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Management of Social Capital in Organisations Operating in Distressed Economies: A Zimbabwean Perspective

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Abstract:

The topic of this research study is "Management of Social Capital in Organizations Operating in Distressed Economies: A Zimbabwean Perspective". The study site is Greater Harare, in Zimbabwe, a country in distress and an extreme operating environment for the employee. The research takes place against a background whereby the City of Harare has suffered employee exodus reaching almost 10% every year. This is despite diligent even frantic efforts to motivate employees with good remuneration, making the exodus rather confusing. The study focuses on social capital which translates employee trust within the context of the formal organization using the case study of City of Harare. The objectives of the study are: (i) to describe key issues in building employee social capital (trust) as a solution to labor migration (ii) To describe leadership and the operating environments (iii) To describe the factors that influence staff retention and mobility (iv) To determine how leadership can build the trust of employees in extreme operating environments in an effort to reduce their high levels of migration to other countries. The literature of the study derived from mainly leadership issues and social capital itself. Key studies were picked up from research that took place as far as the 1980s to the most contemporary scholars incorporating Francis Fukuyama whose seminal work on trust called Trust made a global ramification. This was pursuant to an earlier study called Making Democracy Work whereby social capital was cited as the key for creating trust and democratic consensus. The study was carried out using an interpretivist philosophical approach and a qualitative research design. The data collection instruments were the open ended unstructured interview, participant observation and document analysis. The results showed that the employees were particularly troubled despite the efforts by Council to provide them with adequate payment. It emerged that continued political intervention within the council and in general, as well as rampant corruption and poor service delivery caused deep seated losses in employee confidence. The most emphatic outcome of the research is that people are generally troubled by the entire system of government which has run down the entire economy leading to social decay. Even if Council employees are given sufficient financial resources for their work, it is not sufficient to motivate them to stay because beyond the organization, there are vast challenges which affect their way of life. The amount of institutional, economic and social decay is so deep rooted that the only chance at a decent life the employees have is to go abroad because the process of making remedies for the damage that has been done is not expected to be a simple task which can be solved in a short space of time. Furthermore the entrenchment of the ZANU PF government and the political culture of corruption and brazen institutional interference is quite deep rooted and may take generations to resolve. The environment includes a culture of impunity that is firmly entrenched in the operating environment that favours people closely aligned to those in leadership positions despite their ability to deliver; that most leaders are involved in corrupt deals, violence and greed to access organizational resources and denying others in the process; that subsequently Zimbabwe is in a state of hopelessness, as companies close shop and employees turn to vending in second hand goods imported from foreign countries. The atmosphere of desperation is seen in social commentary like music and also newspapers. Thus it remains very difficult and in some cases to the point of being impossible to generate sufficient social capital (trust) required to retain the critical institutional memory important for the country's development. However, for the purposes of understanding the various scenarios of institutional trust, a model on building employee trust has been generated; the A-B Trust Repository-Displacement Framework which can be applied to manage loss of trust by leadership. The framework has been developed from the principles of reciprocity ("Kandiro kanoenda kunobva kamwe") derived from the Shona traditional management knowledge systems. This is expected to grow leaders with a high sense of responsibility for today and create hope for tomorrow.

Keywords: Social capital, organization, leadership, employee, migration, management distressed economy

1. Introduction

This topic is concerned about the management of social capital in organizations operating in a distressed economy. The case study of the City of Harare (Metropolitan Municipality), Zimbabwe is considered to be operating in a state of economic distress. Zimbabwe has been experiencing a huge challenge in terms of its political economy and in general terms, there has been a huge shift in the state of the people's standard of life. There has been so much dysfunction within the economic system that it has had an adverse effect on the social structure and system. The general idea of social capital is that relationships matter. In this sense, trust, cooperation and reciprocity involved in these relationships can have a positive impact on the wealth of the society by reducing transaction costs, facilitating collective action and lowering opportunistic behaviour (Andriani, 2013:2). The normal forms of capital (finances, labour and capital) have been heavily compromised and so social capital becomes an important source of competitive advantage in a distressed economy provided it is systematically and deliberately managed.

There are no statutory instruments which are designed to compel managers to manage organizational social capital per se, but on the basis of stewardship towards an organization, managers have an option to be creative and innovative with a view to manage the social capital within their organizations. The ethos of social capital brings the subject matter very close to the framework of human resources.

While the relationship between human resources and stewardship may not be obvious, it turns out that after much human capital flight, the remaining edifice would naturally suffer a lot from the skills exodus. Thus, in order to retain a semblance of sanity in the remaining system, innovative management approaches which are formulated and implemented around the theme of social capital offer a very viable alternative to the business as usual approach to human resources management.

The study focuses on the City of Harare Municipality which plays a huge role in service delivery within the national system of public administration. Like all organisations, the City of Harare has suffered greatly from the challenge of human capital flight. The greatest challenge at the City of Harare is that most of the business activity and any other economic and NGO as well as diplomatic activities take place within Harare. The state of the capital city in many ways reflects upon the entire country. It is where all the people from all over the world first set their eyes on. This puts a lot of pressure on the City of Harare to perform.

1.1. The Exodus of Skilled Labour in Zimbabwe

The operating environment of the Zimbabwean employee since 1997 has led many frustrated employees to leave the country and settle in countries with a more hospitable operating environment. Fig. 1 below shows the trend of migrant population from Zimbabwe from 2001 to 2007 (UNDP, 2007) an indicator of unmet expectations and subsequent loss of trust in their public and corporate leadership.

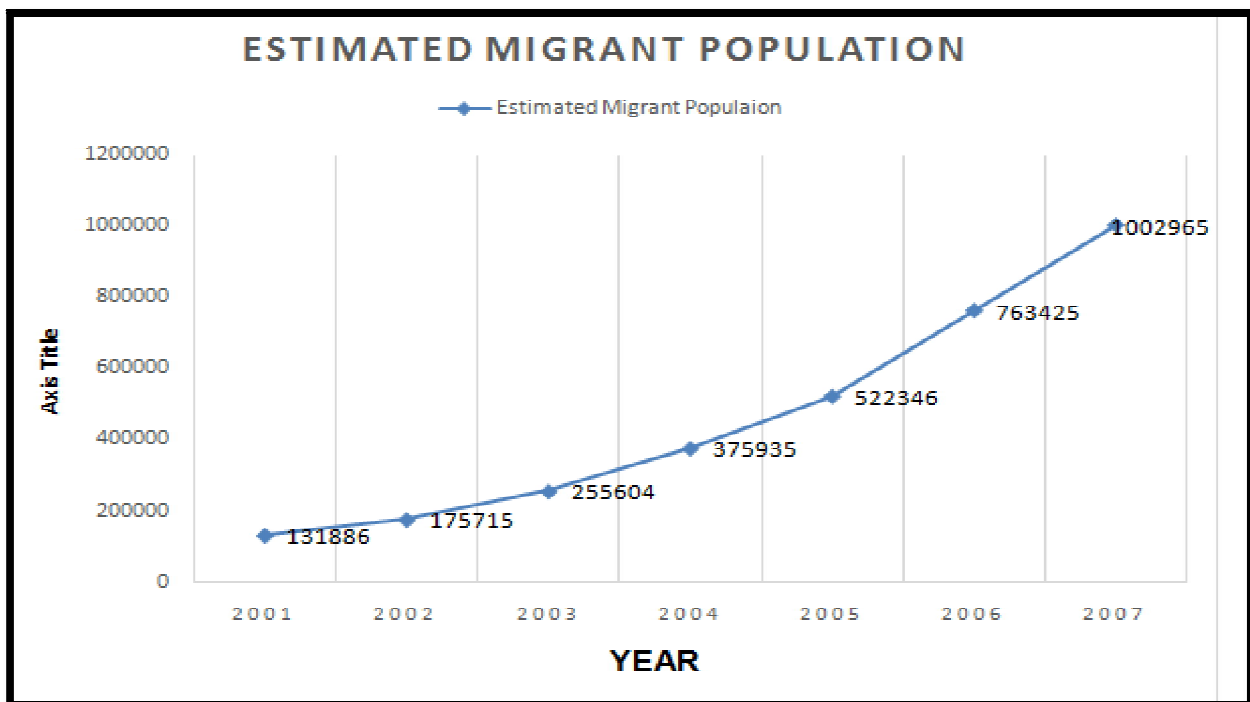


Figure 1: Estimated Migrant Population
Source: UNDP 2007

As pointed out above, most employees with skills went to South Africa, Botswana, Namibia, the United Kingdom, Australia and many other Western countries. This loss of skills has adversely affected manufacturing output as shown in Figure 2 below (UNDP, 2008). This has left the country to degenerate into a ruinous state it finds itself today.

As a result of the mass exodus of skilled staff, there was a massive drop in the level of manufacturing output in the Zimbabwean industrial sector. This pattern is an important indication of how serious the consequences of skilled labour migration are. It has a direct bearing on the level of national productivity and that has a ripple effect across various sectors.

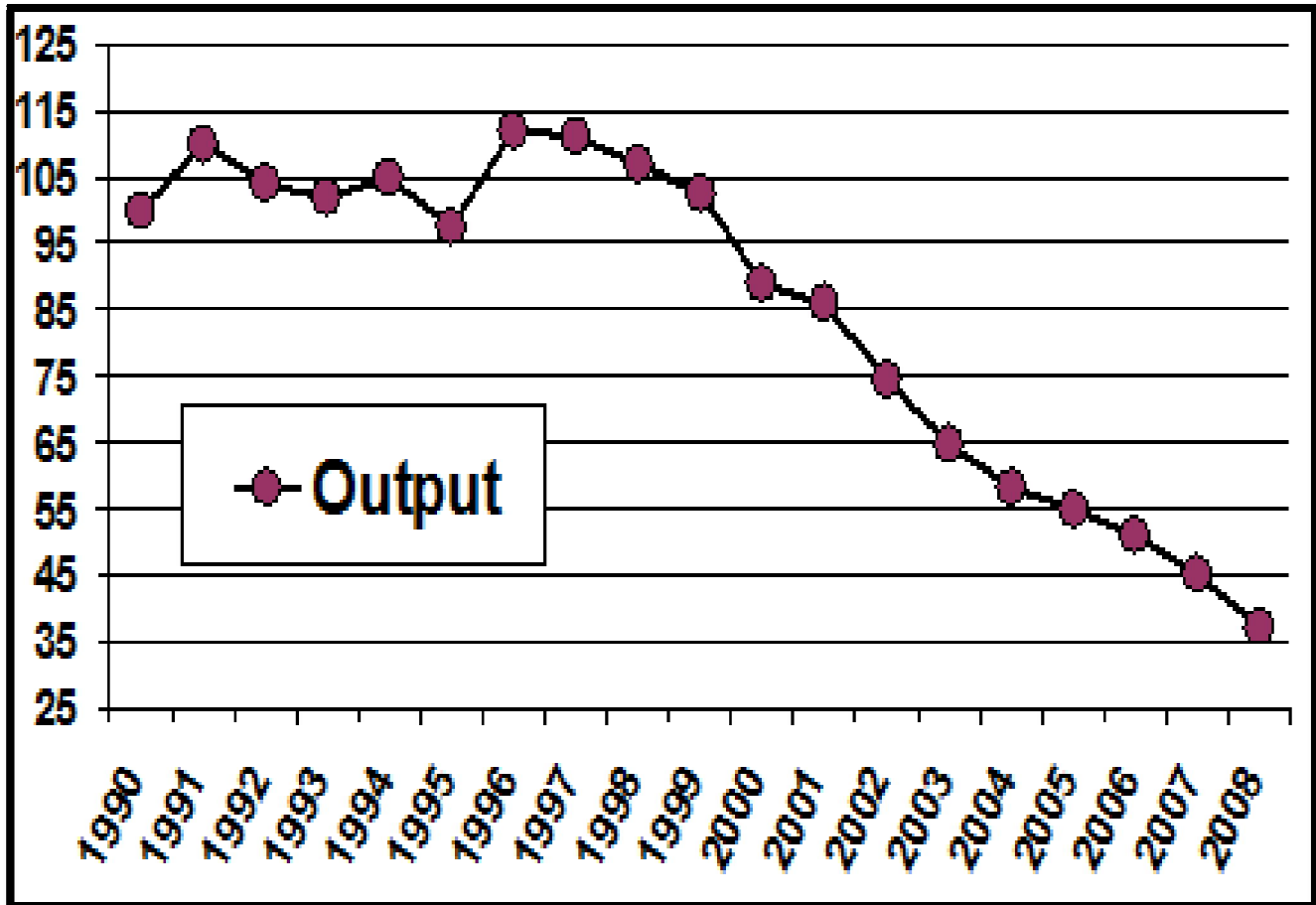


Figure 2: Manufacturing Output in Zimbabwe
Source: UNDP 2008

Before the 1999 era, the economy was healthy enough to guarantee employees a decent lifestyle and organisations may not have paid too much attention to the nurturing of the requisite type and level of social capital which is required to take people through rough episodes of economic performance. Thus, as employees are faced with difficult situations, they fail to put up with the pressure and end up choosing to migrate.

2. Need for the Study

The need for the study seeks to establish two important things: (i) the theoretical significance or need which establishes the contributions to knowledge and (ii) the practical significance which is concerned about identifying the relevant stakeholders who stand to benefit from the findings of the research.

2.1. Theoretical Significance

2.1.1. Further Explorations on Trust as A Business Asset

One reason for carrying out this study is that the story of trust in the operating environment is complex, and at the same time compelling. It is complex because it is dealing with the behaviours and attitudes of people, both the leaders and the led, and compelling because loss of skilled human resources is a threat to the growth and development of a country. By engaging in this study, it is hoped that a deeper understanding of trust will be achieved. It is also hoped that this is important for all leaders if they are to get the best from their employees.

2.1.2. Role of Leadership

The study will shed light on the important role played by leadership in the context of creating the operating environment. This research study is important to shed light on popular sentiment which views the leadership as having promoted a risky operating environment that is feared by all, employees and all the stakeholders within and outside the organization. The study comes at a time when most important stakeholders, especially employees and viable organizations are running away from the country. While the economic hardships are an easy answer to the issue of mass skills exodus, there is no research which is dedicated to the role of leadership in nurturing the requisite forms and levels of social capital which can retain staff despite the economic hardships.

2.1.3. Contribution to Field of Study

A key aspect of this study is its contribution to the field of leadership. The results of this study will help build a platform for participative management in order to create improved relationships at the workplace, especially trust between leadership and employees. Such results will be published in professional journals. Workshops will also be run so that more inputs can be made to improve on the quality of the study that will culminate in a book on trust building that could then be used as a reference text by both practicing managers and academics.

2.1.4. Proving/Disproving an Existing Theory

Some of the ideas related to this study are coming from the work of Douglas McGregor (1960: 132) who refers to the operating environment as 'the managerial climate'. He proposed two theories that determine such operating environment. One such theory he calls Theory X. Theory X leads naturally to an emphasis on the tactics of control, to procedures and techniques for telling people what to do, for determining whether they are doing it, and for administering rewards and punishments. Since an underlying assumption is that people must be made to do what is necessary for the success of the organization, attention is naturally directed to the techniques of direction and control (internal organizational network of relationships).

On the other hand, McGregor (ibid) also proposed the second theory as Theory Y. Theory Y leads to a preoccupation with the nature of relationships, with the creation of an environment which will encourage commitment to organizational objectives and which will provide opportunities for the maximum exercise of initiative, ingenuity, and self-direction in achieving them.

In considering the psychological environment of employees at work, one thinks first of the relationship between superior and subordinate (external social environment). A central characteristic of this relationship is the interdependence of the parties. Since each of the parties in an interdependent relationship affects to some degree the other's ability to achieve his goal or satisfy his needs, major difficulties are likely to arise unless both have positive expectations that the relationship will further these purposes. In other words, this relates to issues of trust between the leader and the led.

2.2. Practical Significance

2.2.1. City of Harare Management

The management at the City of Harare has a keen interest in the results of the study. It has a huge bearing in their ability to manage staff turnover. This will also help in increasing service efficiency of the municipal authority. Another key aspect of interest regarding the City of Harare is that they have already committed huge amounts of money in the payment of their staff so if social capital can be used to stem staff exodus, then it increases the returns on investment for the City of Harare management.

2.2.2. Institutional Managers

By engaging in this study, managers in various institutions will be able to retain institutional memory and the much-needed skills from their employees by employing the various employee retention strategies mooted in the study. In any organization, employees are significant in realizing the organization's goals and without employee participation, goals remain on paper. Subsequently, this stifles development on a local company level and broadly impacts negatively on a national level as skilled labour leave the country in frustration since skilled employees are highly mobile.

2.2.3. Contribution to Researcher's Professional/Career Development

The researcher is a Member of the Zimbabwe Institute of Management. Increased knowledge in social capital will create room for a specialization at ZIM which can be channelled into various types of workshops. The objective is to demonstrate how some organizations have grown the trust of their employees and have in turn received commitment and higher performance from those employees. The researcher will also produce a number of empirical articles on the subject area and may be publicized in various media forms.

2.2.4. Contribution to National Discourse

The researcher also intends to deploy the findings at the level of national debates from several platforms such as conducting workshops on trust building between the employer and employee. This will also encompass workers' unions,

national employment councils, and professional institutes such as Chartered Institute of Secretaries (CIS), Zimbabwe Institute of Management (ZIM) and many more. The researcher will also deploy the knowledge in various platforms like part time university lectureships in Organizational Behaviour and other related disciplines. The researcher targets mostly managers from both public and private sectors. This way issues on trust building will become a key focus area. The debates will also be leveraged at national level debates in local newspapers and journals on the same subject.

2.2.5. Contribution to the Institution

The research findings will be availed to policy makers in the City of Harare. The policy makers in the City of Harare refer to the Council composed of councillors elected by ratepayers from the City of Harare’s forty-six (46) wards. I will also request the Human Resources Director to allow me to make presentations to all departmental heads (directors) who are mandated to implement Council policies. The City of Harare’s top leadership has been accused of being greedy at the expense of both service delivery and the welfare of its employees according to the entire Zimbabwean media for almost a year. Looking at the tensions between leadership expectations and employee expectations as paradoxes, will help leaders to avoid jumping to solutions and will encourage them to use their creativity to find ways of benefiting from both sides of the tension at the same time and hence build bridges between them, hence trusting relationships.

3. Review of Related Literature

Thus, in order to guide the layout of the chapter, the fundamental strategy is to identify and qualify an appropriate conceptual framework. The researcher has identified one such conceptual framework which lays out the relevant conceptual framework (See Figure 3). Thus, it will be discussed and presented again for the purposes of providing context to the literature review.

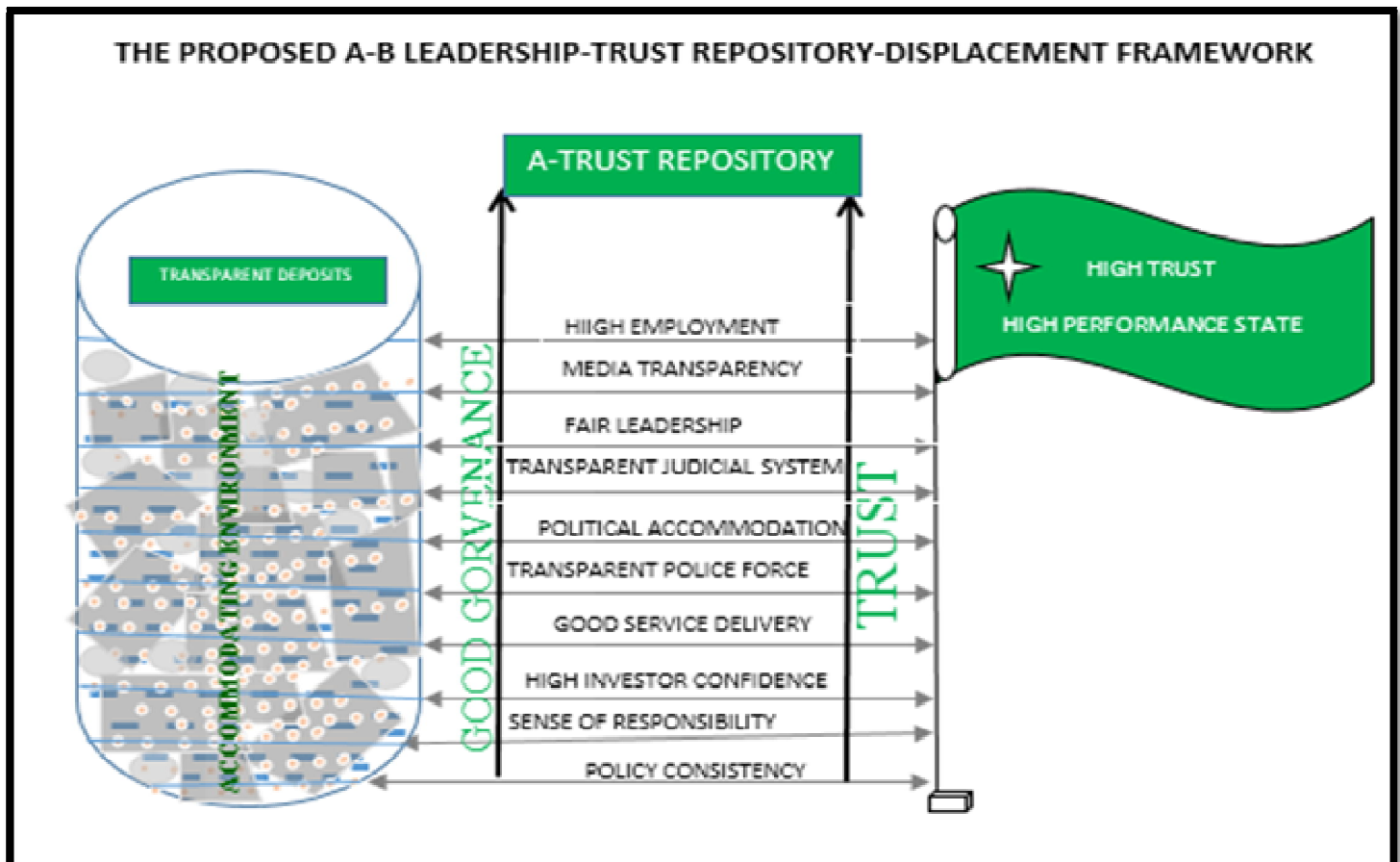


Figure 3: The Proposed A-B Leadership-Trust Repository-Displacement Framework

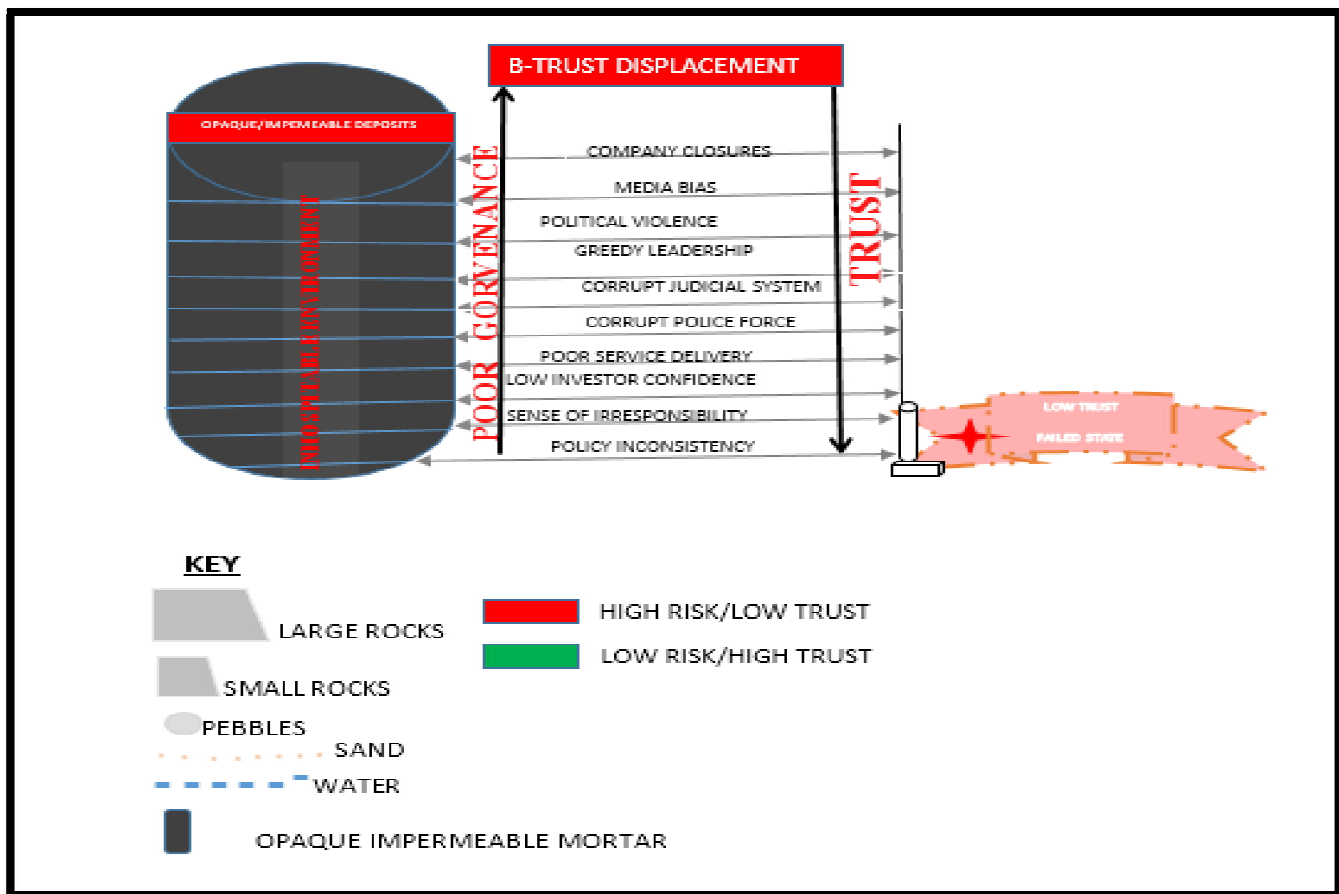


Figure 4

The theoretical model represents two scenarios which determine the development and outcome of trust based on prevailing conditions. The model is based on a trust repository framework based on principles of repeated action and consistency of stakeholder expectations. On the other hand, the lower diagram is the B part and is a trust displacement model.

The Trust Repository Model is green in colour which represents life of a nation with a hospitable environment, while the Trust Displacement Model is red in colour and represents a risky operating environment that is chaotic and without trust. Employees are attracted to a nation with life while they run away from a nation that is chaotic and lacking trust. The Trust Repository Model has a transparent environment while the Trust Displacement Model has an opaque environment that is very dark and secretive. The deposits in the Trust Repository are accommodating showing people operating in its environment are capable of socializing and networking in a globalized world, while the deposits in the Displacement Model are impermeable and not accommodating to its stakeholders suggesting the nation is in isolation. The Trust Repository Model represents good governance, while the Trust Displacement Model represents poor governance. Each deposit made in the Trust Repository Environment raises the employee trust levels and subsequently the nation’s flag by an equal deposit, while each deposit in the Trust Displacement environment leads to a fall in the trust levels and the nation’s flag. In the Trust Repository Model, both the deposits and the flag are going up in the same direction, while in the Trust Displacement Model environment, each deposit made in the environment is going in the opposite direction. The level of the flag represents employee trust levels in both cases. In light of this model, the following literature review focuses on two main aspects which are (i) Leadership and (ii) Social capital (TRUST). Thus, trust itself becomes the third variable which is embedded in both sections.

3.1. Defining Leadership

Northouse (2010: 3) defines Leadership as a process whereby an individual influence a group of individuals to achieve a common goal. The catch word in this definition is ‘processes. Defining leadership as a process means that it is not a trait or characteristic that resides in the leader, but rather a transactional event that occurs between the leader and the followers. The word ‘process’ implies that a leader affects and is affected by followers. It further emphasizes that leadership is not a linear one-way event, but rather an interactive event. Thus, when leadership is defined in this manner, it becomes available to everyone. It is not restricted to the formally designated leader in a group.

Greenberg and Baron (2008: 501) define leadership as a process whereby one individual influences other group members toward attainment of defined group or organizational goals. In the context of Zimbabwe, a defined group goal of leadership whether at national or organizational level, national goals are shaped by various international conventions like the

millennium development goals (MDGs). These will be discussed later in this literature review. The researcher would however at this point want to point out that this definition brings to the fore one of the critical characteristics found in leadership, that of coming up with or implementing a vision. An understanding of that vision will help reveal its importance in building social capital.

3.2. Organizational Culture

Organizational culture is very important for the purposes of nurturing an environment with a high level of trust. Armstrong (1999: 99) defines organizational culture as a pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done, while Moorhead and Griffin (2001: 518) define it as the set of values often taken for granted that help the organization's employees understand which actions acceptable and which ones are unacceptable. Schein (1992: 12) further defines organizational culture as the pattern of basic assumptions that a given group has invented or developed in learning to cope with its problems of external adaptation and internal integration. This means that an organizational culture is a response to an organization's internal and external environments. Being an abstract, organizational culture does not necessarily have to be written down. This means that it can be the undocumented way things get done in a particular organization. Schein, (1992) points out that a key characteristic of organizational culture is that it is shared. This means therefore that organizational culture is made visible by organizational practices, the behaviour of members and reinforced by the actions of leadership.

Herskovits (1955) defines culture as 'the human-made part of the environment. For Triandis (1994), the human made part of the environment can be subdivided into objective aspects such as tools, roads and radio stations; subjective aspects such as categorizations, associations, norms, roles and values. Value systems have a significant impact on various other aspects of culture, including child-rearing techniques, patterns of socialization, identity development, kinship networks, work and leisure, religious beliefs and practices (Laungani, 2007).

3.3. Social Capital

This research is an exploratory study of the management of social capital (trust) in organizations with a Zimbabwean perspective on a broader level, but more specifically focuses on the paradox of leadership in building employee trust in a distressed environment using the case of the City of Harare. The subject matter of this study is managing trust in organizations. This suggests that there must have been a loss of trust either in corporate or public organizations in particular or in the whole country in general. To this end, the researcher gleaned a number of books and works written by other researchers before undertaking the current study.

Some of the works on trust building that were looked at include the following: The role of Trust in a Leader-Follower Relationship (Vedantam and Bhandari:2006). This work highlights the role of trust between a leader and his followers. It shows that leadership and trust go together, and that leadership cannot exist without a requisite amount of trust; Employee Trust: Emotional Bond between Employer and Employee (Mallikarjunan: 2006): The article points out that along with common financial incentives like increments, bonuses and other perquisites, a conducive atmosphere in the workplace also raises the employee, as he feels wanted and respected in the warmth of such a business ambience and develops a sense of trust in the employer; Leadership: Theory and Practice (Northouse: 2010): the book includes new research findings on new everyday applications of leadership, expanded discussions of selected leadership topics, including positive psychological capacities and leadership, interactive social character and leadership. The overall goal of the book is to advance understanding of the many different approaches to leadership and ways to practice it more effectively; The Human Side of Enterprise (McGregor:1960) The book points out that the way an organization is managed determines to a very large extent what people are perceived to have 'potential' and how they develop; Organizational Behaviour: An Introductory Text (Buchanan, D.A. and Huczynski: 1985): The book provides a basic introduction to the study of human behaviour in organizations; Migration and Development: Achieving Policy Coherence (IOM Migration Research Series (2008): This paper shows that there are many stages in the migration cycle, from departure to return and reintegration back home, that present opportunities to make migration more "development friendly" and, conversely, to raise development awareness of migration factors.

3.4. Social Capital/Trust

One notable authority on trust whose work was closely looked at in this study was Francis Fukuyama (1992) who defined trust as "...the expectation that arises within a community of regular, honest, and cooperative behaviour, based on commonly shared norms, on the part of other members of that community". This definition suggests that people who do not trust one another will end up cooperating only under a system of formal rules and regulations, which have to be negotiated, agreed to, litigated, and enforced, sometimes by coercive means. This seems to be the case for most African countries whose leadership engages in coercive means as strategies to get their ideas implemented but are resisted by the common man in the street.

The concept of bonding as a means of retaining staff may be considered an infringement on the privacy rights of individuals by some people. However, others may see it as a way of gaining experience and paying back to the state for educational support received. It is, however, clear that bonding is not a deterrent to emigration because individuals are prepared to forfeit their terminal benefits. Bonding staff in a hyper-inflationary environment is not effective, as the penalty for

defaulting bonding agreement is often surpassed by offers for prospective jobs. The Zimbabwe Health Services Board (HSB) expressed the same sentiments, preferring motivational incentives (HSB Annual Report, 2005: 24). The question of trust and voluntary cooperation arises as opposed to cooperation under formal rules and regulations.

4. Objectives of the Study

In the section below, the research questions are presented in juxtaposition with the research objectives.

Research Questions	Research Objectives
1. What are the key issues in building employee trust (social) in organizations operating in distressed operating environments such as Zimbabwe? (Main Research Question)	1. To describe key issues in building employee social capital (trust) as a solution to
2. Is there a link between migration of employees and their loss of trust in both the leadership and the operating environment?	2. To describe leadership and the operating environments
3. Why do employees take difficult decisions of leaving their own country, the land of their birth to settle in other countries where there are completely new ways of doing things?	3. To describe the factors that influence staff retention and mobility
4. How can leadership build the trust of employees in distressed Zimbabwe	4. To determine how leadership can build the trust of employees in extreme operating environments in an effort to reduce their high levels of migration to other countries

Table 1

5. Variables of the Study / Parameters of the Study

Geographically the study shall focus only on the City of Harare in Zimbabwe. The focus on social capital shall be limited to issues of trust and associated emotional bonds in the professional workspace. This study will focus on the impact of skilled labour migration in critical sectors of the City of Harare. The study will concentrate on cross-border movement and will not consider internal migration within Zimbabwe. This study focuses on voluntary migration, leaving aside involuntary migration issues, which principally refer to asylum.

6. Operational Definitions

6.1. *Kandiro Kanoenda Kunobva Kamwe*

This is a phrase in Shona which describes a process of reciprocity in mutual assistance between human agents. Literally it means the begging bowl goes where the other one comes from. It is constructed in a traditional villagized Shona scenario whereby if a neighbour lacks say mealie-meal, they send a child with a plate to ask for mealie-meal from the neighbours. The neighbours would in turn ask for the same help only from the people who would also get help from them. The lesson is that if you are not in the habit of helping others in time of distress, they will not help you back.

6.2. *Social Capital*

Social capital may be understood as the underlying trust which creates a feeling and bond of reciprocity between the employees and the organization. Under normal circumstances where the company can pay worker the latter can endure a non-meticulous human resources practice and be motivated by the salary alone. However, when conditions become adverse, as is the case in Zimbabwe currently, managers need to pay close attention to the issues of social capital and create a bond which can endure such harsh workplace conditions.

6.3. *Staff Exodus*

This refers to the mass migration of skilled staff from organizations which Zimbabwe suffered. After going through a protracted period of socio-economic instability and general political instability, many skilled workers have left the country. Thus, while in most circles the most important consideration for workers to leave is finances, in this case the City of Harare has a different challenge which goes beyond finances. Thus, the researcher has chosen to study the importance of trust in staff retention.

7. Assumptions Made

The assumptions of this study are as follows:

- Trust is a real issue that is extremely delicate;
- The leadership culture of selfishness leads employees to lose trust in their leadership in extreme operating environments and they subsequently emigrate as a way of running away from an unfriendly environment;
- Employees are making a statement to their leadership by immigrating enmasse;
- Industrialists and academics worldwide will learn from the events currently unfolding in Zimbabwe as an extreme operating environment for the employee; and
- The flight of skills leads to loss of organizational memory and subsequently deteriorating standards of living in Zimbabwe.

8. Design of the Study /Technique Used

This research is an exploratory study of the management of social capital in organizations, with a Zimbabwean perspective using the specific case study of the City of Harare.

8.1. Research Methodology and Paradigm

The research onion model is used to guide the research process and choice of research philosophy, research designs and research methods in this exploratory study of the management of social capital in organizations (Saunders et al (2008: 1008). Please see Fig 4.1 below of the onion diagram. In part, the philosophy adopted is influenced by practical considerations, since the researcher, is concerned with the feelings and attitudes of employees towards their managers in a distressed operating environment.

8.2. The Design Framework

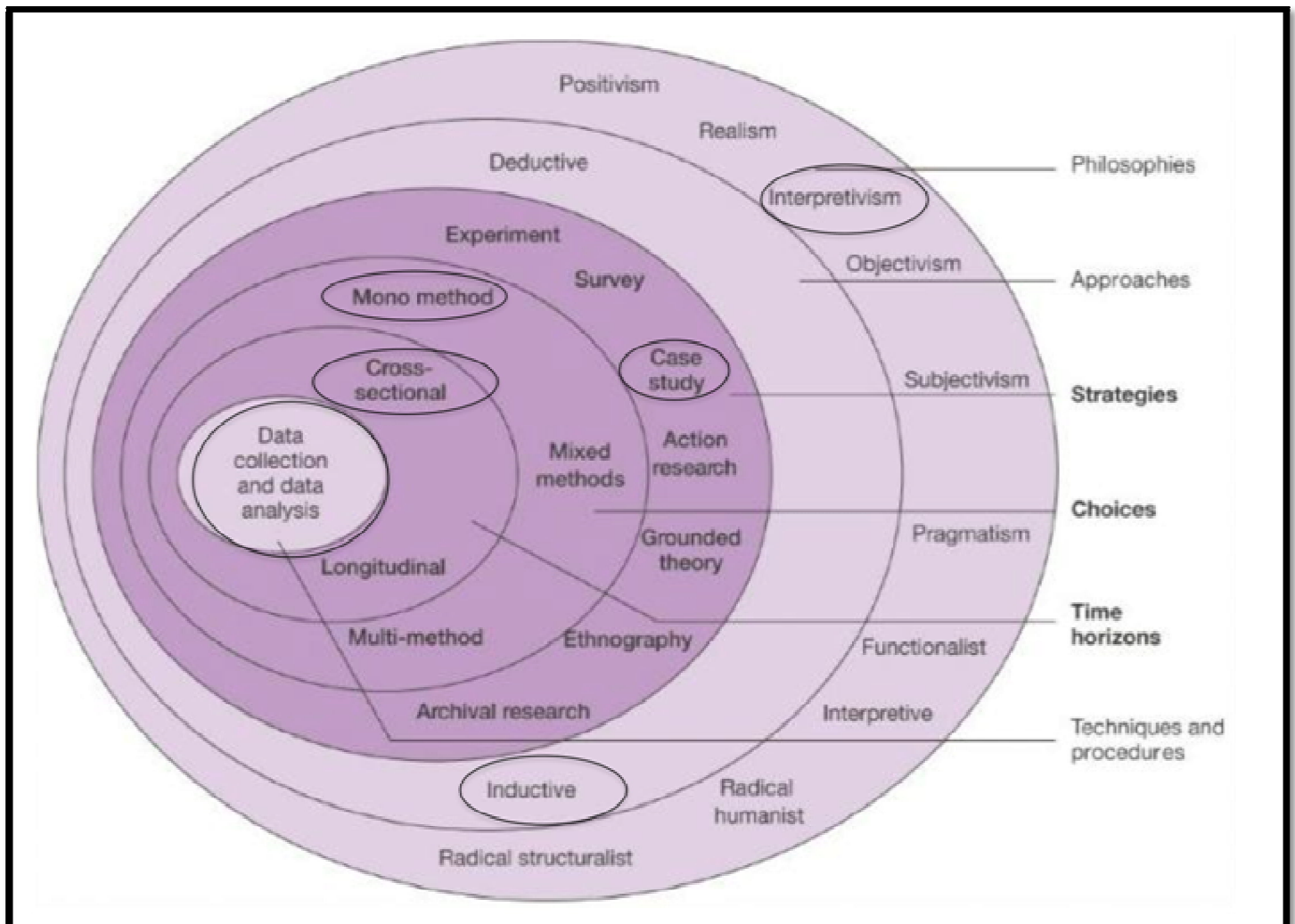


Figure 5: The Onion Diagram

The onion diagram employed in this study has six layers starting from the outermost layer to the innermost layer. The research philosophy was interpretive; research approach was inductive; research strategy was case study; research method was mono-method; research time horizons were cross sectional and finally the research technique was the data collection and data analysis. These philosophical issues which constitute the general assumptions shaped this research study and are discussed as follows.

8.3. Interpretivism Philosophical Assumptions

There are five philosophical assumptions which include ontological, axiological, epistemological, rhetorical and methodological assumptions as these underpin the research perspective and the nature of this investigation in terms of its methods and questions as well as the possibilities and limitations of the study as discussed by Saunders *et al* (2009: 108).

8.3.1. Key Characteristics of Interpretivism/Constructivism Philosophy/Paradigm

Denscombe (2010: 177) gives the key characteristics of the interpretivism paradigm

- The paradigm rejects the premises of positivism;
- Social reality is subjective and a product of human imagination as people struggle to make sense of the world;
- Humans react to the knowledge produced by studied can feedback into the situation and interfere with the explanations and predictions of the investigation;
- Multiple participant meanings (Creswell 2008: 6); and
- Social and Historical construction (Creswell 2008: 6)

8.4. Primary Research Method: Case Study

This research is an exploratory study on the management of social capital in organizations with a Zimbabwean perspective using the specific case of the City of Harare. However, before getting into detail on the subject on research methodology, it is prudent to define a case. Miles and Huberman (1994) define a case as a phenomenon of some sort occurring in a bounded context. In this study, the case is The City of Harare Zimbabwe but with an understanding that some of the sentiments may allude to factors and phenomena beyond the confines of the City of Harare. While the researcher does not purport to study the whole of Zimbabwe, there are many situations whereby some of the references may refer to aspects that apply to the whole of Zimbabwe. The jurisdiction of the City of Harare covers the areas of Harare, Chitungwiza, Epworth, Ruwa, and Norton (See Appendix 8). Miles and Huberman (*ibid*) go a step further to specify what could be studied in a case as an individual, or a role, a small group, or an organization, or a community, or a nation. This study is within the limits as specified by Miles and Huberman (1994). It could also be a decision or a policy, or a process, or an incident or event of some sort, and there are other possibilities as well.

Goode and Hatt (1952: 331) aptly summarized what a case is not, by pointing out that it is not a specific technique but a way of organizing social data so as to preserve the unitary character of the social object being studied. In this study, the social objects being studied are the operating environment, the organization, the employee and the leadership. In addition to the preceding definition, Brewer and Hunter (1989) list six types of units which can be studied in social science research: individuals; attributes of individuals; actions and interactions; residues and artifacts of behaviour; settings, incidents and events; and collectives. Any of these may be the focus of case study in this study. This goes to show that the case study aims to understand the case in depth, and in its natural setting, recognizing its complexity and its context. This allows the researcher, to have a holistic focus, aiming to preserve and understand the wholeness and unity of the case.

8.4.1. Primary Research Method: The Exploratory Case Study Method

This study of social capital in organizations will also occur in a holistic natural setting and I will emphasise on detailed workings of the relationships of organizations with structures in their context as well as social processes rather than just a focus on outcomes as discussed by Denscombe (2010: 53) The real value of the City of Harare case study is that it offers the rare opportunity of explaining why certain outcomes might happen to organizations rather than just focusing on finding out what those outcomes are (Denscombe 2010: 53). The Case study of City of Harare outlined by Denscombe (2010: 54) will include the:

- Depth of study rather than Breadth of study
- Particular rather than the General
- Relationships rather than outcomes and processes end-product
- Holistic view rather than Isolated Factors
- Natural settings rather than Artificial Situations
- Multiple rather than One Data Collection Method

It was also easier to gain access to the case study since I am a resident of Harare who works within the City of Harare. I am District Officer within the Department of Housing and Community Services currently running two districts Sunningdale and Hostels Districts, the latter being one of the hottest political spots in the city if not the whole country.

8.4.2. Advantages of the Case Study Methods

The advantages of the City of Harare exploratory case study method as the main strategy of inquiry are as follows according to Denscombe (2010: 62):

- It enables the researcher to deal with the subtleties and intricacies of the complex in the City of Harare.
- It will encourage the researcher to utilize multiple sources of data and multiple methods of data collection.
- It will allow me to investigate the events of organizations as occur naturally without the pressure on me to impose controls.
- The exploratory Greater Harare case study approach can fit well with the needs of small scale research as I have limited resources by concentrating effort on one research site to enable me to build a theory on the management of social capital and to develop guidelines for policy makers and organizations.

8.4.3. Limitations of the Case Study Method

The limitations of using the case study method of Greater Harare are summarised below as discussed by Denscombe (2010: 63):

- It is difficult to generalize the findings of the, Greater Harare, case study.
- It will be difficult to objectively investigate the situation as it occurs naturally without any effect arising from their leading to the observer effect.

8.4.4. Justification of Selection

Denscombe (1998) points out that a good case study requires the researcher to defend the decision of selection by arguing that the particular case selected is suitable for the purposes of the research, and there are broadly speaking four grounds on which this can be justified.

9. Tools for Collecting the Data

9.1. Collecting Qualitative Data

This research which is an exploratory study of the management of social capital in organizations in Zimbabwe, has employed three of the main ways of collecting qualitative data which are the interview, observation and document analysis. I will look at each one of them in turn.

9.2. The Unstructured Interview

The interview is one of the main data collection tools in qualitative research. It is a good way of accessing people's perceptions, meanings, definitions of situations, and constructions of reality. It is also one of the most powerful ways researchers have of understanding others.

In order to understand other persons' constructions of reality, the researcher would do well to ask them, and to ask them in such a way that they can tell them in their terms, rather than those imposed rigidly a priori by the researcher, and in a depth, which addresses the rich context that is the substance of their meanings (Jones, 1985: 46).

While interviewing is basically about asking questions and receiving answers, there is much more to it than that, especially in a qualitative research context as this one. Fontana and Frey (1994: 361) stress that interviewing has a wide variety of forms and a multiplicity of uses. The most common type of interviewing is individual, face-to-face group interviewing, mailed or self-administered questionnaires, and telephone surveys. Interviewing can be structured, semi-structured, or unstructured. It can be used for marketing purposes, to gather political opinions, for therapeutic reasons, or to produce data for academic analysis. It can be used for the purpose of measurement or its scope can be the understanding of an individual or a group perspective. An interview can be a one-time, brief exchange, say five minutes over the telephone, or it can take place over multiple, lengthy sessions, sometimes spanning days, as in life-history interviewing. In this study, interviewing is going to be used to produce data for academic analysis.

It is therefore no surprise that interviewing takes many forms. The usual way of differentiating types of interview is by degree of structure imposed on their format. In the standardized or structured interview, the wording of questions and the order in which they are asked are the same from one interview to another. The piece of paper the interviewer holds is called the interview schedule. The word 'schedule' seems to convey the formality of this type of interview.

Non-standardized/unstructured interviews were employed in this study. The essence of the research interview is the 'guided conversation'.

Like other qualitative methods, non-standardized interviews are valuable as strategies for discovery. Standardized interviews are suitable when the researcher has already some idea of what is happening with his/her sample in relation to the research topic, and where there is no danger of loss of meaning from asking questions in a standard way. However, if the researcher is on new ground such as investigating the management of social capital in organizations in distressed environments, a more flexible approach is best (Gilbert, 2008: 247). This point was summarized by Lofland (1971: 76) who noted that the objective of non-standardized format is to elicit rich, detailed materials that can be used in qualitative analysis.

Its object is to find out what kinds of things are happening rather than to determine the frequency of predetermined kinds of things that could happen.

This case of managing social capital in organizations in Greater Harare used unstructured interviews. The unstructured interviews were used in this study so that emphasis can be placed on my thoughts particularly the interviews when organizational leaders were interviewed and key role players in organizations were interviewed as discussed by Denscombe (2010: 175). Lists of questions that are used in the unstructured interviews are shown in Exhibit.... I always introduced the topic and then allowed the research participants to develop their ideas and discuss widely on the issues raised by the research as discussed by Denscombe (2010: 175).

In this study of managing social capital in organizations in Greater Harare I also used semi-structured interviews as I had a clear list of issues to be discussed and questions that required specific responses and I had been prepared to be flexible in terms of the order in which the questions were answered as discussed by Denscombe (2010: 176).

9.2.1. Advantages of Interviews

- Unstructured interviews enabled me to produce data which dealt with managing social capital in organizations in depth and in detail. (Denscombe 2010: 179). This enabled me to pursue issues of managing social capital in organizations with focus on Zimbabwean organizations and lines of investigation for over three years.
- Unstructured interviews with employees and managers of organizations in Greater Harare enabled me to gain valuable insights based on the depth of information collected and wisdom of key 'informants' as articulated by Denscombe (2010: 192). Interviews also gave me flexibility as I could adjust lines of enquiry during interviews to capture a new line of enquiry. I always scheduled my interviews at a time and location convenient to research participants which resulted in a high response rate a point which has always been emphasised by Denscombe (2010: 192). Direct contact with research participants enabled me to check for accuracy and relevance which promoted validity, and also by eliminating mistakes at the data entry stage (Denscombe 2010: 192).

9.2.2. Limitations of Interviews

In my study of social capital in organizations in Greater Harare I experienced a lot of limitations. For example, I found the data difficult to analyze and the interviews time consuming as discussed by Denscombe (2010: 193). The observer effect of the researcher and context impact made it difficult to achieve consistency and objectivity which undermined reliability (Denscombe (2010: 193).

9.3. Document Analysis

Documents are things that people can read and relate to some aspect of the social world (Gilbert, 2008). Some documents are intended to record public matters, and/or official reports. However, there are also private and personal records such as letters, diaries and photographs, which may not have been meant for the public to see at all. But in addition to the written record, there are those things which may be overtly intended to provoke amusement or admiration or pride or aesthetic enjoyment such as songs, buildings, statues, novels and many more, but also tell the researcher something about the values, interests and purposes of those who commissioned or produced them. Such creation may be regarded as documents of a society or group which may be read, albeit in a metaphorical sense. This is ironic, since the development of social science depended greatly on documentary research (MacDonald and Tipton, 1996: 187).

Documentary sources of data might be used in various ways in social research. Some studies might depend entirely on documentary data. In other research, for example case studies, or grounded theory studies, documentary data may be collected in conjunction with interviews and observations. In conjunction with other data, documents can be important in triangulation, where an intersecting set of different methods and data types is used in a single project (Denzin, 1989). This too will be employed in this study.

Finally, documentary products are especially important for the researcher, providing a 'rich vein for analysis' (Hammersley and Atkinson, 1995: 173). I made use of all manner of written resources, and of any other materials which will help in documenting either the immediate natural and detailed behaviour of participants (Spindler and Spindler, 1992: 74), or the cultural and symbolic context and significance of that behaviour. Sociologists point out that documentary evidence does not only mean words; it can also include audio and visual evidence (Spindler and Spindler, 1992: 74).

The range of documents which might be used by the researcher includes diaries, letters, essays, personal notes, biographies and autobiographies, institutional memoranda and reports, and government pronouncements and proceedings (Jupp, 1996). I also included recordings (audio material).

MacDonald and Tipton (1996) use a broad four-way classification of public records, the media, private papers and visual documents. Other distinctions used are primary-secondary sources, direct-indirect uses (Finnegan, 1996), classification according to referent, and whether or not the document was produced with this research in mind.

In this study of social capital in organizations in Greater Harare document analysis is being used as a data collection instrument. The documentary sources listed below are written sources that are used to collect data according to Denscombe (2010: 217)

- Government/Municipal publications and official statistics as these are authoritative, objective and factual.
- Zimbabwean newspapers and magazines as these have been able to supply up to date information, these include series such as 'Mukai' translated to 'Wake Up', a journal produced by the Jesuits in Zimbabwe, newspaper cuttings and cartoons that reflect the life in Zimbabwe; photographs taken on the state of infrastructure in Harare the Capital City of Zimbabwe; and discussions obtained from social media such as emails, Whats App, LinkedIn; as well as tape recordings from meetings with some important stakeholders within Greater Harare.

Records of meetings with communities and some organizations were also used and some of which are publicly available. Documentary analysis gave me access to vast amounts to data which also proved to be cost effective for this study of social capital in organizations in Greater Harare as discussed by Denscombe (2010: 232). Limitations of using documentary analysis as a data gathering instrument is that it is secondary data produced for other purposes. According to Denscombe (2010: 233) documents are social constructions that owe much to the interpretations of those who produce them than to an objective reality that the organizations in Greater Harare find themselves.

9.4. Participant Observation

I have employed Participant Observation because I live with the people being studied and participate in their daily lives as a resident, employee (District Officer for two districts – Sunningdale and Hostels). Becker and Geer cited in Denscombe (2010: 206) show the distinguishing characters of participant observation from systematic observation as follows: By participant observation we mean the method in which the observer participates in the daily life of the people under study, either openly in the role of the researcher or covertly in some disguised, role, observing things that happen, listening to what is said and questioning people over some length of time.

Participant observation by the researcher in Harare case study aimed to get insights into the cultural milieu of organizations when I experienced things as an insider. This allowed me to place emphasis in this study of managing social capital in organizations on depth rather than breadth of data, so as to delve in the subtleties, the complexity and the interconnectedness of the world of organizations as discussed by Denscombe (2010: 206)

It was effective in retaining the naturalness of the research context as it applies to qualitative research methods. It also provided a good ground of gaining insights into the social insights. It also enabled me to look at issues and meanings through the eyes of the participants according to Denscombe (2010: 214).

The limitations of participant observation in the Greater Harare is that I found it to be a very demanding data collection instrument in terms of personal commitment and personal resources given that I had my daily duties as a District Officer. I found the participant

observation to be a danger zone physically, socially, and psychologically risky as discussed by Denscombe (2010: 214) because one of the areas I was studying, Mbare Hostels is a hot political potato and anything can change or happen at any time.

10. Validation Procedures

10.1. Reliability and Validity for Interviews

10.1.1. Validity

According to Hamersley cited in Silverman (2003: 175) validity is the truth interpreted as the extent to which an account accurately represents the social phenomena under investigation. I ensured validity through direct contact with key informants and checked for accuracy as well as relevance during the interview. The major problem I faced was that it was difficult to determine representativeness of instances to capture in the research report and findings (Silverman 2003: 176)

10.1.2. Reliability

According to Hamersley (1992: 175) reliability refers to the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions. I tried to reduce the observer effect by retaining the naturalness of the context by collecting data through participant observation as I am a resident of Greater Harare.

10.2. Reliability and Validity for Document Analysis

10.2.1. Social organization of the document

In the second theme, Hammersley and Atkinson (1995:173) pose the following questions: How are documents written? How are they read? Who writes them? Who reads them? For what purposes? On what occasions? With what outcomes? What is recorded? What is omitted? What does the writer seem to take for granted about the reader? What do readers need to know in order to make sense of them? Silverman (1993: 63) uses these questions to study the social

organization of documents, irrespective of their truth or error. Silverman (ibid) shows how even such apparently objective documents as organizational files are artfully constructed with a view of how they may be read.

10.2.2. Analysis of Text for Meaning

A third theme concerns the more 'direct' analysis of text for meaning, this time including questions of truth and error. This analysis can focus on the surface or literal meaning, or the deeper meaning, and the multi-layered nature of meaning is now much more widely understood and accepted (Finnegan, 1996: 149). The surface meaning has often concerned historians, whereas sociologists have been more interested in ways of uncovering deeper meaning.

MacDonald and Tipton (1996: 199) stress that, in documentary research, nothing can be taken for granted, and they recommend Denzin's triangulation framework to ensure that everything is checked from more than one angle. Finnegan (1996: 146-9) points out that thinking about, and checking how documents have come into existence generates eight other useful questions namely:

- Has the researcher made use of the existing sources relevant and appropriate for his or her research topic?
- How far has the researcher taken account of any 'twisting' or selection of the facts in the sources used?
- What kind of selection has the researcher made in her/his use of the sources, and on what principles?
- How far does a source which describes a particular incident or case reflect the general situation?
- Is the source concerned with recommendations, ideals or what ought to be done?
- How relevant is the context of the source?
- With statistical sources: what were the assumptions according to which the statistics were collected and presented?
- And finally, having taken all the previous factors into account, do you consider that the researcher has reached a reasonable interpretation of the meaning of the sources?

The analysis of qualitative research notes begins in the field, at the time of observation, interviewing or both as the research identifies problems and concepts that appear likely to help in understanding the situation. Simply reading the notes or transcripts is an important step in the analytic process. The researcher will make frequent notes in the margins to identify important statements and to propose ways of coding the data. An interim stage may consist of listing the concepts reflected in the notes and diagramming the relationships among concepts (Maxwell, 1996: 78-81).

11. Findings / Discussions

The findings, as noted above, are organized along the lines of the research objectives. In terms of objective one: "To describe key issues in building employee social capital (trust) as a solution to labour migration" Results showed that the sentiments about the working environment transcend the organization itself as the City of Harare is considered to be a microcosm of the broader picture which is in the country. The harshness of the operating environment cuts across institutional barriers and affects people invariably. The environment in the City of Harare affects all people invariably. The long-term nature of the problem has created a situation whereby the people generally feel that it will take a long time to get resolved. The political environment continues to be relatively tense and this makes a settlement not likely in the near future. As expectations are low and morale is low people prefer to leave the country and find greener pastures elsewhere. This outcome is supported by research from scholars like Keshgegian (2006:1).

The employees made it very clear that there are serious limitations to what the management at City of Harare can do. The broader political and social factors created a complicated and negatively affected everyone in the country regardless of their organization.

Another interesting factor that emerged is that, particularly over the past few years, the salaries at the City of Harare were quite competitive. This was one factor which kept the workers at the city of Harare very motivated. Their payment levels were much above many professionals, in many cases who are more qualified. From the time that salaries were competitive, the workers in the City of Harare were receiving very competitive salaries. This situation was unique to the workers in the City of Harare, some Multi-National-Corporations and Non-Governmental Organizations. This predicament is however not widespread in the entire country. It is prevalent in a few circles as the vast majority of the people in Harare and in Zimbabwe at large is mainly unemployed. This is due to the low levels of industrial activity and the economy which is operating under difficult conditions.

The respondents did identify a number of items which the organizations should focus on in order to increase employee trust and therefore increase the general level of social capital in the organizations. These are listed below:

- Accommodate and paying attention to the concerns of the employees
- Prevent blatant nepotism and employ people on merit
- Put enough governance measures to reign in practices of greed in dealing with public resources
- Uphold standards of justice and fairness in organizations
- Pay wages/salaries timely

On the broader scale, there are three main factors which are: (i) administrative issues (ii) broad ethical issues and (iii) political interference. If changes are made in these areas, in lieu of the broader institutional and national level factors. However, if changes are made in the problem areas that have been identified it means that trust in the system and the motivation for leaving the country and seeking job in the diaspora drastically reduces. The next section is a summary of the

different factors which are associated with objective number two. Objective number two reads: 'To describe leadership and the operating environments'.

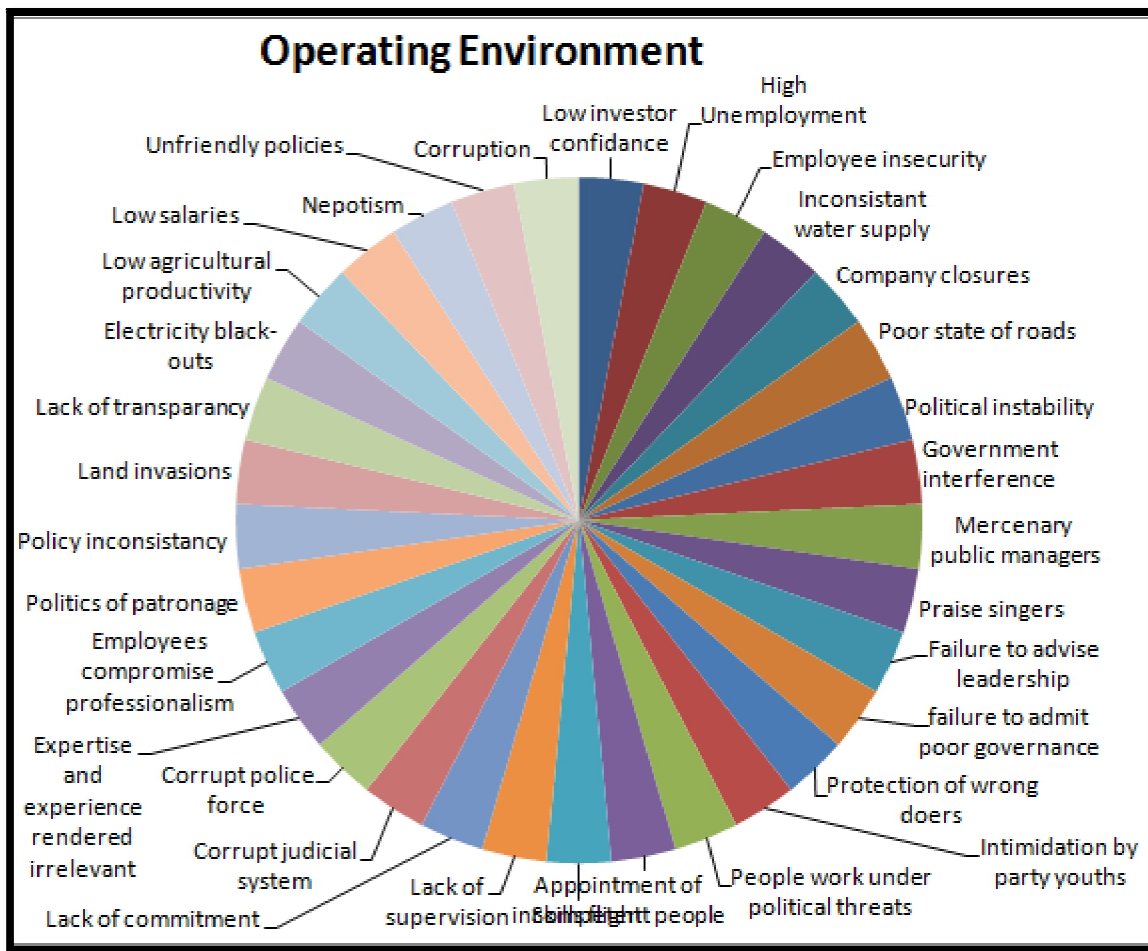


Figure 6: The Operating Environment of the Zimbabwean Employee

The vast majority of the respondents (80%) indicated that there was a lot of political interference from party officials like those from the War Veterans, Youth League and the Women's League. There was no real difference between the government and the party structures and such a consolidation of power and political muscle often gets abused. In the same vein they also noted that it is not all forms of interference that were bad. There are times when the interference was actually appreciated but good or bad, interference caused some instability and uncertainty within organisational operations.

Partly due to interference, and prioritizing political gains over public service, policy inconsistency is another key challenging element in the operating environment. The policy inconsistency creates a huge sense of uncertainty and it is not a confidence building factor at all. Thus, workers choose to leave the country and operate in more stable environments.

Amenities are a huge challenge for all people. The issue of amenities which includes mainly water and electricity and other public goods like refuse collection and roads maintenance is yet another key consideration for employees to leave the country. An interesting dimension of this challenge is that it does not involve just the organisational leadership of City of Harare to resolve it, but instead requires a huge spectrum of people to resolve it. City of Harare workers have good salaries compared to workers from other organisations. However even if they have good remuneration, the fact remains that they have to go back home and face these challenges related to amenities and public services. The person without funds and the person with the funds suffer exactly the same challenge. This is because the problems are system wide across the entire economy and not just limited to the City of Harare. Thus, the city of Harare management cannot possibly solve it even if they wanted to.

A lot of the issues which were raised relate to broader lifestyle issues. While city of Harare pointed out that they do have enough funds which can help them live a decent lifestyle. For example, one of the major challenges had to do with prospects of their children as well. Many parents pointed out that even if they send their children to school, many of their children end up being idle because industry is not able to absorb the school leaving graduates. Even if they can afford their own lifestyles as parents working for City of Harare, their children still need to earn their own living. The cost of living is exceptionally high and this affects both them and their children. Thus in lieu of a competitive payment structure, many City of Harare workers still seriously consider leaving the country in search of greener pastures.

Yet another challenge is that at the tie of writing the thesis, the country was not making any efforts to engage the international community. This has a long-term effect I many areas of life for the workers. It means that their children will be isolated and given the changes taking place across the world in many areas of work, there are high chances that their children will suffer major setbacks. Thus, going abroad is a huge advantage which helps to get rid of the challenge of stagnation for children in various areas of their growth.

As noted above, a huge outcome which emerged from the research is that the workers in the City of Harare are not just concerned about the environment at the workplace. Instead they are worried about the environment across the entire system in the country. They expressed that there is nothing that the City of Harare management can do which can be able to resolve the various challenges that are being faced by employees at the workplace in Zimbabwe. The situation has steadily been deteriorating over long periods of time and there is no magic formula which can reverse the problems in a short period of time. This is expressed in the various words which were used by the respondents that directly refer to the operating environment:

- Distressed environment
- Extreme Operating Environment
- Failed State
- Kleptocracy
- Lootocracy
- Highly politicized country
- A country at crossroads
- Fragile State
- An Anarchy
- State-controlled
- Defacto one-party state
- Banana Republic

These challenges are clearly beyond the City of Harare bosses and they can only do a limited number of things to keep their own workers motivated. In fact, the workers indicated that the City of Harare management was doing a lot to improve the working conditions for their workers but the broader environmental challenges eat away at any efforts that the City fathers are putting.

Objective number three reads "To describe the factors that influence staff retention and mobility". This objective can be addressed by studying the various aspects that emerged from objectives one and two. Although they were listed as the respondents gave them, this objective offers an opportunity to cluster them thematically.

11.1. Livelihoods

Livelihoods are an important aspect of the workers decision to stay or not to stay in the country. On this note, City of Harare workers are doing quite well. The government has been on a war path with City of Harare Workers for giving their workers competitive salaries. This has kept staff turnover very low in general at City of Harare.

11.2. Quality of Life

There are various factors which are related to the quality of life which affect the workers at the City of Harare. These do not necessarily pertain to the workplace environment perse. Instead they relate to the broader operating environment which affects their quality of life at home.

11.3. Amenities

The first group revolves around amenities. These are listed in the section below:

11.4. Electricity

Power supply had been very erratic over the last few years. Despite the fact that people pay their rates, many times the service level is very poor. The power utility company has not been very efficient. There are frequent power outages and this has a huge implication for the quality of life of the people. Thus, even if they may be able to get a good salary, the constant challenge with electricity has a huge effect on quality of life.

Some people have resorted to buying (i) generators and (ii) solar panels. However, the generators cost quite a lot in terms of fuel and they are a noise and air polluting agent. It is also expensive to buy fuel and generators can only operate for small periods of time. Solar panels are relatively cheaper to operate but the initial investment into the panel and its supporting gadgets can be quite pricey. They are also prone to theft and vandalization. It is also quite expensive to power a lot of gadgets using solar energy like fridges and stoves among others. Thus, the challenge of power has a huge impact on the life quality of the people. It has taken place for a long enough period of time to an extent where people feel a sense of resentment.

The vast number of people in the City of Harare comes from the high-density areas. It is where the highest frequency of power outages takes place. People are crowded per unit of land than in the low and middle density areas. Thus, there is a higher level of power usage and they experience a high level of power load shedding. This has a huge impact on their quality of life.

11.5. Water Supply

The residents in Harare from all walks of life are quite disturbed by the erratic supply of water by the City of Harare. A lot of times the water has been condemned and this led to the rise of the water processing and selling industry. In many neighborhoods, the water supply has been so erratic that people have had to (i) use the bush toilet system (ii) learn how to use very little water including for bathing (iii) recycle water before throwing it away (E.g. after laundry, dishwashing and bathing, water would be used for the toilet). The shortage of water has resulted in some cases whereby sewer is flowing past people's houses. In many cases the people just had to grow a thick skin and acclimatize. In extreme cases, there have been disease outbreaks like cholera and typhoid. These are issues affecting people in their homes and no-matter how much money they get at the City Council, it is not enough to cover the challenges within the operating environment.

11.6. Refuse Collection

Refuse has not been collected efficiently in a long time especially among the low-density areas. Many neighbourhoods have become an eyesore due to huge piles of refuse which are dumped by residents as a reaction to the low levels of refuse collection. They also cause a huge stench and pose the threat of accelerating health scares especially when there are disease outbreaks.

11.7. Political Atmosphere

The political atmosphere is complex in many ways but can be understood in two ways. Firstly, there is the political atmosphere in the context of international relations and then the atmosphere on the ground which affects regular citizens like the workers at the City of Harare.

Firstly, there is a huge standoff between the ruling party which controls a huge stake in the Houses of Assembly and Senate. Thus, the mainly western countries have expressed many reservations in engaging in business with Zimbabwe and may have put formal restrictive measures.

The huge majority enjoyed by ZANU PF gives their members a lot of broad powers which they use for speedily implementing important policies. However, some elements within the leadership ranks abuse their powers and brazenly interfere in the operations of various organisations both in the private and public sector. This makes the workplace environment quite uneasy. It interferes with professional conduct and is not done in any manner that recognizes the importance of ethics and standards in business.

On the ground, the situation is characterized by a lot of tension. There are various complex strongholds on both sides of the political divide and this makes for a highly turbulent operating environment. The ruling party is still quite formidable while the opposition is quite tried and tested as well.

At the level of the City of Harare, there is nothing that management can do to change this. As the political powers move around among the stakeholders, changes can be expected within the City of Harare in key areas like the Town Clerk and Mayor. This may change the way politics is done within the City of Harare but in the near future, there is no sign that the political dispensation may change significantly.

11.8. Economic Environment

The economic environment remains quite unsteady just like the political environment. If anything, the state of the economic environment is a direct reflection and effect of the state of the political situation both at home and abroad. The levels of productivity are extremely low in the country. Many companies have closed down in response to the policies of land reform and indigenization.

11.9. Social Environment

Due to the huge amount of suffering that the people have suffered, many have given to prostitution, drug abuse and associated moral decadence. A huge amount of the population is HIV positive and there is a general feeling of despondency among the people on the ground. The bleak environment is not very encouraging for many who choose rather to migrate to other areas of the world and improve their life standards.

Finally, objective number four reads 'To determine how leadership can build the trust of employees in extreme operating environments in an effort to reduce their high levels of migration to other countries'.

The changes that are required in order to incentivise the worker in an organization (using the case of the City of Harare) start off at a national level and then cascade to the organisational level.

People need to have their basics attended to like food and shelter. This can be achieved by running a professional public service system which facilitates a free market system with the necessary government interventions to even the playing field.

Residents should enjoy good amenities like sewer reticulation services, good roads, clean water efficient refuse collection and constant supply of electric power. All these classes of services have drastically deteriorated from 1980 to current 2015. This has had a huge detrimental effect on the quality of life of the people.

Leaders should not pay lip service to issues of human rights and civil liberties which they commit to at international forums like the United Nations General Assembly.

Leaders should improve their political conduct by refraining from political interference in organizations.

The national leadership should encourage a culture of hard-work, commitment and loyalty that comes freely from citizens/employees by providing good public service to the people.

At the organizational level, the City of Harare should generally improve its practices in their appreciation of the importance of their employees. It is important for employees to feel that they are part of the organization and not guests. Management should observe and address the feelings and aspirations of their employees.

Management should also distribute resources equitably to all employees based on the legitimate grading system and not greed. Management should not allocate for themselves the lion's share of resources by virtue of their position of privilege but should also be linked to performance and values of equity.

12. Conclusions

It is rather unfortunate that despite their spirited efforts to motivate their own workers, the workers do not live in a vacuum. The broad political environment was at the time of data collection very tense and unpredictable.

The emerging sentiment was that if skilled employees stay in the country they have between little and no chances of ever experiencing a good quality of life. However, if they migrate to other countries, not only will they be able to find employment, but they can also experience a good quality of life right now and still get employment. This is a life changing experience and, in the process, they also give their children a stronger foundation in life than if they stay in the country. The nature of the challenges in Zimbabwe were considered to be so profound and deep seated that there was not going to be a magic wand solution whereby all the problems can disappear overnight.

Even if the institutional environment has improved, the culture of the people who were currently in positions of power was heavily influenced by the era they had survived in and got an orientation as leaders. It is highly unlikely that they will change their ways. It may take another generation to change the institutional culture within ZANU PF. Thus, if the people who are currently residing in Zimbabwe choose to wait for the local leadership to transform things on the ground, they may have to wait for a very long time and possibly lose the better part of their productive lives living in highly adverse conditions.

13. Recommendations

The leadership of the City of Harare should make visible efforts to foster a more transparent way of doing business with their employees. The City has itself been fingered in cases of corruption. Thus, in order to gain the confidence of their employees, they should start fostering a culture of transparency within the council organization.

The City of Harare should put in place measures to ensure that the people who are hired for any jobs have the requisite qualifications. In the best-case scenario, a transparent process should be put in place to hire the most qualified person for the job. This increases service quality, efficiency and therefore welfare of the workers because they have a vested interest in the efficient functionality of the City of Harare.

They should create systematic mechanisms to collect and assess and then give feedback on the various issues which are raised by their own workers. This should give the workers a sense of being listened to thus a sense of belonging and loyalty.

The City of Harare Management should also create mechanisms for social relief for their workers like creation of sports and arts facilities. Many organizations create sports clubs in order for their employees to enjoy recreational activities. It builds their morale thereby increasing their loyalty to the organization. It also builds a team spirit as they bond during recreational activities.

The City of Harare should consider making long term investments for their staff in areas like housing which they have an advantage in the sense that they own City Land. If they sufficiently incentivize their staff by giving them access to land, this translates into a lifetime investment. It can drastically reduce the chances of migrating abroad to other countries in search of greener pastures.

14. Affirmation of Model: A-B Leadership-Trust Repository-Displacement Framework

The most important consideration in light of the emergent data is that the people's concerns are broader than the immediate organization. They have a deeper sense of being let down at the level of the social contract. They feel that their government has let them down in failing to run the affairs of the country such that the experiences in the individual organizations are just a reflection of the broader level crisis at the level of national social contract. The government that was elected to serve the people has become rogue creatures that turned on the people that put them in power. Their conduct of government business is not seen to reflect the needs of the people. The widespread dysfunction in the government and general economic system is a reflection of the extent to which the government is considered to have caused much damage to the

overall system in Zimbabwe. The ethos of the social contract is such that the government is elected into power to create functional institutions and public goods and services. The election into office comes with obligations. This is where the model has borrowed from the traditional model of reciprocity found in the Shona culture: 'Kandiro kanoenda kunobva kamwe/Kandiro enda kandiro dzoka': Building Bridges through reciprocal action. This conceptual framework is borrowed from the traditional Shona culture of Zimbabwe. The conceptual framework comes from the traditional Shona wisdom and practice referred to as kandiro kanoenda kunobva kamwe (kandiro enda kandiro dzoka). The English translation of this wisdom is 'one good turn deserves another' or building bridges or social networking.

This has been christened the 'A-B Leadership-Trust Repository-Displacement Framework as shown Fig. 7 below. The B-Trust Displacement section of the model represents painful environmental pressures while the A-Trust Repository Section represents amenable environmental conditions as shown below. This can be tested in any situation.

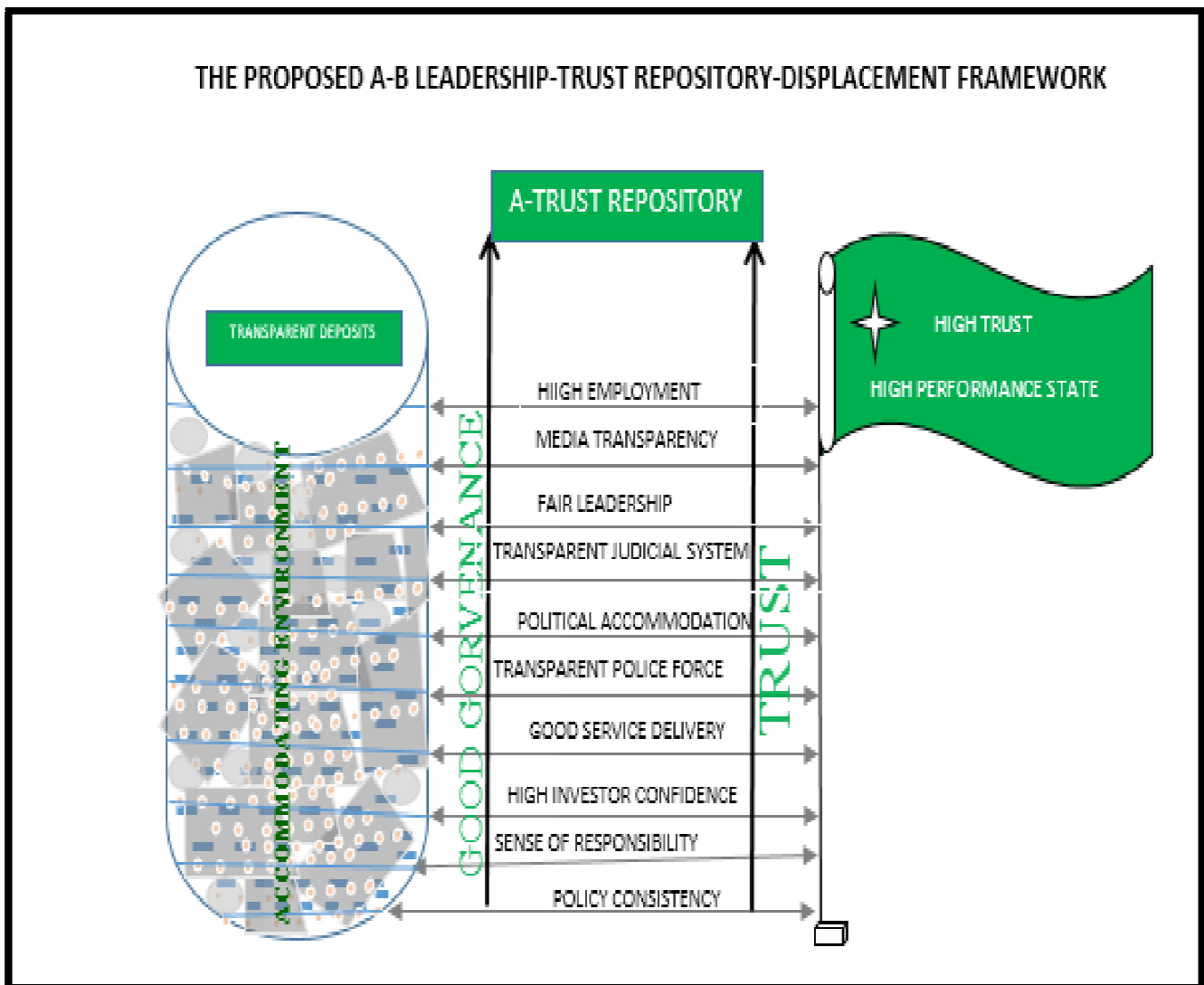


Figure 7: The Proposed A-B Leadership-Trust Repository-Displacement Framework

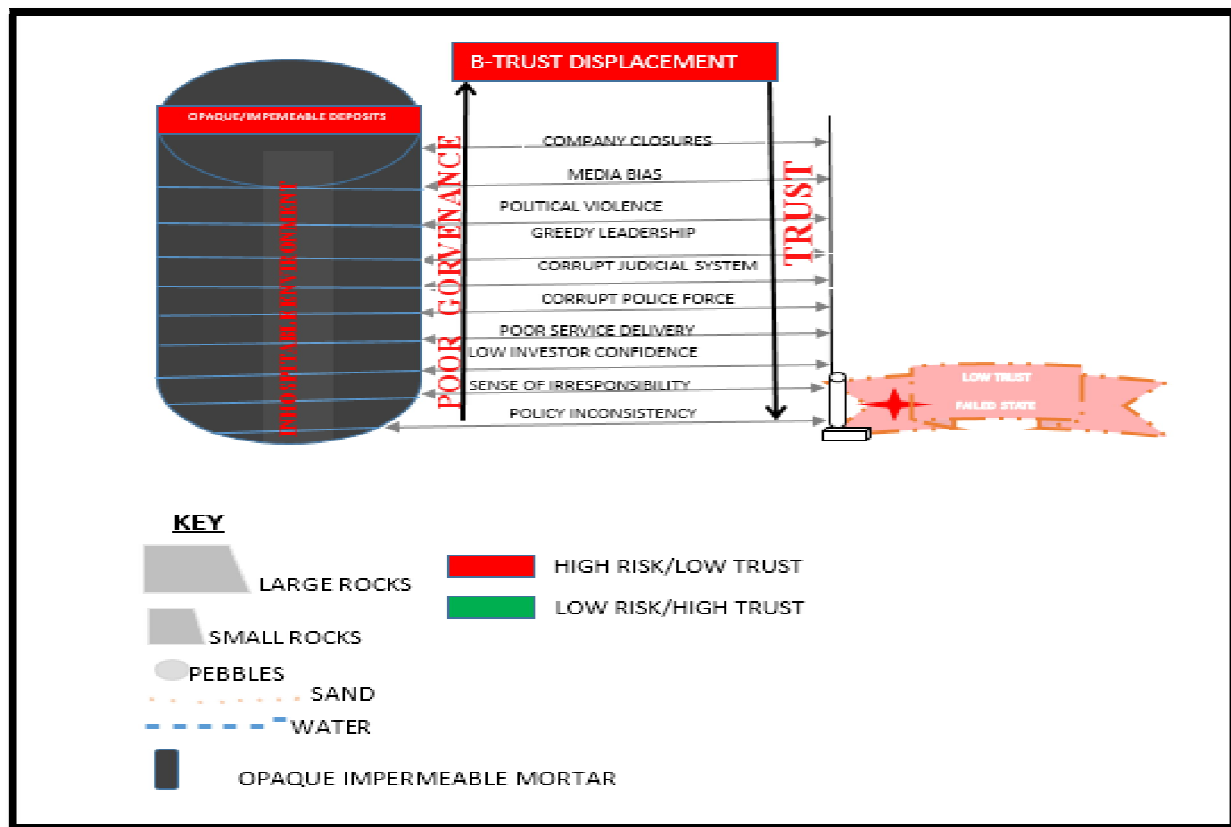


Figure 8

In Fig.7 the A part of the model is a trust repository, while the lower diagram is the B part and is a trust displacement model. The Trust Repository Model is green in colour which represents life of a nation with a hospitable environment, while the Trust Displacement Model is red in colour and represents a risky operating environment that is chaotic and without life. Employees are attracted to a nation with life while they run away from a nation that is chaotic and lifeless. The Trust Repository Model has a transparent environment while the Trust Displacement Model has an opaque environment that is very dark and secretive. The deposits in the Trust Repository are accommodating showing people operating in its environment are capable of socializing and networking in a globalized world, while the deposits in the Displacement Model are impermeable and not accommodating to its stakeholders suggesting the nation is in isolation. The Trust Repository Model represents good governance, while the Trust Displacement Model represents poor governance. Each deposit made in the Trust Repository Environment raises the employee trust levels and subsequently the nation's flag by an equal deposit, while each deposit in the Trust Displacement environment leads to a fall in the trust levels and the nation's flag. In the Trust Repository Model, both the deposits and the flag are going up in the same direction, while in the Trust Displacement Model environment, each deposit made in the environment is going in the opposite direction. The level of the flag represents employee trust levels in both cases.

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