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Roles of Dispute Handling Unit in Resolving Labour Disagreements in the Hotel Sector of North Region of Unguja, Tanzania

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Abstract:

The study focused on the roles of Dispute Handling Unit in resolving labour disagreements in the hotel sector of Zanzibar. The specific objectives were:

- To examine the harmonious labour relationship that is created by Dispute Handling Unit in resolving labour disputes in the hotel sector of Zanzibar, to examine the training on labour laws for employers and employees by Dispute Handling Unit in resolving labour disputes, and*
- To examine the influence of timely dispute resolution by Dispute Handling Unit on resolving disputes in the hotel sector of Zanzibar*

The descriptive research design was adopted. A sample of 152 respondents participated in the study, and data were collected using a questionnaire. The findings found a significant positive relationship among harmonious labour relationship, training of labour laws, timely dispute resolution, and dispute resolving in Zanzibar. However, the study concluded that DHU's creation of a harmonious labour relationship in the hotel sector did not lead to resolving disputes in the Zanzibar hotel sector because the low effort was made by the DHU in harmonious labour relationship in the hotel sector in Zanzibar. Also, it was found that training by DHU on labour laws helped resolve disputes in the hotel sector in Zanzibar because they were not frequently organised, and timely dispute resolution influenced dispute resolution in the hotel sector in Zanzibar. Lastly, the study concluded that there were significant positive relationships among creating a harmonious labour relationship, timely dispute resolution, DHU training, and resolving disputes in the Zanzibar hotel sector.

Keywords: *Labour disagreement, dispute resolution, hotel sector*

1. Introduction

Labour Dispute is any dispute or difference between an employer or employers and employees or between employers and employees. It is connected with employment or non-employment, or the terms of employment, or with the condition of labour, or any person, or with the economic and social interest of workers. The roles of Dispute Handling Machinery can be traced back to Industrial Revolution from 1760s to 1870s. The revolution brought radical change to work organisation and made Europe rich. However, the condition of workers was extremely bad. In the new factories, several workers compressed together six or seven days a week to engage in a tightly coordinated task paced by machinery. Such a new organisation of work meant a sharp distinction between work and home. In earlier types of work, like farming, trades, and cottage industries, work and home were not necessarily separate spheres, and child labour was not a public issue. The life experiences of children, men, and women were greatly affected by factory work. Most women, whether single or married, sought waged work in textile mills, domestic service, piece work, shops, and coal mines (Burnette, 2010).

Since then, the rights of workers have been violated by employers, including wages, working hours, contracts of services, good working conditions, safety and health, and compensation. This made a number of workers fight for their rights by organising strikes against their employers as a mechanism for getting relief and as a way of resolving their differences. The strike action, also called labour strike, labour strike, or simply strike, is a work stoppage caused by the mass refusal of employees to work. A strike usually takes place in response to employee grievances. Strikes became common during the Industrial Revolution when mass labour became important in factories and mines (John & James, 2020).

Grievances and conflicts are an inevitable part of the employment relationship. The objective of public policy is to manage conflict and promote sound labour relations by creating a system for the effective prevention and settlement of

labour disputes. Labour administrations typically establish labour dispute procedures in national legislation. A key objective of effective systems is to ensure that, wherever possible, the parties to the dispute resolve it through a consensus-based process, such as conciliation and mediation, before reverting to arbitration and/or adjudication through a tribunal or labour court. The prevention of disputes through conflict management in the workplace is presented as an essential component of a sound industrial relations system. On the other hand, the maturity of an industrial relations system is closely related to the capacity of employers and employees and their organisations, without State intervention, to resolve their disputes through information sharing, dialogue, consultation, negotiation, and bargaining (Heron, 2013).

Dispute Handling Unit is the Government Institution under Zanzibar Labour Commission which was established in Section 72 (1) of The Labour Relation Act No. 1 of 2005. According to Part IX of the Labour Relation Act, No. 1 of 2005 and The Labour Relations Mediation and Arbitration Regulations of 2011, DHU has given the power to:

- Prevent and resolve all labour disputes on time, with efficiency and equality,
- Create harmonious labour relationships at the workplace,
- Provide education to the societies on matters concerning Dispute Handling Unit,
- Conduct survey on issues of Dispute Handling Unit,
- Preparing tripartite committee meetings, and
- Filling labour disputes

DHU deals with all disputes of rights and interests, including:

- Discrimination in the workplace,
- Freedom of association and right to organise,
- Termination or dismissal,
- Unpaid salaries,
- Paid under minimum wage,
- Redundancy and
- Leave entitlement (Labour Commissioner, 2020)

The following are the no. of labour disputes on a yearly basis from 2012-2020:

- 2012- 94,
- 2013- 140,
- 2014- 110,
- 2015- 104,
- 2016- 107,
- 2017- 110,
- 2018- 211,
- 2019- 229, and
- 2020- 161 (Labour Commissioner, 2020)

The overall Data show that the total no. of labour disputes from 2012 to 2020 was 1,266.

This shows an increase in disputes in the ongoing development of the hotel sector in Zanzibar. Thus, the researcher investigated the roles of Dispute Handling Unit of President's Office Labour, Economic Affairs, and Investment in resolving labour disagreement in the hotel sector of Zanzibar.

1.1. Statement of the Problem

DHU's main objective is to create a harmonious workplace relationship by reducing labour disputes on a timely basis. However, there is an increase in labour disputes in the hotel sector of Zanzibar (Labour Commissioner, 2020). ILO (2016) associated this increase with a weak dispute handling unit or mechanism in sub-Saharan Africa.

Towards mitigating this problem, the Ministry of Labour, Zanzibar organised training on national labour laws and jurisprudent to improve the functioning of labour institutions through institutional reforms, capacity building, promoting bipartite grievances and dispute handling procedural through collective bargaining and workers' councils to encourage voluntary compliance and settlement of disputes to prevent escalation of labour disputes in Zanzibar.

In this context, it is not clear how the Dispute Handling Unit resolves labour disagreements in the hotel sector of Zanzibar. Therefore, this study was set to investigate the roles of Dispute Handling Unit of President's Office Labour, Economic Affairs, and Investment in resolving labour disagreement in the hotel sector of Zanzibar. The author wanted to identify whether the Dispute Handling Unit creates harmonious labour relationships, conducts training to employees and employers, and its influence on timely dispute resolution.

1.2. Objectives of the Study

- To examine the harmonious labour relationship created by Dispute Handling Unit in resolving labour disputes in the hotel sector of Zanzibar.
- To examine the training on labour laws to employers and employees by Dispute Handling Unit in resolving labour disputes in the hotel sector of Zanzibar.
- To examine the influence of timely dispute resolution by Dispute Handling Unit on resolving disputes in the hotel sector of Zanzibar.

2. Theoretical Literature Review

The study was based on two theories:

- The theory of change and
- The theory of Thomas-Kilman Conflict Model

The Theory of Change was developed by John Lande in 2020. This was due to an International Conference for Dispute Resolution Teachers, Scholars, and Leaders' Conference held in June 2019 and was part of the online "Theory-of-Change" Symposium. It is organised in the following sections:

- Reflections on the "Past-and-Future" conference,
- The big picture,
- The impact and use of technology,
- Legal education,
- Professional training, and
- Practice, research, and scholarship

It includes recommendations for the development of dispute resolution. Theories of change vary widely in scope.

The Possible Goals of a Theory of Change for Dispute Resolution are:

- Implementing "better ways" to manage disputes,
- Helping people solve problems and manage conflicts so that they avoid destructive disputes,
- Giving parties the choice of a variety of dispute resolution processes,
- Increasing parties' control over the dispute resolution process and outcome,
- Increasing procedural and substantive fairness,
- Using parties' values and norms in dispute resolution

Moreover, in this study, the Theory of change produces resolutions that better satisfy all parties' interests. They include:

- Improving dispute resolution for disadvantaged individuals and groups,
- Protecting the interests of unrepresented third parties,
- Improving parties' ability to handle disputes on their own,
- Increasing parties' empathy and concern for others,
- Reducing tangible and intangible costs of disputing

Also, this Theory of change clearly shows:

- Reducing the time required to handle disputes,
- Reducing the use of trials and the courts generally,
- Improving the quality and simplicity of dispute resolution processes,
- Providing appropriate confidentiality,
- Preserving harmonious relationships when desired,
- Reducing hostility between disputants and others affected by disputes,
- Increasing compliance with dispute resolution settlements and adjudications

Theory of Change was discussed to know how DHU and other actors in employment relations enable mediators/arbitrators and any other authorised person to resolve labour disputes amicably by considering the time required to handle disputes, strengthen relationships when desired by reducing hostility between disputants and others affected by disputes.

The Theory of Thomas-Kilman Conflict Model opines that there are particular modes of dealing with conflict, and each is suited to different kinds of disputes. The theory emphasises how the participants themselves handle conflict situations. It identifies five principal modes of approaching conflict. A mode that works in one type of conflict may not be suited to another type. Such a model, as Competitive mode, is evidenced by people operating from positions of power with rank, expertise, and forceful personalities. This approach is most useful in emergencies when quick decisions are required. The collaborative mode attempts to find solutions that will satisfy all positions. It brings together all points of view and is most effective in longstanding disputes where tradeoffs are necessary. The compromising mode seeks solutions that give at least partial satisfaction to all the disputants. Everyone must also give something up. It is most suited to avoiding litigation, where the cost of conflict is higher than that of the sacrifice. Accommodating mode meets the needs of others at the expense of one's own. It is not thought to be the most effective conflict resolution approach but may be adopted where peace between the parties is in a volatile situation where there is little at stake but "winning". Lastly, the Avoiding mode seeks to escape conflict entirely, delegating controversial decisions. It is only useful where the dispute is minor or another person should be solving the conflict. Garcia (2020), in this study, used Zanzibar context. The researcher was guided by the theory of Thomas-Kilman Conflict Mode because the participants themselves handle conflict situations leading to a win-win situation and the level of satisfaction between the disputing parties. The situation will definitely encourage negotiation, conciliation, mediation, and bargaining agreement.

2.1. Empirical Literature Review

Malekela (2015) conducted a study on Labour Disputes Prevention Mechanisms and Industrial Relations at Mzumbe University. In his study, he was much concerned with the case of Wood Industry in Mufindi District, Tanzania. The Random sampling method was used to tree seedling planters, sewing machine operators, log draggers, and saw

doctoring. The purposeful sampling method was used to key informants because of their positions and technical knowledge. Primary data collection used guided questionnaires, interviews, focused group discussions, and observations.

Secondary data was collected from previous study reports. The study found that the wood industry in Mufindi District is mainly based on unfair termination of employment contracts and underpayment of wages. It was also found that a few labour dispute prevention measures were undertaken by the inspectorate, Workers' Education Department, and trade unions. Therefore, the study realised that hardly any effort was exerted to prevent labour disputes in the wood industry in Mufindi District.

Myambol & Munyanyi (2017) presented a paper on Labour Dispute Management that aimed at the Effectiveness of Labour Court in Labour Dispute Management in Zimbabwe, Midlands State University, Gweru. The study used a non-statistical framework that looks at three factors that can be used in determining effectiveness. They are: speed, accessibility, and expertise.

The research was guided by the pluralist ideology and Trudeau framework also. The study highlighted that a huge backlog of cases pending at the Labour Court and the geographical locations, as well as inexperienced personnel with diminutive knowledge and expertise in labour law, had a negative impact on the effectiveness of the court.

A study was conducted by Ferdous (2014) about:

- An Empirical Study on Dispute Resolution Methods (DRM) from the Perspective of Employee and Employer, and
- Special Emphasis on Alternative Dispute Resolution (ADR)

The study has been conducted mainly based on primary evidence. Two sets of questionnaires were designed to collect data for the survey in the Readymade Garments (RMG) factories situated in Dhaka, Gazipur, Savar, and Chittagong in Bangladesh. The questionnaires have been prepared, one for employers and the other for employees. Both questionnaires were of a similar standard to compare and share their views. The target group identified by the study was garment factories, where disputes are common between employers and employees. The study found that the existence of a labour union (in most cases known as labour welfare committee instead of labour union) obtained the highest percentage (21.75%). It was shown that clients do not have a massive response (10.12%) on choosing DRM on the basis of the influence of the labor union. It is also observed that the concept of ADR has more or less the same influence (12.11%) as people are getting more and more familiarised with the concept of alternative methods.

Malema (2013) researched the Role of Labour Inspection in Labour Disputes Settlement Framework in Malawi. The study employed the mixed method research approach, including both quantitative and qualitative approaches. This study used 3 sets of questionnaires to collect data. The respondents in this study were:

- 57 labour inspectors,
- 3 head labour inspectors and
- 3 key informants

Data analysis was done using Statistical Package for Social Sciences (SPSS) and Microsoft Excel Software. The main finding of this study is that labour inspection in Malawi, through its activities and strategies, contributes to the settlement of labour disputes. The study has recommended:

- The need to recruit and train more labour inspectors,
- The need to prioritise labour inspectorate services in Malawi and
- The need to formulate and adopt labour inspection policy for Malawi

Zuku (2014) presented a paper focusing on the Effectiveness of Mediation and Arbitration in Resolving Labour Disputes in Tanzania. The researcher employed both primary and secondary methods of data collection. The researcher employed both questionnaire and interview methods of data collection. The researcher used relevant materials, including legislation and case law, to ensure they fit the research criteria. A large part of this research was conducted in Temeke Municipality, in the city of Dar-es-salaam. The findings of this research mostly focus on all factors currently hampering effective mediation and arbitration of labour disputes in Tanzania. Such findings include:

- Shortage of Human and Financial Resources at CMA,
- Use of Extra-Legal Tools in Mediation and Arbitration,
- Inherent Weakness with the Law Governing Mediation and Arbitration,
- Poor Awareness with Labour Laws

2.2. Conceptual Frameworks

The conceptual frameworks (Figure1) show the independent variable of the roles of the Dispute Handling Unit with three constructs (Strengthening harmonious relationship in the workplace, training on labour laws, and timely resolving of labour disputes). The dependent variable is the Resolved Labour Disagreements in Hotel Sector.

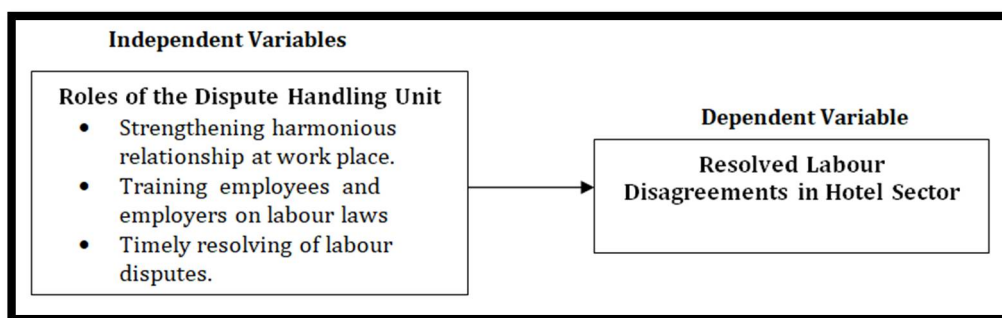


Figure 1: Conceptual Frameworks

Source: Researcher, (2022)

3. Methodology

3.1. Research Design

The study adopted a descriptive design because it exposes practices that prevail, beliefs, points of view, or attitudes that are held, practices that are going on, effects that are being felt, or trends that are developing (Kothari, 2004).

3.2. Research Approach

The quantitative research approach was used because of its capability to measure quantity or amount (Kothari, 2004). Also, Quantitative Research refers to the analysis where the computational method is used for studying the quantifiable dataset (Jain & Chetty, 2020).

3.3. Study Area

The study was conducted at the President's Office, Labour, Economic Affairs and Investment, specifically, the Dispute Handling Unit and five Villages of North Region Unguja, which were: Kiwengwa, Pwani-Mchangani, Matemwe, Kendwa, and Nungwi, where most hotels are located.

3.4. Population

The population included 44 employees of the dispute handling unit who were Mediators, Arbitrators, Labour Officers, and Inspectors. Also, there were 181 employees and 25 managers of hotels in North Region Ugunja. The total population was 250.

3.5. Sample Size

Sample size refers to the number of items to be selected from the universe to constitute a sample Kothari (2004). In this study, the sample size was 152 respondents out of 250. This sample was calculated using the Krejcie and Morgan (1970). Simple random sampling was used because it is suitable, and every member of the population is given an equal chance of being selected to participate in the study, thereby increasing generalisation and preventing biasness. Data were collected by using a questionnaire.

3.6. Data Analysis

Quantitative analysis was done using descriptive statistics, mean and standard deviation, and correlation analysis.

4. Findings

4.1. Profile of Respondents

This section aims at discussing the respondents' profiles to enable the study to establish the extent of judgment one might have in the area of the study. Among the researched respondents' characteristics include:

- Location by village,
- Sex,
- Education level, and
- Working experience of the hotel managers (Perry, 2000)

4.1.1. Age of Respondents

The researcher sort to know the age groups of the respondents, for it has direct implications for the answers since the ideas differ due to the age of the person. Table 1 shows the summary of the results. Age was an issue in the study because the researchers thought that it could influence the workers from hotel sectors to know the roles of Dispute Handling Unit in resolving labour disagreements in reasonable time and creating harmonious relationships in the workplace. 32 respondents, representing 21%, were aged between 20-29 years, 65 respondents, representing 43%, were aged between 30-39 years, 47 respondents, representing 31%, were aged between 40-49 years, and 8 respondents, representing 5%, were aged between 50-59 years. This implies that all ages were represented to avoid age bias, as explained by Saunders et al. (2007).

4.1.2. Gender of the Respondents

From the results in table 1, it is evident that 72 (47%) respondents were male, while 80 (53%) were female. This indicates that:

- There were more female participants than males,
- There were more female employees than males

Also, the finding shows that a good number of females and males participated in the study. Kothar (2004) opines that gender parity in research is integral.

4.1.3. Marital Status of Respondents

It was important to investigate the marital status of respondents because married people differ from single ones when it comes to the issue of readiness to file the labour dispute at authorities such as the DHU in case of hotel sectors as they think if anything happens to their job, their spouse can support them (Zuku (2014). Table 1 shows that 113 respondents, representing 76%, were married, and 39 respondents, representing 24%, were single.

4.1.4. Education Levels of Respondents

The researcher was interested in the educational level to see if the respondents would be able to answer the questions in the questionnaire. There were:

- 58 respondents with certificates (38.2%),
- 58 diploma holders (38.2%)
- 26 degree holders (17%), and
- 10 Master's Degree holders (5%)

This implied that all the participants were in a position to answer the questionnaire.

Characteristic	Description	Frequency	Percent
Age in Years	20-29	32	21
	30-39	65	43
	40-49	47	31
	50-59	8	5
	Total	152	100
Gender	Male	72	47
	Female	80	53
	Total	152	100
Marital Status	Married	113	76
	Single	39	24
	Total	152	100
Level of Education	Certificate	58	38.2
	Diploma	58	38.2
	Bachelor Degree	26	17
	Master Degree	10	6.6
	Total	152	100

Table 1: Demographic Characteristics
Source: Researcher (2022)

4.2. Harmonious Labour Relationship Created by DHU on Resolving Disputes

The respondents were given aspects of DHU in harmonising labour relationships in hotels in Zanzibar. They were then asked to indicate how they agreed or disagreed with the aspect on the four Likert-scale. (1-Strongly Agree, 2-Agree, 3-Disagree and 4-Strongly Disagree.)

Aspects of DHU Creation of Harmonious Labour Relationship in Hotel Sector	Mean	Standard Deviation
DHU helps employees and employers to strengthen harmonious relationship by reducing disputes.	1.72	0.15
DHU helps employees and employers to maintain job security in hotel industry.	1.61	0.13
DHU helps employees and employers to use labour laws and policy in dispute resolution.	1.75	0.12
DHU helps employers and employees to initiate their own effort in settling labour dispute in amicable ways.	1.64	0.15

Table 2: Aspects of Harmonious Labour Relationship
Source: Researcher (2022)

The aspects in table 2 show that:

- DHU helps employees and employers to strengthen harmonious relationship by reducing disputes, with a mean score of 1.72,
- DHU helps employees and employers to maintain job security in the hotel industry, with a mean score of 1.61,
- DHU helps employees and employers to use labour laws and policy in dispute resolution, with a mean score of 1.75, and
- DHU helps employers and employees to initiate their own effort in settling labour dispute in amicable ways, with a mean score of 1.64

All the mean scores were low, depicting that all the aspects of DHU's creation of harmonious labour relationships in the hotel sector did not lead to resolving disputes in the hotel. The researcher associated this result with the low effort done by the DHU in Harmonious labour relationships in the hotel sector in Zanzibar. The results were different from the findings of Bendeman (2007), who found that Alternative Dispute Resolution resolution authorities helped in harmonising labour relationships in organizations.

4.3. DHU Training on Labour Laws to Employers and Employees and Resolving Labour Disputes in the Hotel Sector of Zanzibar

Aspects of training by DHU on labour laws were given to the respondents, and asked to state how they agreed or disagreed with them. The results are shown in table 3.

Aspects of Training by DHU on Labour Laws	Mean	Standard Deviation
Training on the effects of conflicts management helps employers and employees to prevent and resolve labour disputes	1.63	0.45
Training on labour rights for employers and employees helps to avoid disputes	1.74	0.43
Trainings on union representatives help comply with labour laws legislations, prevent and solve disputes	1.76	0.52
Training on labour laws enforcers helps to administer provisions of laws being fair in preventing and solving disputes	1.62	0.26

Table 3: Aspects of Training by DHU on Labour Laws
Source: Researcher (2022)

The results indicated the following aspects:

- Training on the effects of conflicts management helps employers and employees to prevent and resolve labour disputes, with a mean score of 1.63,
- Training on labour rights for employers and employees helps to avoid disputes, with a mean score of 1.74,
- Trainings on union representatives help comply with labour laws legislations, prevent and solve disputes, with a mean score of 1.76, and
- Training on labour laws enforcers helps to administer provisions of laws being fair in preventing and solving disputes, with a mean score of 1.62

A keen look at the means shows that they were low indicating that aspects of training by DHU on labour laws help in a low manner the resolving of disputes in the hotel sector in Zanzibar. Again, this alarmed the researcher to ask why and associated these results with the fact that DHU does not frequently train employees and employers on labour laws in the hotels in Zanzibar. The results concurred with the results of Colvin (2011), who found that alternative dispute resolution, such as DHU, had no impact on training employers on labour laws.

4.4. Influence of Timely Dispute Resolution by Dispute Handling Unit on Dispute Resolution in the Hotel Sector of Zanzibar

The third objective looked at the aspect of time. The respondents were given an aspect depicting the time of dispute resolution by DHU. They were asked to indicate how they agreed or disagreed with the aspects. Table 4 shows the results.

Aspects of Timely Dispute Resolution	Mean	Standard Deviation
Time dispute resolution in 30 working days reduces stress	4.09	0.41
Timely dispute resolution reduces emotions by allowing the parties to evaluate their differences	4.63	0.43
Timely dispute resolution builds trust and willingness to refer to the dispute before DHU	4.64	0.32
Timely dispute resolution reduces costs and strengthens the relationship between employees and employers	4.76	0.76

Table 4: Aspects of Timely Dispute Resolution
Source: Researcher (2022)

The results in table 4 indicate that:

Time dispute resolution in 30 working days reduces stress, with a mean of 4.09,

- Timely dispute resolution reduces emotions by allowing the parties to evaluate their differences, with a mean of 4.63,
- Timely dispute resolution builds trust and willingness to refer disputes before DHU, with a mean of 4.64, and
- Timely dispute resolution reduces costs and strengthens the relationship between employees and employers, with a mean of 4.76

It can be seen that all mean scores were high, depicting that the aspects of timely dispute resolution influence dispute resolution in the hotel sector in Zanzibar.

4.5. Correlation Analysis

In order to determine the relationship between the independent variable and the dependent variable, correlation analysis was computed.

		Creation of Harmonious Labour Relationship	Training on Labour Laws	Timely Dispute Resolution			
Creation of harmonious labour relationship	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	152					
Training on labour laws	Pearson Correlation	.839**	1				
	Sig. (2-tailed)	0					
	N	152	152				
Timely dispute resolution	Pearson Correlation	.796**	.808**	1			
	Sig. (2-tailed)	0	0				
	N	152	152	152			
Resolving disputes	Pearson Correlation	.876**	.615**	.676**	1		
	Sig. (2-tailed)	0	0	0	0		
	N	152	152	152	152		
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 5: Correlations
Source: Researcher (2022)

The correlation analysis found that there was a significant positive relationship of 87.6% between the Creation of harmonious labour relationships and Resolving disputes in hotels in Zanzibar. With the p-value significant at 0.01, we accepted the alternative hypothesis. Also, it was found that there was a significant positive relationship of 61.5% between Training on labour laws and Resolving disputes in hotels in Zanzibar. With the p-value significant at 0.01, the researcher accepted the alternative hypothesis. On considering Timely dispute resolution, the correlation found a significant positive relationship of 67.6% between Timely dispute resolution and Resolving disputes in hotels in Zanzibar. With the p-value significant at 0.01, the researcher accepted the alternative hypothesis. These results were similar to those of Ferdous (2014).

5. Conclusion

The study concluded that DHU's creation of harmonious labour relationship in the hotel sector did not lead to resolving disputes in Zanzibar hotel sector because the low effort was made by the DHU in harmonious labour relationship in the hotel sector in Zanzibar. Also, it was found that training by DHU on labour laws helped in a low manner the resolving of disputes in the hotel sector in Zanzibar because they were not frequently organised, and timely dispute resolution influenced dispute resolution in the hotel sector in Zanzibar. Lastly, the study concluded that there were significant

positive relationships among creating a harmonious labour relationship, timely dispute resolution, DHU training, and resolving disputes in Zanzibar hotel sector.

6. Recommendations

Based on the finding, the study recommended DHU:

- To increase efforts in creating harmonious labour relationships in the hotel sector of Zanzibar
 - To organise frequent training on labours laws to increase awareness among employees and employers
- Also, DHU should be in a position to resolve disputes immediately as they are noticed or arise.

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