THE DISTRICT ADMINISTRATOR

I am Ashley Nyakabwe, a fourth year student doing Local Governance Studies at Midlands State University. In partial fulfillment of the requirements of the Bachelor of Sciences Honors Degree, i am carrying out a research titled, Salary delays and arrears in urban councils: survival strategies of Chitungwiza Municipality employees. Your opinion as well as commitment will be of great value to this research

- 1) How long has workers not been paid?
- 2) Are they paid constantly and timeously?
- 3) What are the effects of not salary arrears on productivity and on staff morale?
- 4) What are the social and financial effects of non-payment of workers in the era of salary delays and arrears?
- 5) In your view what are the causes of non-payment of employees?
- 6) What are the strategies employed by employees to survive?
- 7) What recommendations can you give that the organization can apply in response to the challenges of salary delays and arrears being faced by employees?