Trade Union Effectiveness in the UK Hospitality Sector: A Case Study Approach

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ABSTRACT

This study investigates how union representation, management attitude, union membership, collective bargaining, and technological revolution affect trade union effectiveness in the UK hospitality industry. It specifically explores how internal organisational factors and trade union factors impact the effectiveness of trade unions in the UK hospitality sector, as well as how improvement in such effectiveness can benefit employers and employees in this sector.

An analysis of seven case studies of hotels in the UK was conducted, which included a total of 71 interviews with employees and hotel managers, seven meeting observations, and an analysis of documents from each hotel. All these data were analysed thematically using NVivo 12. Key findings revealed that two hotels were strongly unionised while the rest were weakly unionised. The unionised hotels had strong union representation, bargaining power and an adequate and growing union membership. The weakly unionised hotels had weak bargaining power and declining membership. Workers from weakly unionised hotels began to turn to management efficiency to seek resolutions for their concerns. Conversely, workers from strongly unionised hotels sought union representation to resolve their issues with the management. The study contributes a proposed conceptual framework of trade union effectiveness applied to the seven case organisations.

Keywords: Trade union effectiveness, union representation, bargaining power, union density, employer-union partnership, technological revolution

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CHAPTER 1. INTRODUCTION

1.1 Background to the Research Problem

A trade union is a body that protects the welfare of employees and advances their interests, including increased pay and social benefits, adequate training opportunities, and improved working conditions (Brown, 2015). To realise increased membership, unions continue to strategise on how to cope with modern challenges across different professions in the British labour market (Fitzgerald and Hardy, 2010). They negotiate with the management to improve the employees' working conditions in the workplace (Fitzgerald and Hardy, 2010). They lobby in favour of fair wages and improved benefits, including pension and sickness leaves(Terry, 2012). Union members enjoy protection in professional disagreements with employers that could have otherwise resulted in the loss of their jobs (Brown, 2015). Job insecurity and under-representation of workers in collective bargaining only indicate the importance of union presence (Goodhart, 2013).

The original mandate and purpose for the emergence of unions were to secure worker recognition in the workplace and protect them from unfair or unwarranted termination, unsafe working conditions, job insecurity, limited access to social benefits, low pay, and the like (Buchanan et al., 2005). The legislation of these areas in the 1990s was the high point of trade union influence (Fitzgerald and Hardy, 2010). However, union membership in the UK has declined over the past two decades (Roper, 2015). It is due to a broad combination of social, political, and economic factors relevant to globalisation. Moreover, the reasons that used to motivate people to join unions before or during the 1990s either no longer exist or their importance has been reduced (Buchanan et al., 2005). The present-day realities of globalisation and the need to attract foreign investment, amongst others, represent a new set of areas (Roper, 2015). This shift changed not only the dynamics of union relevance but also resulted in the decline of such relevance in what unions can offer workers. The benefits that union membership can give are now relegated to merely landing skilled jobs where employers find the workers hard to replace (Buchanan et al., 2005).

Another reason explaining the decline in union membership over the past two decades is the change in the way employers relate with workers (Fitzgerald and Hardy, 2010). The Internet provided a means for the newer generation to understand the benefits of trade unionism (Fitzgerald

and Hardy, 2010). It helped reduce the perception of trade union effectiveness as the newer generation has not seen the benefits of joining unions when larger employers offer job packages (Gardawski, 2007). As a result, trade union membership continues to be in a steady decline as the current view is that the advantages they offer are already being legislated (a minimum wage, paid holidays, safer working conditions, gender equality, and so on) (Gardawski, 2007).

Particularly within the UK hospitality sector, the lack of a dedicated hospitality union tends to negate effective collective negotiations on behalf of workers (Greer. 2011). Collective bargaining involves negotiation between the union and the employer, discussing issues affecting worker well-being and defending their rights (Connolly et al., 2014). Collective bargaining is a core reason for union representation being a process by which unions achieve gains based on membership (Blanchflower and Bryson, 2010). Currently, the hospitality sector in the UK comprises only 2.7% union members of the estimated 3 million employed (Partington, 2018).

This thesis examines the varied factors associated with trade union effectiveness by interviewing employees in hotel organisations in the UK. It also assesses research gaps to determine further enquiry. The concept of *effectiveness* is often grounded in concrete, positivist terms (Egels-Zandén and Merk, 2014). Factors are usually identified and outlined before being measured against potential outcomes (Egels-Zandén and Merk, 2014). Rather than establishing effectiveness through a quantitative approach, the study decided that exploring a qualitative framework would be worthwhile. By investigating the individual factors of trade union effectiveness in the hospitality sector, the study draws valuable ideas that can contribute to how the union may become more effective (Egels-Zandén and Merk, 2014). Questions concerning the seeming ineffectiveness of trade unions could provide an understanding of the decline in union effectiveness (Egels-Zandén and Merk, 2014). Defining and subsequently combining both sets of factors will allow the study to see the extent of the importance of union presence in the hospitality sector. It should then be able to gauge a deeper understanding of how these factors interplay while contributing to the body of research in this area.

1.2 Research Rationale

The study's exposition of theoretical perspectives provides a distinct understanding of union effectiveness. From the standpoint of the theory of industrial democracy, trade unions assume an oppositional stance and collective freedom of contract (Bogg, 2009). The amount of action they

appropriate creates an influence on the management to improve worker conditions, contributing to its effectiveness. As Clegg's theory of industrial democracy (Cam, 2019; Khanka, 2008) posits, trade unionism acts as an equalising factor between the bargaining power of labour and capital, demonstrated by workers' action to bring down managerial control. Conflict theory assumes an existing divide between the owners of capital (employers) and the working class (employees). The differing interests of employers and employees lead to the collective action of conflict resolution, which defies the power of capital (Mzangwa, 2015).

The theoretical rationale of the thesis is the formulation of a conceptual framework for union effectiveness. This is derived from an investigation of internal and trade union factors of union effectiveness. From a theoretical perspective, it is necessary to examine the factors influencing TU effectiveness since it enables an understanding of how these factors influence trade unionism in the given context. Thus, by providing a framework that fits observation, the theories interpret reality in a particular way. The UK hospitality industry is an appropriate context for the study since its employment relationship commonly involves employers expressing hostility towards trade unions. They also often attempt to render trade unions unnecessary by offering managerial remedies (Mzangwa, 2015). Collective action resolves the differing interests of employers and employees. Union density is a necessary element of the capacity to launch collective bargaining and demolish the power of capital. From a pluralistic perspective, a trade union acts as a legitimate representative of employees for influencing management decisions. It views that employees have loyalty to trade unions rather than the management.

The factors influencing TU effectiveness is an important topic since it allows scrutiny of various elements affecting union presence and strength. Without such scrutiny, why trade union becomes strong or weak, effective or ineffective, might skip in-depth analysis. An analysis of internal and trade union-related factors affecting union effectiveness allows the study to thoroughly understand the differing interests of employers and employees impacting collective action, which may influence union effectiveness.

It is imperative to define the factors influencing TU effectiveness to shed an understanding of the pressing issue of waning trade unionism, taking seven hotels as specific cases.
The study's justification anchors on the fact that the hospitality industry is characteristic of low pay, poor job security, and high turnover, and unionised only to a certain extent (Aslan and Wood, 1993). The hospitality labour force primarily constitutes low-skilled and modestly educated

employees where English tends to be a second language (Davie et al., 2018). Further, the UK hospitality industry has never had high union membership (Wood, 2020). The industry also has a culture of long working hours, unpaid overtime, and part-time employment contracts. It employs migrants with precarious migrant statuses and young people who have limited work experiences and are thus prone to be exploited. In some hotel workplaces, employees tolerate instances of humiliation and improper behaviour by supervisors or managers due to fear of losing their jobs (Lopez-Andreu, et al. (2019). On the other hand, trade unions aim to secure improvements in working conditions through collective bargaining actions and regulate relations between workers (union members) and employers. Improving workers' employment is their principal purpose (Baral, 2018).

Moreover, many employers acknowledge that working with a recognised trade union can benefit their company. Specifically, it can help them build trust in the workforce, ensure workplace safety, boost staff retention, help workers acquire education and training, and increase productivity (Ethical Trading Initiative, 2010).

Of note, trade union membership in the hospitality industry has been low but not dissolved completely (Wood, 2020). According to Mitrefinch UK, the interest of hospitality workers in TU membership has declined by more than 50% since 1995, and only 1% will become union members by 2050 (O'Donnell, 2021). Focusing on TU effectiveness, the study investigates the factors that lead to strong or weak unionism in this industry. In this regard, it is noteworthy to explore the impact of low representation and poor bargaining power (Buchanan et al., 2005). Benefits, in terms of health care, working hours and vacation leaves, are also issues in hospitality organisations where most employees have limited representation (93.3% are not union members) (Brewster and Hegewisch, 2017). In addition, the fragmentation of the industry makes it considerably difficult to organise workers since large hotel chains and fast-food chains commonly prevent union representation to keep wages and benefits low (Davie et al., 2018).

As developed in this thesis, the study explores factors known to contribute to trade union effectiveness, such as membership participation, union representation, and collective bargaining (Hoque, 2013). By addressing current theory and research findings, the study seeks to address factors relating to resistance to unionisation, such as the fragmented nature of the industry with over 180,000 firms primarily constituting small bed and breakfast hotels, catering firms, pubs, bars, nightclubs, and other establishments (Pearson Schools and Colleges, 2017).

From a macro perspective, the rise of trade unions and the social attention they received during the late 19th century has given way to trade blocs and international competitiveness led by multinationals and economic ties. There is an emerging need to deal with recruitment, decision structures and management processes to keep up with such a growing demand (Aspinwall and Greenwood, 2013).

A critical aspect of the low rate of union membership in the hospitality sector concerns several factors (Brewster and Hegewisch, 2017). Considering the characteristics defining the hospitality sector – low pay, poor job security, high labour turnover, and so on, it is a critical matter of interest to determine why there is a limited extent of success levels in trade unions within the UK region (Aguiar and Herod, 2006). The study focuses on trade unions that operate within the UK hospitality industry and investigates the various factors that affect the performance of these trade unions by considering the indicators of collective bargaining, union membership, union representation, union presence, union strength, and management response, amongst a myriad of others.

1.3 Research Aims/Objectives

This thesis aims to investigate the factors affecting trade union effectiveness in the UK hospitality industry from a holistic perspective. It also aims to present a framework of union effectiveness that can be used to enhance unionism in the hotel industry. The objectives are to explore the varied factors that contribute to or inhibit trade union effectiveness in the hospitality industry and to explore its role in the current hospitality setting.

1.4 Research Questions

The research questions are the following:

- How do internal organisational factors and trade union factors affect the effectiveness of trade unions in the UK hospitality industry?
- How can improvement in the effectiveness of trade unions benefit employers and employees in the UK hospitality industry?

1.5 Background of the UK Hospitality Sector

The hospitality industry is associated with providing food, beverage, and accommodation services for commercial purposes (Zampoukos, 2017). It employs 1.7 million people, equivalent to 10% of UK employees in over 180,000 commercial entities (British Hospitality Association, 2018). Union membership varies across different sectors. Workers in the public sector are more likely to belong to trade unions compared to those in the private sector (Gov.uk, 2018). It has the lowest union membership, with only 2.5% registered employees. The British Hospitality Association (BHA) is a private body that champions the interests of hospitality-based business entities such as hotels, restaurants, clubs and tourism firms. The association represents the hospitality industry workers and promotes their welfare to government agencies. The BHA has over 46,500 members whose benefits include professional advice on health, finance and regulations within the industry (British Hospitality Association, 2018).

Hospitality workers fall under the broad designation of General Trade Union (GMB), which governs various industrial sectors. The GMB merged with the *Transport and General Workers' Union* (TGWU, 2018). Correspondingly, Churchard (2018, p. 1) reported that the Association of Licensed Multiple Retailers (ALMR) and the British Hospitality Association (BHA) were discussing a merger, owing to a need for a new trade union to create a powerful united voice for them.

Furthermore, the rise of global tourism provides a distinct shift in opportunities and preferences in the hospitality sector, highlighting a need to radicalise many aspects of its current status. For instance, a dominant characteristic of the hospitality sector is the high turnover rate in the lower job classification areas, about 34% (Hotel Marketing Strategies, 2017). Previous research examined the high turnover affecting housekeeping personnel, janitors, cooks, and allied jobs representing unskilled positions (Witts, 2016). While the demand for professionalisation and job diversification in the hospitality workforce is somewhat direct, the need for unionisation seems self-explanatory. The wage disparity still exists without union representation (Usdaw, 2018).

One must consider a combination of minimal skill requirements, low trade union membership, and larger hotels' resistance to unionisation to understand the difficulties in organising workers (Albert et al., 2013). Unionisation provides rights and a voice to negotiate wages, working conditions, and benefits (Bonoli and Sarfati, 2017). It is not a one-sided proposition since unionisation also benefits employers in terms of policies and guidelines

concerning worker retention and reduction of turnover rates to aid in the hiring and human resources processes (Gregory and Milner, 2009). Furthermore, these factors provide a tool for assessing the industry and what it may offer both management and employees.

1.6 Research Contributions

The present study contributes to the body of knowledge on unionism in the UK hospitality industry. It adds to the existing research on the relevance of unionism in the current digital age and the midst of reforms in human resource management. The investigation drawn from the experiences of hotel employees and managers provides insight into the current picture of unionism in this industry. In addition, the study contributes to the applicability of unionism in the changing phases of industrial relations in the UK hospitality industry. Identifying internal organisational factors that affect trade union operation in this industry has allowed the study to establish the factors for strong and weak unionism, which can be used to draw significant lessons in the field of industrial relations. Exploring the effectiveness of trade unionism has offered an important insight into the relevance of trade unions to today's hospitality business platform.

Moreover, the significance of the study is two-fold: First, it serves to understand the plight of service workers in an industry that suffers from historically low wages and job security. Second, it seeks to investigate an area that has not been fully explored from this perspective. Industrial relations research dominates worker-management relations and accentuates the benefits of an effective trade union to both employees and employers. The study's contribution also lies in proposing a conceptual framework of union effectiveness for the case organisations. This proposed framework demonstrates the interplay of union representation, bargaining power, union density, and employer-union partnership for an effective union. Other union effectiveness frameworks were presented to see how the proposed framework situates within the literature. The proposed framework demonstrates alignment, as well as differences, from these. Bargaining power in the proposed framework is illuminated as a union effectiveness dimension in Gall and Fiorito's (2016) schematic goals-systems framework of union effectiveness, as well as power resources and capabilities in Levesque and Murray's (2010b) *enhanced capacity union effectiveness framework.* Willman and Cave's (1994) framework of union's representative effectiveness and administrative effectiveness situates the proposed framework in Quadrant A where effective unions are found. Quinlan and Lever-Tracy's (1990) model of union strategy pays attention to arbitration and

negotiations, which are aligned with bargaining power in the proposed framework. Further, Tattersall's (2013) framework is similar to the proposed framework as both consider enhancing the power of the union. Both the proposed framework and Ross' (2007) theoretical framework acknowledge the importance of collective action. The proposed framework differs from Gahan's (1998) conceptual framework of union strategy as the former is factor-focused while the latter is strategy-focused.

The proposed framework also introduces the partnership between the employer and the union as allies instead of actors of hostilities, which can contribute to union effectiveness. This partnership stems from findings from several studies, which indicate that the union can become more effective if collaboration, instead of antagonism, governs its relationship with the management (Boxall and Haynes, 1997; Morikawa, 2010; Totterdill and Exton, 2014). Hence, the study contributes to theory-building in the fields of industrial relations and human resource management through the proposed conceptual framework of union effectiveness.

The lessons that can be learned from the strongly unionised hotels in this study also inform of the importance of union representation, collective bargaining power, and union density in sustaining union effectiveness. The study also contributes to the broader research which has established the notion that union presence can benefit employees who are experiencing unfair labour treatment.

1.7 Summary

This chapter presented the background of the research problem, research gaps, rationale, aims and objectives, research questions, a background of the UK hospitality sector, and research contributions. The UK hospitality industry is characterised by low pay, low job security, high turnover, long working hours, and unpaid overtime. Union membership in the UK has been declining in the past two decades. Trade union membership in this industry is low and has never been high. Despite this, trade unions have not come to a point of having their existence completely dissolved. The study helps identify the role of internal organisational factors and trade union factors influencing the effectiveness of trade unions in the UK hospitality industry. It examines how improvement in this effectiveness can benefit employers and employees alike in this industry.

The next chapter provides a review of the literature.

CHAPTER 2. LITERATURE REVIEW

2.0. Introduction

This chapter provides a review of the existing literature on the topic of investigation. It allows the study to frame the research questions and provide evidence for the topic. It presents various definitions of trade union effectiveness and current research on the subject. Further, this chapter reviews the literature on internal organisational factors, such as employment contracts, employer attitude, and revolution in production technologies; as well as trade union factors, such as TU organisational ability (collective bargaining power and union representation) and TU membership. Furthermore, it discusses how employers and employees alike benefit from TU effectiveness, the context of the study, the comparison of contexts, and research gaps.

2.1 Trade Union Effectiveness

Studies stressed that the subject of trade union effectiveness is too broad to be constrained into a single definition. As time evolves, industries and labour laws continue to change, and so does the conception of trade union effectiveness (Edralin, 2016). Trade union effectiveness will be defined based on organisational attributes and activities which aid them to achieve the goals of employee representation. The definition of trade union effectiveness combines two forms of union effectiveness, namely: union organisational effectiveness and healthy delivery effectiveness. The first refers to the capacity of the union to fully represent its members. The second refers to how well the trade union performs the assigned duties as required by its members (Bryson, 2003). Willman et al. (2006) noted that much of the UK literature on union effectiveness deals with effectiveness in organising and not much on the second form of effectiveness cited by Bryson (2003). It means that current research has not paid much attention to the internal functioning of the union, such as the way it carries out its duties.

Moreover, one of the roles which members expect from trade unions is defending their members on issues that have a direct impact on them. This role involves collective bargaining and negotiation (Babalola and Ishola, 2017; Charlwood, 2004; Zagelmeyer, 2005). Similarly, many studies highlight the importance of bargaining power in ensuring union effectiveness (Babalola

and Ishola, 2017; Gall and Fiorito, 2016; Moeti-Lysson, 2011; Vanaele, 2017). The same is exemplified by Fiorito *et al.* (1995) who found that organising effectiveness is bolstered by innovation and internal democracy within the workplace. Related to union organising is membership recruitment, which was underlined in Charlwood (2004), which can in turn lead to strong collective bargaining power, resultantly yielding positive outcomes (e.g. Charlwood, 2004; Hammer and Wazeter, 1993; Jordhus-Lier, 2015 Willman, 2005).

Further, Fiorito *et al.* (1995) used a model of union effectiveness that presents a means to enable effective organising through innovation and reduced centralisation of control. They found evidence that internal union democracy boosts success in union organising. Similarly, Levinson (2003) inferred that workers see 'industrial democracy' as a way to extend the power, organisation, and coverage for negotiations through trade unions. On the same note, Charlwood (2004) claimed that union organising can lead to robust collective bargaining power, which can yield positive outcomes for workers' welfare. Just like Fiorito *et al.* (1993), Willman (2005) linked union effectiveness to bargaining effectiveness within the British workplace, validating the relevance of bargaining power in increased unionisation. Fiorito *et al.* (2002) also mentioned the practical impact of IT utilisation on union effectiveness, indicating the emerging role of technology in unionism (e.g., Otenyo, 2017; Schoemann, 2018) and the importance of being up-to-date with current advancements.

Hammer and Wazeter (1993) had a somewhat similar set of dimensions of union effectiveness with that of Charlwood (2004), Fiorito *et al.* (1993), and Willman (2005). These are: 'members' participation in union activities, negotiation, union activities, commitment to collective bargaining, and local leadership' (p. 338). For example, commitment to collective bargaining in Hammer and Wazeter is simply 'bargaining' in Fiorito *et al.* (1993). 'A supportive environment through union activities' in Hammer and Wazeter (1993) is 'members' unity' in Fiorito *et al*. It is of note that no controversies surround the determinants of union effectiveness (Burchielli, 2004). Instead, there appears to be a broad consensus that union effectiveness involves a mix of union characteristics and environmental factors (Burchielli, 2004, cited in Fiorito *et al.,* 1991). In some instances, the aspects of trade union effectiveness include a quantitative dimension, which is not explored enough within the recent literature. On the other hand, the qualitative factors revolve around internal union democracy; internal functional efficiency; substantial focus on work-related concerns; collective resource organisation; and the ability to exert external influence (Kjellberg,

2011). These all boil down to union representation, collective bargaining, union density, and internal union organisation.

Furthermore, Tarumaraja *et al.* (2015) measured union effectiveness based on the work environment, protection of members (union representation), and members' participation (union density). In parallel, Burchielli (2004) identified recruitment, responsiveness to members, and achievement of union objectives as specific measures of effectiveness. Recruitment is necessary because it denotes union survival, growth, and strength. An effective union has a huge membership and can give an idea of strength, which is the basis of a better bargaining position. As a measure of union effectiveness, the union should defend the interest of workers appropriately and on time. This has been similarly identified in Moeti-Iysson (2011) whereby he claimed that responsiveness is related to the achievement of key objectives valued by members, such as better remuneration and improved working conditions. These authors point to the relevance of collective bargaining and union responsiveness, which are important for union effectiveness (Durlauf and Blume, 2008; Gall and Fiorito, 2016; Zagelmeyer, 2005).

On the other hand, Burchielli (2004) concluded that representative effectiveness surpasses various TU effectiveness measures. Gahan and Bell's (1999) indicator of 'member orientation' is equivalent to Burchielli's union's representative effectiveness. Burchielli enumerated the important aspects of union character that form an ideal-type model of union effectiveness. These are administration, representation, and ideology. Moreover, Burchielli (2004) similarly claimed that union effectiveness in administration is represented by structure and strategy, leadership, and staff accountability. Alternatively, effectiveness in ideology is represented by active members, union commitment, and cohesiveness, amongst others. By contrast, Nankervis *et al.* (2016) asserted that union effectiveness can be achieved through the interplay of communication, commitment, and trust. These elements point to the internal functions of the union.

Moreover, Gay (2015) argued that much of the literature concerning trade union effectiveness is directed towards the union's decline in influence, the decline in effectiveness, and appropriate strategies to address these issues. Even though trade union effectiveness is largely dependent on union density, it is also reliant on the union's organising ability (Burchielli, 2014). It may be observed that membership and the union's ability to organise its members are related. Conversely, Moeti-Lysson (2011) identified another variable that determined union effectiveness, namely, the promotion of employee relations in organisations. Such promotion of employee

relations may be analysed as the ultimate rationale for unions to defend the welfare of employees through negotiations. Moeti-Lysson further argued that since trade unions demonstrate their effectiveness by solving labour disputes on working conditions, a decline in union membership could be linked to unaddressed poor working conditions. On the contrary, the decline in trade union effectiveness could be attributed to deviation from the original norms for which the union had been established (Burchielli (2014). The impact of globalisation on the shift in a market economy and trade unionism has been likewise examined by many authors (Lopez-Andreu, 2019; Uys, 2011), which contributes to the union's deviation from original norms. Further, Gall and Fiorito (2016) identified the lack of a concrete culture and reduced bargaining power as two other reasons for the decline in union effectiveness.

According to Martinez-Inigo (2012), every trade union must have a well-defined trade culture. This is because culture determines the extent of changes to be implemented within the union. Policies on trade unions might affect the culture of the union (Chen et al., 2009). For example, some countries go through many changes in the industrial landscape which trade unions have a hard time adjusting. In Spain for instance, there are many unexpected changes in the labour industry, making it hard for trade unions to adjust (Martinez-Inigo, 2012). Moreover, the leadership structure and the prevalent power dynamics within the management considerably determine the union's adjustment process to change (Edralin, 2016). These studies highlight the importance of culture as an element that should be taken into account vis-à-vis union effectiveness and which can benefit future research.

Gall and Fiorito's (2016) schematic goals-systems framework of union effectiveness states that environmental influences such as management opposition and employers' demand for representation influence the basic goals of the union, the levers of power, the process of actions, and the union effectiveness dimensions. Along with said environmental influences, fundamental union goals affect the levers of power. The levers of power, alongside environmental influences, affect the process of actions. Together with environmental influences, the process of actions impacts union effectiveness dimensions, which in turn impact union effectiveness indicators. Figure 1 below shows this process:

Figure 1. Gall and Fiorito's (2016) schematic goals-systems framework of union effectiveness

Environmental Influences
- Employer opposition
- Worker demand for representation
- Government policy and action
- Capital, labour, and product markets
- Public opinion

Basic Union Goals
- Advance and defend worker interests
- Operationalize into objectives

Levers of Power (identify, generate)
- Economic
- Political
- Industrial
- Social
- Ideological
- Financial

Process of Actions (application of levers)
- Choose arena
- Apply resources of disruption and compulsion
- Deploy strategy and tactics

Union Effectiveness Dimensions
- Bargaining
- Organizing
- Recruiting
- Self help
- Politics
- Member solidarity
- Resource acquisition

Union Effectiveness Indicators
- Wage premia
- Benefit premia
- Fairness at work
- Electoral success
- Fairness in society
- Membership growth
- Member activism
- Financial viability

In Gall and Fiorito's framework shown above, environmental influences refer to employer opposition, workers' demand for representation, government policy and action, and the like. Altogether, these influences proceed to the attainment of the union's basic goals, such as the advancement of workers' interests and the operationalisation of objectives. The levers of power - whether economic, industrial, ideological, and so on - are being selected and applied to the selection of arena, resource application, or deployment of strategy and tactics. From this, the union

effectiveness dimensions are identified, leading to the determination of union effectiveness indicators, such as wage premia, fairness in the workplace, and membership growth, amongst others.

By levers, Gall and Fiorito (2016) referred to the collective tools and resources required for achieving effectiveness, where a lever signifies the generation and application of power in specific circumstances. By structuring their framework as such, a union focuses on the means and ends and recognises the totality and interconnectivity of the processes at which the levers of power arrive. Whether the union is effective can be assessed on a range of measures, which when combined, allow the whole to be greater than the sum of the parts. Two related propositions are hereby presented by Gall and Fiorito. In particular, the propositions state that (1) u*nion effectiveness is a complex concept constituting various ultimate goals;* and (2) a*chieving intermediate goals through bargaining, lobbying, and organising can satisfy ultimate union goals.* Bacharach and Lawler (2016) used the power-dependence theory to explain how unions select different tactics for bargaining, with such selection defined by various dimensions of dependence.

Moreover, Levesque and Murray's (2010b) *enhanced capacity union effectiveness framework* assessed the power resources and strategic capacities integral to union capability-building. Levesque and Murray determined power resources as internal solidarity, network embeddedness, narrative resources, and infrastructural resources. They pointed out that internal solidarity refers to workplace mechanisms that warrant collective cohesion and strength. Morgan et al. (2020) reasoned that solidarity involves moral, political, and performative factors promoted by a shared work setting and organisational and institutional frames that together produce specific path dependencies. Levesque and Murray claimed that network embeddedness is the extent of the union's horizontal and vertical associations with other unions and organisations. According to Martens et al. (2019), strong network embeddedness impacts the union positively. Lastly, Levesque and Murray (2010b) emphasised infrastructural resources to include both material and people resources and their distribution through efficient processes, policies, and programmes. Frege and Kelly (2003) refer to these infrastructural resources as "internal forms and means of action". Although infrastructural resources are necessary to implement the power resources, their influence is particularly felt in the associational domain since they involve the autonomy of means and financial resources, defining the union's room for manoeuvre (Estanque et al., 2020).

Figure 2 illustrates the power resources discussed by Levesque and Murray (2016):

Figure 2. Power resources in Levesque and Murray (2016)

Narrative Resources

Interpretative & action
frames that mobilize
repertoires of action and
a sense of efficacy

Infrastructural Resources

Material; human;
organizational processes,
policies and
programs

Internal Solidarity

Cohesive collective
identities; deliberative
vitality; participation in
the life of the union

Network Embeddedness

Network diversity and
density in links to unions
and the community

As seen in the above figure, narrative resources are at the top of the pyramid and represent interpretative and action frames. Narrative resources are stories that mould understanding and union actions, informing a sense of legitimacy. According to Preminger (2020), shared narratives can function as an important power resource, especially when other power resources are inadequate. Furthermore, Martens et al. (2019) contended that fragmented internal solidarity and disparaging narrative resources limit the union's participation.

On the other hand, internal solidarity mirrors cohesive collective identities, conscious strength, and participation in the union. Infrastructural resources represent processes, policies, and programmes, while network embeddedness represents network diversity and density concerning the union and the community. It is not enough to focus solely on resources but on being capable of using them. Levesque and Murray identified four strategic capabilities: *intermediating, framing, articulating,* and *learning*. While the union renewal literature suggests that union members are a power resource that can cover the deficiency of other power resources, this assumption is not

necessarily correct. It is because studies of union renewal require an interplay between institutional, structural, and societal forms of power resources, locating union strategies within these dynamics (Ellem et al., 2019). For Levesque and Murray, the resources and capabilities mentioned in their framework require further experimentation and investigation in specific contexts to understand how union power is renewed.

On the other hand, Willman and Cave (1994) focused on representative effectiveness and administrative effectiveness in their model of union effectiveness. They found that union strategy involves a compromise between administrative and representative rationalities. Their contention was a product of the study of Child et al. (1973). Willman and Cave discussed the necessary conditions for administrative and representative areas of effectiveness. According to them, unions with high administrative effectiveness pay attention to job territories, control costs, and shun competition. Conversely, representative effectiveness is represented by the extent of employer dependence and the degree of centralisation. This is illustrated by the quadrants in Figure 3. Quadrant A indicates an effective union, with high levels of representative effectiveness and administrative effectiveness. Quadrant B indicates a union with high democracy but an unsophisticated manner of administration. Quadrant C represents a union governed by high administrative effectiveness and low representative effectiveness. Finally, Quadrant D represents a union with low administrative effectiveness and similarly low representative effectiveness, considered a union in crisis. Willman and Cave (1994) posit that the more effective is the union in terms of administration, the less effective it is in terms of representation.

Figure 3. Willman and Cave's framework of union effectiveness

A B C D diagram with axes labeled "+" (top), "Representative effectiveness" (with + on left, − on right), and "Administrative effectiveness" (vertical axis with − at bottom). Points X marked along dashed diagonal line.
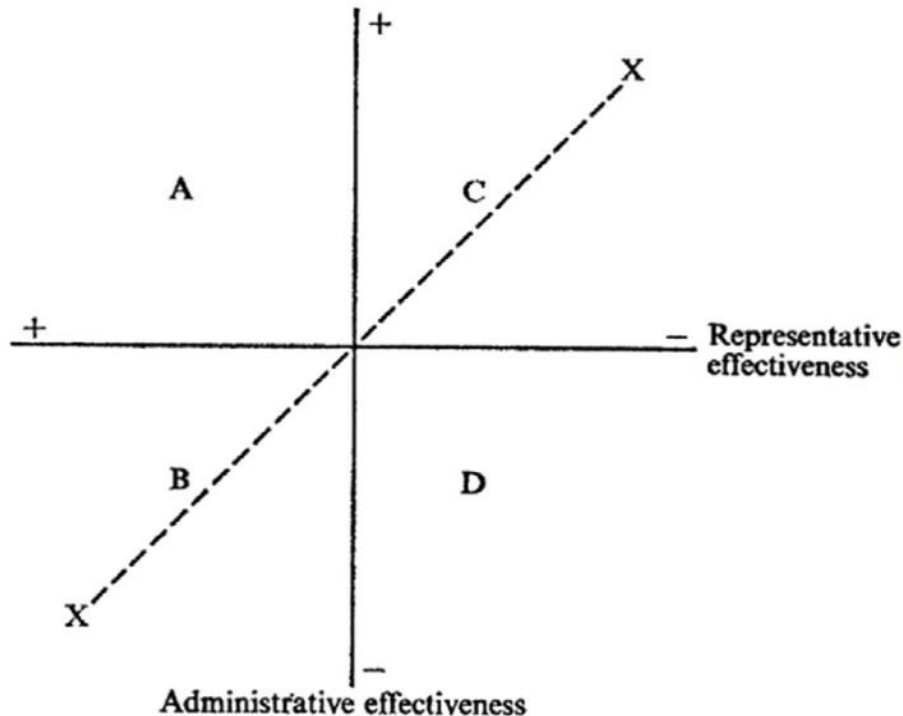
(Source: Clark et al., 2020)

Furthermore, studying immigrant workers in Australia, Quinlan and Lever-Tracy (1990) suggested that union strategy relatively mirrors deliberate decisions concerning the control of labour supply. They found that studies in US and UK likewise indicate a likelihood for further bargaining and advancement of planning at the workplace. Quinlan and Lever-Tracy proposed a model of union strategy where they analysed the strategic responses of four Australian unions on established union strategies. The idea of industrial strategy they used referred to different forms of bargaining and the difference between centralised and decentralised methods. Centralised unions view strikes in terms of ritual protests, with union leadership having a strong role, and place a strict limitation on the independence of shop stewards. By contrast, decentralised unions view strikes as a viable sanction, promote them in the arbitrary context, and see rank-and-file advocacy, rather than union leadership, as the real source of union power. Wood and Psoulis (2001) also stressed that it is the rank-and-file perceptions, along with the degree of commitment placed in a wide range of union-based projects, which shape unions' strategic choices. Ebbinghaus and Hassel (1999) mentioned that during the era of union strength, centralised bargaining was often used as a means to achieve wage moderation. This was changed in the 1980s onwards when employers began to

advocate for decentralisation and wage flexibility to keep up with the increasing competition and technological advancement.

Table 1 shows the model of union strategy developed by Quinlan and Lever-Tracy (1990). The model is categorised between *dimensions* and *options*. As shown, the centrality of arbitration and negotiations can be low, medium, or high. The union's attitudes to semi-autonomous strikes can be supportive, variable, or hostile. The role of leadership can be through leaders or representatives. The role of shop stewards and committees can be independent, dependent, or very dependent. Lastly, the centrality of union government can be either medium or strong.

Table 1. The Quinlan and Lever-Tracy model of union strategy

DIMENSION	OPTIONS		
i. *Centrality of Arbitration & Negotiations*	*Low*	*Medium*	*High*
ii. *Attitudes to Semi-Autonomous Strikes*	*Supportive*	*Variable*	*Hostile*
iii. *The Role of Leadership*	*Representatives*	*Leaders*	*Leaders*
iv. *The Role of Shop Stewards & Committees*	*Independent*	*Dependent*	*Very Dependent*
v. *Centrality of Union Government*	*Medium*	*Strong*	*Strong*

(Source: Gahan, 1998)

Moreover, Tattersall (2013) proposed a union effectiveness framework based on union-community coalitions where she assessed the different possibilities of different types of coalitions for enhancing union power. She contended that the likelihood of union power increases when a broader and deeper connection takes place between the union and the community organisations within the context of a coalition. Given this, Tattersall stressed that coalitions between unions and communities are vital elements of union renewal. This is because such coalitions increase the union's ability to negotiate, build community support, and pursue legislation and policy-making amidst declining union density. In another study, Tattersall (2005) mentioned that union-community coalition is a growing practice in industrial settings where union power has declined. Similarly, union revitalisation literature argues that coalitions offer certain sources of power for unions. First of these is instrumental power, which complements union capacity by enhancing the financial and material resources of the union, provides expertise and influence and increases union supporters (Frege et al., 2004). Instrumental power is the power held by an actor to directly

influence another to attain a specific purpose (Mikler and Ronit, 2020). Second is legitimising power, which frames the union as a 'sword of justice' - characterised by broad community support rather than the union having a vested interest. Webster and Morris (2016) likewise claimed that labour is called to revive and redefine its role as a 'sword of justice', not as a guardian of vested interest, in the battle against inequality. Finally, the influential relationships created between unions and community organisations through the union-community coalitions can cause unions themselves to change; thus, these coalitions serve as agents of revitalisation for the unions (Waterman, 1998; Frege et al., 2004). Unions are capacitated to serve as prominent community actors, organising local constituents and rebuilding labour power at the grassroots (Burgmann, 2016).

Further, Ross (2007) developed a theoretical framework to systematically analyse the diversities of social unionism and their impact. Her concept of social unionism is anchored on coalition-building similar to Tattersall (2013). Drawing from the social movement literature, Ross claimed that social unionism can be in a variety of forms. One of these is that social unionism operates as a *collective action frame* that legitimises the pursuit of specific objectives and defines the interests and identities of workers. Another is that social unionism is linked to a specific repertoire, a set of strategies for acting on ethical claims. Finally, internal organisational practices and power relations govern the framing of social unionism. Ross argued that the ability of social unionism to achieve immediate instrumental goals and produce renewed worker capacity is shaped by organisational practices and the connection of these three. In her separate study, Ross (2013) stressed that the use of social unionism as a frame or strategy for collective bargaining is not an assurance that the union can have an effective leverage of union power, specifically for public sector organisations. This is because While union-community initiatives are outlined broadly, it does not automatically indicate that the union is leading towards a collective action frame. A major concern is the centrality of social justice, how it relates to the traditional bargaining goals of the union and how it serves the broader community, not just the interests of members (Gall, 2009). Robinson (1993) claimed that the goal of social unionism is to change society and to further the interests of the majority who are non-union members, according to a "moral critique of the existing order" (Ross, 2007, p. 18). Roy and Parker-Gwin (1999) pointed out that collective action refers to the relationships amongst interests, identities, and organisations present in processes through which groups claim their rights, resources, and identification.

On the other hand, Gahan's (1998) conceptual framework of union strategy centres on the concept of *strategy*. Amongst many ambiguities of the concept, he focuses on how decision-making at different levels of the organisation formulates cohesive strategies and how strategies may be operationalised in empirical research. Davis (1997) defines strategy as "a complete plan of action that describes what a player will do under all possible circumstances" (p. 7). On the other hand, Line (2012) related the definition of *strategy* in management literature to a trade union strategy. Gahan anchored his discussion on the enormous decline in union membership observed in many decades in many countries. It drove many researchers to investigate the approaches individual unions may take to reduce the impact posed by less favourable economic and political conditions on them. Such studies reported that unions can enhance their political positions by reformulating established strategies. Lucas (2009) argued that union density may increase if the union adopts retention and organising strategies and employs statutory recognition procedures.

Keune and Pedaci (2020) reiterated that unions try to defend the interests of workers from downward pressures on wages and working conditions. They do this by using an approach motivated by social justice and the protection of the interests of insiders. In developing a conceptual framework of union strategy, Gahan (1998) critically evaluated the concept of *strategy* and *strategic choice* within the industrial relations and business strategy frameworks. From this, his framework came to focus on goals, approaches, strategies, and levels of strategy formulation and implementation. He expected his framework to operationalise within cross-national studies on union strategy to examine strategic patterns and approaches to union effectiveness. Tufts (2007) pursued a parallel direction as he focused on the union's strategic attempts to reformulate bargaining patterns. Line (2012) likewise stressed the need for strategic management of trade unions, emphasising that a union should determine its strategic direction to adapt to the changes in the external environment. This is related to Gahan's (1998) framework in that both consider defining union strategy and formulating and implementing such strategy. Unions try to attain their objectives by using conventional institutions (collective bargaining, legal regulations), information and campaigns, and negotiated and cooperative strategies where they build alliances with employers and public actors (Keune and Pedaci, 2020). Poor financial and administrative management may compromise union effectiveness. If not careful, elected and appointed officials may undermine the union's viability through such incompetence. The adoption of a strategy may prevent this. (Boxall and Haynes, 1997).

2.2 Internal Organisational Factors of Union Effectiveness

There is a need to know about factors influencing TU effectiveness since this would allow the study to have a deeper understanding of unions' functions within the UK hospitality industry – whether they are still relevant or not. It is through this that the study can examine closely the reasons for the union decline. It should be noted that the industry is characterised by irregular work hours and insecure jobs. Evidence shows that wages and skills in this industry are a product of cost-reduction measures rather than market strategies (Lopez-Andreu, 2019). By probing into the factors affecting TU effectiveness, the study enabled seeing the prospects for trade union growth in the hospitality industry and its ability to recruit workers where there is an established union presence. Investigating the factors of TU's effectiveness also allows it to look at the different pictures of union operation, including recruitment, membership, and collective bargaining. Likewise, it keeps track of the extent of union presence; in particular, what contributes to strong or weak union presence in this industry. It is important to look into these contributions in light of the present study to examine the link between strong and weak unionism and TU effectiveness.

Seeing the UK hospitality workplace through the lens of TU effectiveness provides an understanding of the relevance or irrelevance of trade unionism in today's age. The role of management attitude towards the union is something worth noting about TU's effectiveness. Alongside this is the parallel role of union representation and collective bargaining. Of note, the degree to which these factors are allowed to function determines the level of TU effectiveness in hospitality organisations. Hence, by identifying the factors affecting TU effectiveness, this investigation can dig deeper into the issue of trade unionism in the UK hospitality industry.

2.2.1 Employer Attitude towards Trade Unions

The shift in union relevance in the UK has made many jobs subject to employer dictates (Lutzenberger, 2017; Lelly, 2012). It is particularly true for low-skilled jobs in the hospitality sector (Lelly, 2012). The change in the political will of the UK, along with its economic policy approaches and the effects of globalisation, has provided a contrasting account (Uys, 2011). Mason and Bain (1993) highlight the period in which trade unions were held in high esteem by the public that voted out the Conservative Party that ruled from 1979 through 1996. From 1997 to 2009, the Labour party received public votes, marking a period of trade unions influencing employer

attitudes and behaviour. It underwent a series of shifts in government policies as the Conservative Party regained office in 2007 (Dundon and Gollan, 2007).

The above historical summary underlines the external factors that may contribute to changes that led to a shift in union operation. A neoliberal tendency emerged at this time, introducing the concept of corporate social responsibility to replace the need for unions (Dundon and Gollan, 2007; Kelly, 2012). This period also marked a shift in global commerce and trade dynamics where FDI and the need to attract new companies represented the growth path for the UK economy (Kelly, 2012). This pro-centric corporate environment meant that the attitudes of businesses to hold down the cost of wages and benefits were in keeping with government FDI policies to attract investment (Kelly, 2012). As a result, low-skilled manual labour suffered the most since these were the jobs most multinationals filled when establishing or expanding operations in a new market (Ghosh et al., 2009). These events led to the decline in unionism in the UK. The shift in government policies led to an employer-driven approach that weakens collective bargaining and unionisation (Kelly, 2012). The proof of this shift can be seen in the table below, indicating a steady decline in union membership:

Table 2. UK trade union membership

	United Kingdom			Great Britain
	All in employment	Male	Female	All in employment
1989	-	-	-	34.1
1990	-	-	-	33.4
1991	-	-	-	33.2
1992	-	-	-	32.4
1993	-	-	-	31.3
1994	-	-	-	30.0
1995	28.8	29.7	27.8	28.7
1996	28.1	28.6	27.6	28.0
1997	27.7	27.8	27.6	27.2
1998	27.1	27.1	27.0	26.8
1999	27.1	27.2	27.0	26.9
2000	27.2	26.8	27.7	27.0
2001	26.7	26.3	27.2	26.5
2002	26.3	25.2	27.6	26.0
2003	26.6	25.4	28.0	26.4
2004	26.0	24.6	27.6	25.8
2005	25.9	24.2	27.9	25.7
2006	25.7	23.6	28.1	25.4
2007	25.3	23.1	27.9	25.1
2008	25.0	22.6	27.7	24.8
2009	24.8	22.1	27.8	24.5
2010	23.9	20.7	27.6	23.7
2011	23.3	20.2	26.7	23.1
2012	23.3	20.3	26.6	23.0
2013	22.8	19.8	26.1	22.5
2014	22.2	19.2	25.6	22.0
2015	21.9	18.8	25.5	21.7
2016	21.0	18.3	24.0	20.8
2017	20.7	18.1	23.6	20.5

(Source: Department for Business, Energy and Industrial Strategy, 2017, p. 26)

Looking at the table, there was a vast decline in membership within the sector. The shifts in political and economic policies changed the dynamics of the labour sector to one that is controlled by employers as opposed to labour (McMenmin, 2017; Witz, 2013). The UK government is mindful of maintaining wage levels that are attractive to employers to minimise the flight of jobs overseas. As a result, the union becomes less effective as employers hold the line on wages and benefits. The result is replacing employees' voices with employer discretion (Uys, 2011; Witz, 2013), which is an indication that the union is losing its bargaining power (e.g., Babalola and Ishola, 2017; Gall and Fiorito, 2016; Moeti-Lysson, 2011; Waddington, 2013).

Further, Behrens and Dribbusch (2020) found that the employer's hostility towards trade unionism is common. Intimidation is the most common strategy used by employers to interrupt

the establishment of a trade union. Instead of relying on union representation, workers are leaning toward employer solutions crafted by human resource departments (McMenmin, 2017). It indicates a weakening trade unionism (e.g. Bryson, 2001; Gill, 2009) as the management becomes successful at curbing employee representation (e.g. Aslan and Wood, 1993). Gall and McKay (2001) pointed out that statutory mechanisms for union recognition in the UK have stirred employer activity to circumvent union recognition campaigns. In parallel, Aslan and Wood (1993) argued that management is generally reluctant to allow employee representation. It is primarily attributed to the belief that managerial efficacy makes the role of unions irrelevant to their particular circumstances. Similarly, Boella and Goss-Turner (2005) stated that employers' resistance to trade unionism is caused by their fear of losses more than gains from the union's presence in their organisation. Dundon (2008) revealed that structural, ideological, and cultural aspects influence employer behaviour to remain union-free. By contrast, a strong union density and bargaining power make it hard for managerial hostilities to influence the workplace. Instead, the union becomes more responsive to the needs of workers, thereby achieving its objectives valued by members (Moeti-Iysson, 2011).

Conversely, Cullinane and Dundon (2014) argued that employers and employees share a common goal and should have a strong sense of cooperation and loyalty towards the organisation. By contrast, Brown and Oxenbridge (2004) explored the dynamics of cooperative relationships between employers and trade unions and argued that the formalities that these partnership agreements create distorted evidence of cooperative relationships. They found that both managers and union members gain benefits from informal consultative developments and levels of trust produced in the process. Moreover, it is likely for cooperative relationships to be stable if employers were willing to keep an independent employee voice, especially in a relatively high union density. The unitary philosophy between employers and the union is in contrast with the common propensities of management to be hostile towards the union, which many studies indicate (e.g., McMenmin, 2017; Witz, 2013). Investigating employer responses to trade unions, Heery and Simms (2009) found that employers do not have a single response, as some would seek to obstruct trade union activities, while others would support them. They also found that employer responses to approaches to organising changed. For example, if the employer becomes antagonistic, so does the union. When employers are supportive, unions are likely to be more successful. When

employers are antagonistic, unions tend to find it difficult to advance and secure recognition. These findings suggest that unions adjust based on the responses of the employers towards unionism.

On the other hand, the academic debate on partnership discusses whether employers and trade unions receive mutual gains and whether they support or weaken the organisation. This debate focuses on learning partnerships, representing an institution-building process (Munro and Rainbird, 2004). This article by Munro and Rainbird appears to be congruent with that of D'Art and Turner (2005), which examined workplace partnership, wherein they emphasised that trade unions might expect to be accepted by employers, at least pragmatically. Non-union firms function only as 'free riders' that reap the benefits of a national partnership but avoid the negotiations characterising them. Oxenbridge and Brown (2005), who similarly examined partnership-oriented firms, claimed that managers gain the most from collaboration. It indicates that partnerships benefit employers more than unions. Correspondingly, Guest and Peccei (2001) found that the mutual partnerships between employers and trade unions are somewhat unbalanced. This unbalanced partnership leads employers to pursue more positive outcomes than managerial resistance against union formation, as is the common tendency of management (Aslan and Wood, 1993; Behrens and Dribbusch, 2020; Cullinane and Dundon, 2014). The analysis of Ackers *et al.* (2004) provides a note-worthy insight into this unbalanced partnership. They reported a more rational approach towards employee participation and management's renewed interest in strategies for employee representation. They noted that managers tend to be least likely to tolerate the presence of a strong and independent trade union. Thus, the management either draws the union into a closer partnership or marginalises it, even in strongly unionised firms (Ackers *et al.,* 2004). This analysis is congruent with that of D'Art and Turner (2005) on employers benefitting more in their partnership with the union. Wills (2004) considered the tensions that can emerge from trade unions' responses to partnership initiatives, noting that such partnerships can enable them to have increased involvement in management and include workplace representation rights. Wills also pointed out that the terms of partnership with management strained the union's ability to maintain the confidence of its members. This claim explains why employers benefit more from employer-union partnerships than unions do, as Ackers *et al.* (2004) and D'Art and Turner (2005) reported. On a similar note, Guest and Peccei (2001) identified the benefits that employees may obtain from union-management partnerships, such as a louder voice and a better psychological contract. Generally, partnership helps achieve a constrained mutuality between them, with the management

having the balance of advantage. It denotes that the 'mutual gains' thesis is not supported, as other authors have posited (Ackers *et al.,* 2004; D'Art and Turner, 2005). There is also little evidence to show that partnership agreements are substantially changing the atmosphere of management-union relations in the UK (Marchington and Wilkinson, 2005).

2.2.2 Revolution in Production Technologies

Many authors have referred to today's economy as the fourth industrial revolution (FIR) (Dohale and Kumar, 2018; Mpofu and Nicolaides*,* 2019; Osei *et al.,* 2020). It is an era of advanced technology based on information and communication and technological adoption, such as robotics, artificial intelligence, the Internet of Things, and the like. The FIR has largely influenced all industries (Osei *et al.,* 2020). Reviewing the prospects of the FIR for this industry, Mpofu and Nicolaides (2019) argued that technology and data would become the main drivers to transform this industry. Technological changes will require hospitality employees to become proficient in in-service quality and higher-quality education that combines general knowledge and emerging technologies. It denotes a need for hospitality organisations to keep pace with the current technological requirements to operate efficiently. Disruption will increasingly propel convergence, and guests will require to become more empowered in business transactions and innovation (Osei *et al.,* 2020; Mpofu and Nicolaides). Hotels will necessarily curb disruption by acquiring or partnering with other organisations or reconstructing their business models (Mpofu and Nicolaides, 2019). These inclinations indicate the extent to which hotel organisations are likely to respond to corresponding changes brought about by FIR.

Thus, a factor that causes a change in the UK's approach to trade unions is the shift from labour-intensive production techniques to reliance on technological solutions. While this might seem more applicable to manufacturing functions, it also affects the service and hospitality sectors (Guppta, 2016). Fast food companies and major hotel chains have been and are at the forefront of this area. Fast food chains are developing equipment processes that reduce the time required to prepare menus, reducing staffing levels per outlet (Kanyan et al., 2016). New types of equipment are performing labour-intensive jobs, including automated cashier checkouts, dish cleaners, and hotel floor cleaners (Guppta, 2016). These few examples indicate a shift to new equipment that increasingly takes over jobs requiring labour. Alternatively, the hotel sector gains from

technology-enhanced productivity. Software programs begin to replace the personnel needed to perform the jobs (Roberts, 2015). How these developments affect unionism and union effectiveness in the hospitality workplace is worthy of consideration.

Moreover, advances in software productivity programmes are changing the nature of manual labour in the hospitality sector. As a result, fast food and hotel chains are finding ways to reduce labour costs (Mandelbaum, 2016). It has a corresponding impact on the working conditions of workers, whose unionised workplace allows them to seek retribution from the union. In the fast food/restaurant sector, labour costs represent approximately 30.5% of all revenues (Gartenstein, 2018). The figure below demonstrates different hotel labour costs:

Figure 4. Hotel labour costs
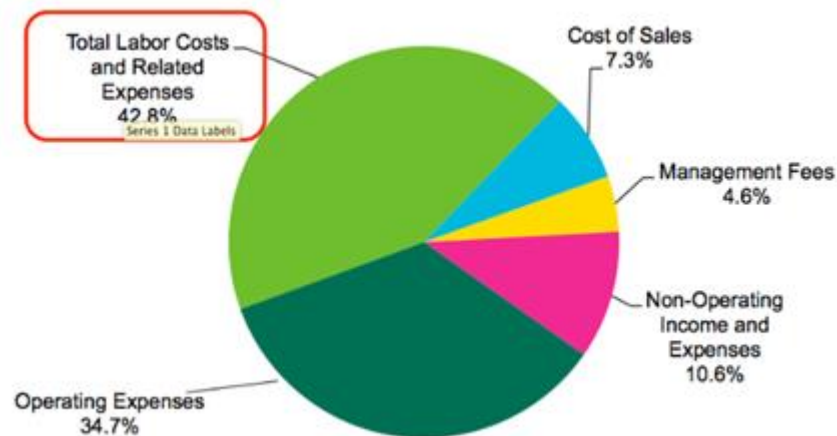
(Source: Mandelbaum, 2016, p. 1)

The new approaches in bringing efficiency-oriented solutions to the labour-intensive aspects of the hospitality sector mean that employers will increasingly be reducing their dependence on labour which means that the power shift will continue to affect employers (Witz, 2013). It will further reduce the ability of trade unions to improve employees' wages and benefits. In addition, hotels and the lower-to-moderate-category restaurant sector (not fine dining) tend to outsource different operations (Shapiro, 2013). It has become a cost reduction trend for restaurants for fresh food deliveries and cleaning, amongst others, to save costs (Shapiro, 2013). It points to firms' strategy to lower labour costs while maintaining quality. The advancement of technology reflects how hospitality organisations find ways to reduce reliance on labour. This trend will persist further

as the price for these new types of equipment continues to decrease, making them more widely available. Resultantly, union effectiveness faces a constellation of challenges. The hospitality trade union is facing a new threat that will further reduce its effectiveness as employers increase their use of equipment to perform many labour-intensive functions. It will resultantly undermine the union's ability to arbitrate and represent employees, which could lead to increasing conformity to employer-driven regulations (Mandelbaum, 2016).

Similar to Mpofu and Nicolaides (2019), Zsarnoczky (2018) stressed that digitalisation is one of the most significant changes ever occurring in the rapidly changing world. The benefits of the digital revolution in the hospitality industry are relatively apparent, considering that this industry requires cooperation between different services and products. Various studies investigate the prospects of online spaces for the hospitality industry. For example, Pencarelli (2019) emphasised that the digital revolution indicates an end of well-established patterns and that new perspectives will help to survive in this environment. His argument was congruent with Balasubramanian and Ragavan (2019), who pointed out that the hospitality industry has reached a new age of growth and transformation on a global scale due to FIR. It is confronting some challenges owing to this shift and likewise proposed benchmarking and best practices to address this. These best practices are a response to different authors' discussion of the prevalence of FIR in the hospitality industry, which affects jobs and costs (e.g. Roberts, 2015; Shapiro, 2013). However, they do not involve trade unionism in the picture and focus solely on the operations of hospitality organisations.

It should be noted that there are only limited studies on the practice of information and communication technology (ICT) in the hospitality industry. Previous studies are mainly focused on managers' perspectives and neglect of customers' perceptions (Seric *et al.,* 2014; Peters, 2016). Min *et al.* (2019) claimed that the prospects of FIR for the labour environment are uncertain and that non-standard employment will be expected. Peters (2016) argued that new technologies, which are expected to hit the mainstream, can potentially eliminate more jobs than those created. A huge number of people are likely to be affected globally as an outcome of this FIR. This can be addressed by ensuring that unions and work councils are strongly connected and that the initiation of work councils by the unions becomes crucial requisites to cope with the new challenges of digitalisation. Awareness-building strategies can improve employees' capacity to respond to the impact of digitalisation on the workplace (Halpeter, 2020). Halpeter provides a useful insight into

how trade unions can cope with the emerging technological advancements in the hospitality workplace, which can offer suitable strategies to situate trade unionism in this scenario.

On the other hand, Ivanov and Webster (2017) looked into the costs and benefits of robotics, artificial intelligence, and service automation, contrary to other authors whose focus was mainly on the effects of the technological revolution on the hospitality industry (e.g. Balasubramanian and Ragavan, 2019; Min *et al.,* 2019; Seric *et al.,* 2014). Ivanov and Webster (2017) clarified the practical challenges that confront hospitality companies in adopting these technologies. Conversely, Kansakar *et al.* (2019) claimed that the hospitality sector is amongst the driving forces of the global economy, and the widespread adoption of new technologies in this sector has substantially reshaped the manner of service provisions. They noted the importance of overcoming fundamental challenges to establish a lasting solution for this sector. These discussions offer a corresponding query on the effects of the technological revolution on how unions operate and defend employees' welfare.

How trade unions have responded to the emergence of new technologies in the past is worthy of discussion. Dencik and Wilkin (2015) mentioned that historically, trade unions have been slow adapters of technologies and were rather late in recognising the importance of the Internet. The unions should therefore learn to adapt earlier and on time with innovations to maintain their relevance. Their early adjustment to technology-based communications focuses on enhancing communication with members and trade unionists, shaping a system of exchange across borders (Lee, 1997). Amidst the presence of technological infrastructure, unions found it very challenging to develop a global communications network. Dencik and Wilkin (2019) mentioned that unions' failure to progress with technology in the past was due to illiteracy and hostility towards new technology. It only shows the need to keep abreast with technological developments, which they can utilise for their benefit rather than lose the potential for further expansion. Despite persistent conservatism and pursuit of membership control, digital technologies function as a tool for grassroots organising and solidarity-building within and outside labour movements, circumventing formal coordination channels (Dencik and Wilkin, 2015). Union activists corroborate in new forms to collectivise small firms into a social movement (Van Aelst, 2004). There has been an increased shift in organising workers externally and beyond collective bargaining agreements with the development of social media (Gerbaudo, 2017). Such is a new development for trade unions to stay relevant.

2.3 Trade Union Factors

This section reviews the literature on trade union factors affecting TU effectiveness. These are union organisational ability and union membership.

2.3.1 Trade Union Organisational Ability

Boxall and Purcell (2011) mentioned that the traditional approaches to union effectiveness are built on the ability of unions to show employers that their membership is important to their operations and difficult to replace. This is a major bargaining point as companies would have to bear the cost of recruiting new individuals to replace union members and the lag time in specialised training and lost productivity (Boxall and Purcell, 2011). The above are options that do not exist in the hospitality sector where a large pool of individuals can be easily hired and trained to replace existing personnel (Krings, 2009). This negates any potential advantages which the hospitality trade union can use to exert the influence of pressure. The situation in terms of the hospitality union represents the high degree of fragmentation that makes it extremely difficult to organise workers (Krings, 2009; Waddington, 2013). The bureaucratic framework of unions and the managerial ineffectiveness put a limit on the effectiveness of unions (Waddington, 2013). This is a note-worthy insight concerning the analysis of factors contributing to union effectiveness.

The process of collectivisation of interest necessarily involves attribution, wherein workers accuse the employer of their grievances; and social identification, wherein the workers identify with a distinct group in contrast to an outgroup (Holgate *et al.,* 2018). McMenmin (2017) pointed out that when the union lacks political will, it correspondingly affects how the management will behave towards the union. Concerning this, the starting point of organising is the utilisation of available power resources (Holgate *et al.,* 2018). Certain specific capabilities are necessary to organise power resources. Organising starts by asking where the needed power is located so that the change may be made and a systematic strategy may be figured out to develop those needed resources (Lévesque and Murray, 2010b). It supports Holgate *et al.'s* (2018) claim that utilising available power resources is essential in organising the union's efforts. It is linked to the importance of having a political will (McMenmin, 2017).

Of note, Fiorito *et al.* (1993) identified resource acquisition as an indicator of union effectiveness. Put differently, mobilising is usually limited to activating existing support base, such

as union members, while deep organising deals with engaging and activating people who, initially, may not agree but eventually seek to challenge workplace injustice after a process of collective organising. Union power is much more clearly shown when there is a broad majority of organised workers that actively demonstrate support (Holgate *et al.,* 2018; Lévesque and Murray, 2010b). It may thus be inferred that resource acquisition and union power are related concerning union effectiveness. Since unionism essentially involves a compromise through collective bargaining, trade unions are led to collaborate with the organisation and establish industrial democracy through workers' direction rather than through an overthrow of the management (Durlauf and Blume, 2008). This is related to the partnership between the union and the management which allows mutual gains between them (e.g. Barth *et al.,* 2020; Gill, 2009; Morikawa, 2010; Mwathe, 2018). Along this vein, the idea of employees who work collectively rather than individually was underscored in Ostergaard (2016). Bringing into play, Tilly (1978), Kelly (1998) claimed that there is a need to examine the extent to which union members identify with the union and the level of interaction or density of their social networks. Looking into this will provide an avenue to investigate union density and responsiveness concerning union effectiveness.

Members' commitment to the union is important since the union's ability to bargain collectively from a position of strength depends largely on its membership (Ncube, 2020). This is consistent with other authors' claims on the relevance of union density in union strength (e.g. Charlwood, 2004; Hammer and Wazeter, 1993; Jordhus-Lier, 2015; Moeti-Iysson, 2011). Gaining power is a common unspoken goal of a union and serves as a tool to motivate members to join (Lévesque and Murray, 2010a). Ncube (2020) and Tripti and Ginni (2015) claimed that trade union organisational ability is based on members' union commitment. Vakaloulis (2012) observed that workers sought to become union members but lacked full commitment to it, alluding to the case of young workers. He emphasised that employees usually decide to join the union because of the perceived benefits that they may obtain from its membership. This is parallel to Gall and Fiorito (2016), who claimed that members participate in union activities if the union can secure benefits on the whole. Key to attracting union membership is the ability of the union to effectively market itself by properly educating workers on perceived union benefits, providing training and opportunities for growth, and instilling effective leadership and governance (Gall and Fiorito, 2016). This refers to strengthening the internal capabilities of the union.

Angrave *et al.* (2017) identified the protection of interest by the union as a motivating factor that makes workers seek union membership. This is congruent with Tetrick *et al.* (2007) who stressed that the reason why workers stay in unions is because of perceived union instrumentality. Union instrumentality mirrors members' perceived ability of the union to help improve workers' conditions and well-being in terms of traditional conditions (e.g. wages) and non-traditional conditions (e.g. job satisfaction) in the workplace. Workers are motivated to join trade unionism owing to the unions' ability to solve workers' disputes (Ncube, 2020). This is related to Manky (2018) and Leschke & Vandaele (2018) who observed that workers participate in trade unionism because of their desire to improve their working conditions. Workers are being pushed to collectivise as a result of their grievances with employers (Angrave *et al.,* 2015). Further, Bryson and Freeman (2012) found an inverse relationship between workers' favourable attitudes towards the union and their working conditions. Together with Okechukwu (2016), Bryson and Freeman (2012) argued that workers' perceptions of their working conditions are enough for them to seek union membership. In this picture, unionism is an appropriate resort for employees experiencing ill-treatment at work (Toubol and Jensen, 2014). Toubol and Jensen (2014) found that union density, defined as the total membership divided by the total number of workers (Mason and Bain, 1993), is a key determinant of union membership.

Contrary to personal motivations that often lead workers to join the union, Crounch (2017) stated that most studies on union membership report on workers participating in trade unionism not because of anticipated individual gains, but because of a general culture of union membership which they want to be a part of. In effect, union membership strengthens union power even more and can lead to stronger bargaining power (e.g. Moeti-Iysson, 2011). Conversely, Clarke and Pringle (2009) noted that the main obstacles to trade union reform are the inactivity of trade unions and unions' reliance on management.

Furthermore, Jordhus-Lier (2015) pointed out that union strategies in the hospitality industry are most effective when they are successful in organising at least the whole segment of the whole regional hotel market. While a city-wide union scope is imperative to the success of cities, other factors are also of remarkable importance, such as their inclusive approach to recruitment and the prevailing union culture. Lashley (2017) stressed that trade unions need huge membership, cohesion, and the ability to wield pressure if they were to act as the defender of employees' rights. Baral (2018) revealed that by having cohesion under trade unions, workers can

obtain benefits, such as job security, and most of them enjoyed their membership with the union and participated in its activities. Those who perceived that union leaders were guided by self-interest were not satisfied with union activities. However, taking the perspective of workers, a collaborative relationship exists between trade unions and hotel management in terms of the realisation of employment rights. As Lévesque and Murray (2010b) emphasised, the union must define a proactive agenda that can be utilised strategically to generate collective action. Schmalz *et al.* (2018) emphasised that the ability of trade unions to operate strategically is the focus of revitalised labour studies over the years. This revitalisation opposes the discourse about the general decline of organised labour, highlighting organising strategies and new forms of participation.

Using a cross-sectional survey, Moeti-lysson (2011) found that union functions are influenced by government policies. The unions should work for the interest of the members rather than of society; otherwise, they will act not to members' expectations, which could lead to membership decline. Authors like Urban (2013) and Schmalz and Dorre (2013) examined the role of institutions in labour-power, claiming that institutional power resources can be drawn upon from organised labour even in cases of weakened structural and associated power. Lévesque and Murray (2010b) also argued that specific abilities are important to mobilise power resources. By and large, this discussion culminated in a broad body of divergent variations of the power resources approach, investigating the interconnectedness of these sources of power (McGuire, 2014; Brookes, 2015).

2.3.2 Trade Union Membership

Collective bargaining is one of the strengths of the union process as it calls for negotiating with employers to reach a solution (Vanaele, 2017). In terms of higher-profile positions, perception is key, thus employers are more likely to sit down to iron out issues than take a drastic stance (McMenmin, 2017). The costs associated with hiring replacement workers, training them, and productivity loss are less expensive than across-the-board wage or benefit increases (Vanaele, 2017). This is unfortunately the situation that applies to the hospitality sector where employers have a huge pool of potential employees to select from (Heery, 2009). Reforms introduced by companies in terms of human resource packages and policies mean that employees have fewer reasons to seek union membership as companies develop longer-term relationships with employees that eliminate the need for unionisation (Waddington, 2013). An analysis by the New Statesman (2016) states that if the trend of declining union membership continues, only 1 for every five

employees will be a union member. Many studies suggest that this affects the union's bargaining power (e.g. Gall and Fiorito, 2016; Moeti-Lysson, 2011).

The figure below shows the percentage of union membership by age group. It supports the trend that the younger generation is disinterested in union membership:

Figure 5. UK union membership by age
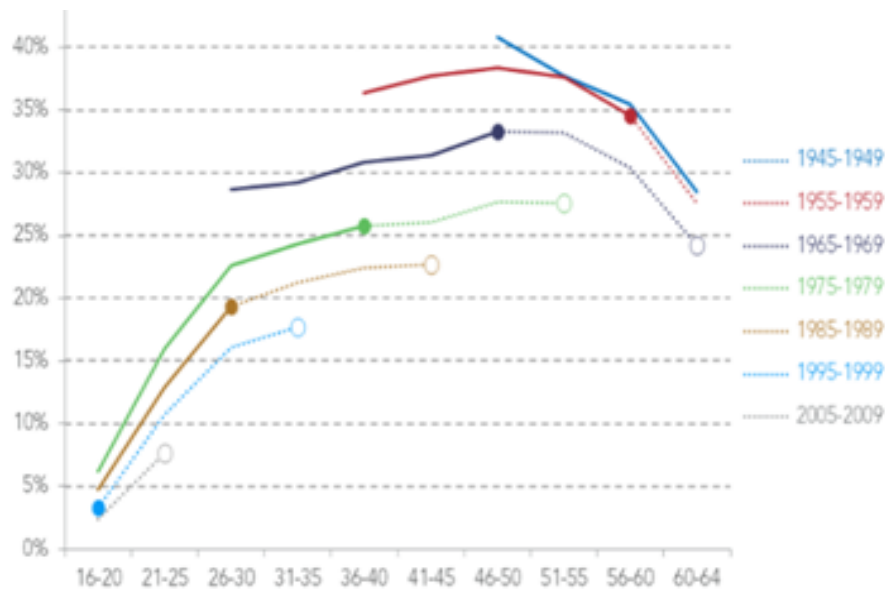
(Source: New Statesman, 2016, p. 1)

The lack of the ability to attract new members, along with the policies of companies to provide more comprehensive employment packages, is a trend that will continue in the future (New Statesman, 2016). Collective bargaining represents a process wherein the union has enough members in an industry sector where it can cause the employer to negotiate with the union. The hospitality industry union does not have this advantage in terms of effectiveness due to the low percentage of members compared to the overall number of workers in the sector. It is the ease that workers can be replaced that is a major weakness. This means that employers have no reason to negotiate since the union does not have bargaining power (Waddington, 2013). This is consistent with the prevailing claim of many authors that small union membership negatively affects the union's bargaining power (e.g. Charlwood, 2004; Hammer and Wazeter, 1993; Jordhus-Lier,

2015; Moeti-Iysson, 2011; Willman, 2005). A strong union requires huge membership and an idea of strength, which serves as the basis of its bargaining position (Moeti-Iysson, 2011).

Moreover, Bashir and Nasir (2013) reported that as opposed to expectations, collectivism does not moderate the link between organisational scepticism and union commitment in the hospitality industry. However, the unsecured nature of employment in hotels leads to a decline in union membership, which resultantly leads to the weakening of collective bargaining power, as also noted in Ferus-Comelo (2015). Analysing this scenario, job insecurity in hospitality organisations could not facilitate stable union membership; hence, the union's collective bargaining power weakens. The nature of the hospitality sector should thus be considered when analysing trade unionism. Precarious work is said to be the biggest threat to collective bargaining power. On a related scale, Buultjens and Cairncross (2013) mentioned that even though bargaining legislation has been introduced in the hospitality industry, formalised bargaining has not been considerably utilised on a deregulated approach. Buultjens and Cairn also mentioned that it is difficult for enterprise bargaining in a centralised industrial relations system to create a major impact because of the level of flexibility of the hospitality sector. Adding to this is the characteristically unstable nature of this sector (Buultjens and Cairncross, 2013; Ferus-Comelo, 2015).

Worthy of mention is the study of Waddoups and Eade (2013), which took note of the presence of collective bargaining and the segment structures in which hotel establishments are located. These are upscale and luxury, mid-scale, and economy and budget scale. Most unions are found in upscale and mid-scale hotels for several reasons: First, union activities can be conducted more easily with a larger establishment since size matters to economies of scale and makes worker representation more cost-effective. Second, upscale hotels tend to establish agglomerations in urban centres, which offer added economies of scale to union activities. Union activities also enable unions to organise their competing properties in the relevant submarket. Similar to Waddoups and Eade (2013), Cazes *et al.* (2020) claimed that workers in small firms are generally less likely to be covered by collective bargaining agreements as they are often not capable of negotiating a firm-level agreement. This denotes the importance of union density in collective bargaining, as many authors have posited (e.g. Fiorito *et al.,* 1993; Hammer and Wazeter, 1993; Tarumaraja *et al.,* 2015). Waddoups and Eade mentioned that it has been long recognised that the union can obtain additional bargaining power if most of the competitors in the given sector are unionised. By removing wages and working conditions from the competition, hotel establishments

can compete based on higher-quality products and services rather than by cutting employees' remunerations and benefits.

Alternatively, Cazes *et al.* (2020) stated that there is a limited understanding of collective bargaining agreements and that it is often oversimplified in the literature. In the UK, the management takes part in collective bargaining only if it can be brought to the bargaining table by the trade union. On the other hand, trade unions in the UK are often only able to bring the management to participate in collective bargaining if trade unions are adequately supported by employees in the firm (Farnham, 2000).

In 2018, there were 82 million workers in OECD countries who were members of trade unions and around 160 million were included in collective bargaining agreements. The decline in union density was coupled with a drop in the share of workers covered by collective bargaining agreements. The decline was 32% from 1985 to 2017 (Cazes *et al.,* 2020). This is consistent with Hammer and Wazeter's (1993) claim that unions' inability to cover workers in collective bargaining agreements leads to membership decline. On the other hand, while there was a decline in the density of trade unions and collective bargaining scope in recent years, collective bargaining is still considered a major labour market institution (Cazes *et al.,* 2020). Similarly, Brandl and Kildunnne (2018) pointed out that in contrast to other countries where collective bargaining agreements extend beyond employees within the firm, collective bargaining coverage in the UK is based on trade union density. Hence, the greater the trade union density, the more likely it is for both the management and the union to conduct a collective bargaining agreement which can resultantly impact employees within the firm, irrespective of whether they are members of the union or not (Farnham, 2000). This denotes the important link between union density and bargaining power, as highlighted in many studies (e.g. Charlwood, 2004; Hammer and Wazeter, 1993; Moeti-Iysson, 2011). Badigannavar and Kelly (2005) found that a union is more effective than other unions when it has a broader collective action frame in attracting external support.

It is also more effective when it has a strong oppositional approach to dealing with the management. An effective union adopts an organising approach to build union density by increasing representatives and involving more people in the organising committee. They should define a proactive agenda that can be used strategically to organise coalitions across boundaries and draw collective action. Less successful unions are also less outward-looking and lack coalition building (Lévesque and Murray, 2010b). In addition, Buttigieg *et al.* (2008) found that individuals

were willing to take industrial action when faced with a sense of unfairness in the workplace and when presented with a collectivist orientation at work. Their tendency to engage in industrial action was also greater when they perceived that their union was a strong mechanism of power. It is important to note that the propensity and success of the mobilisation depend on the qualitative strength of the union (Holgate *et al.,* 2018). Possible financial and personal costs also influence their action, which may include an estimate of whether the workplace will become a more or less attractive place to work as a result of the action (Holgate *et al.,* 2018). If there appears an actual possibility to improve material conditions, then the union's capability to mobilise workers will be relatively strong (Kelly, 1998, cited in Harcourt and Wood, 2004, p. 242). Baral (2018) stressed that cohesion within the union allows workers to obtain benefits, appreciate union membership, and participate actively in its activities. The extent of union membership and degree of density of union representation is necessary for workers to determine the potential costs and benefits of mobilisation.

2.4 How Employers and Employees Benefit from Trade Union Effectiveness

This section elucidates how improvement in the effectiveness of trade unions may benefit both employers and employees within the hospitality sector in the UK.

2.4.1 Benefits to Employers

In their investigation of the relevance of unions to the effective adoption of high-performance work practices, Gill (2009) showed that by developing and applying human capital, unions with a collaborative relationship with management can contribute to organisational competitiveness. Morikawa (2010) also concluded that to increase productivity, management and unions should establish close cooperation with each other. This is similar to Mwathe (2018) who suggested that trade union goals should be complemented by organisational goals so that productivity may be enhanced. Moreover, Barth *et al.* (2020) claimed that while union bargaining may be disadvantageous to management-worker collaboration, unions may however give a voice to workers, which may enable them (workers) to increase tenure and bring about returns on investment. In addition, Totterdill and Exton (2014) showed that unions have unique knowledge about the way organisations function and that they are arsenals of experiences that embrace various situations. Yet, these knowledge and experiences have often become under-utilised resources in

workplaces. Initially, unions can enable members to discharge their tacit knowledge and innovative ideas. Strategically, they can provide strong advice and consultancy, and as such, can secure the trust of both employees and employers. This can be potentially unlocked by actively involving the unions in dialogues concerning challenges and opportunities that confront the firm. Consequently, representing employees by performing assigned duties required of the union in turn promotes union effectiveness (Bryson, 2003). Thus, it may be posited that as the union and the management collaborate for the welfare of both employees and the organisation, the union correspondingly increases its effectiveness. These studies provide important insights into the research question of how improvement in the effectiveness of trade unions benefits employers and employees in the UK hospitality industry.

Moreover, Richardson (2003) stressed that unions' major future task is to work for the productive efficiency of industries. Research on inefficiency and waste conducted in the UK and other countries demonstrates the huge potential of raising productivity and standards of living through an extensive adoption of best practices by organisations. Using a strategic choice perspective, Boxall and Haynes (1997) claimed that unions within the context of neo-liberalism see strategy based on the interconnection between union-employee relations and union-employer relations. This is congruent with the view that the union and the management should work together towards the goals of the employees and employers alike. According to Geary (2008), there had been debates over potential consequences for unions under partnership agreements. A survey of the perceptions of Irish employees was carried out to weigh opposing views on this. Geary's (2008) study was relevant based on two grounds: first, empirical enquiries on the impact of the partnership on union influence are uncommon, and second, it calls for an updated national framework agreement that promotes partnership as a way to handle changes in the workforce. However, this claim is contrary to the already emerging studies on the collaboration between unions and employers where such partnership is proved to be beneficial for the employers (Morikawa, 2010; Totterdill and Exton, 2014).

Further, Bryson (2001) found that management can influence how bad or good employees' perception of the management is through their (management) engagement with unions. Management can promote a high level of trust relationship with employees if unions show adequate power that can enable them to contribute positively to workplace operations. This is because unions with sufficient power are linked to higher employees' trust in management

(Bryson, 2001; Holland *et al.,* 2012). This resultantly fosters union effectiveness. On the other hand, Gill (2009) pointed out that the impact made by unions is constrained by the management itself as well as by unions' hesitation to participate in an integrative relationship in an institutional setting that does not place value on unions. Thus, organisations should keep away from a pluralist and adversarial model of industrial relations if they were to capture the value of unions and pursue a collaborative partnership with them. Management constraints on the union and the union's hesitation to enter into an integrative relationship with the management threatens union effectiveness.

On the other hand, in Denny's (1997) report, it was found that while industrial strength is associated with a higher degree of productivity, such is however attributed to productivity recovery after an economic recession rather than the impact of trade unions. This is opposed to the findings of Morikawa (2010) and Richardson (2003) that unionisation brings productivity to organisations. According to Metcalf (2002), if union presence in a workplace leads to pay hikes, unless productivity increases respectively, there is a likelihood for financial performance to worsen. In the UK, increased competition and focus on partnership' in industrial relations wear away earlier negative associations between unions and employee productivity. Meanwhile, there is mixed evidence in the UK context concerning trade unions: the most in-depth study reveals that union recognition may dampen investment (Metcalf, 2002; Metcalf, 2005), but this negative impact is offset as density increases (Metcalf, 2002). Barth *et al.* (2020) identified the rent-seeking tendency of unions as the cause of potentially dampened investment. On the other hand, Wadhwani (1990) earlier reported that unionism has no significant impact on investment once the effects of differential productivity growth are allowed. As earlier mentioned, Barth *et al.* 2020) also found that unionisation is positively associated with returns on investments. Having this association gives us an insight into how far unionisation can bring the organisation forward as well as how union effectiveness may be enhanced in the process.

Furthermore, Barth *et al. (*2020) stated that union membership may depend largely on the possible rents that can be gained, thus, it is more beneficial for unions to invest in membership in more productive organisations. This may explain unions' tendency to organise huge, productive establishments in their initial life cycle, which consequently increases their effectiveness. Conversely, firms that are confronted with downsizing or closure may also have high union membership because unions are likely to provide legal services and conflict resolution assistance.

Barth and colleagues reported that increases in union density correspondingly result in significant increases in firm productivity. They also reported that unions recoup such added productivity through a higher wage premium that is larger in more productive organisations, which is in keeping with rent-sharing. Ciarli *et al.* (2018) found that unionisation at the industry level minimises rent-sharing elasticity in the UK, such as in terms of identifying policy instruments that would concurrently increase productivity and wages.

Additionally, Rose and Woolley (1992) concluded that the positive attitude of both management and unions towards collective bargaining in the last quarter of the 1980s generated important gains in performance. This conclusion was made as they investigated the effects of trade unions on the productivity of a car company, taking into account intra-organisational variables that influence productivity levels. This is consistent with the position of economists that unionization can improve economic efficiency (e.g. Eisenbrey, 2007; Manzo IV, 2015). Similarly, in their empirical analysis of the link between the labour union and firm performance in the areas of productivity and profitability, Morikawa (2010) found that union presence has a positive significance on firm productivity and that unions have a positive effect on wages. However, their study setting was in Japan. A contrary result was reported for firms in the UK where it was found that a negative relationship exists between unions and productivity (Doucouliagos and Laroche, 2003). Given this, an interesting attention would be how different settings may demonstrate different levels of relationships between unions and firm productivity.

In Bryson (2001), weak unions were found to be negatively associated with employees' perception of management. In effect, while weak unions show ineffectiveness, employees also think negatively of the management. Gill (2009) similarly revealed that the industrial relations environment tends to be viewed poorly if employees perceive that management is opposed to unions. If employees perceive that unions are ineffective, trust in management is lower compared to the level of trust that employees have for management in non-unionised organisations. On the contrary, unions are most capable of creating a climate of employees' trust in management when they (unions) are regarded to be doing their job well. Therefore, it would be beneficial for both the union and the management to strengthen the union.

Further, through a time-series panel analysis, Mate (2014) revealed that educational level, labour unions, and productivity growth are interlinked in different labour-skilled branches in OECD countries. Damiani and Ricci (2011) also found that union presence is positively associated

with organisational productivity. Similarly, as they looked into the impact of the functions of trade unions on employee relations, Mwathe (2018) reported the following: employees' participation is positively linked to productivity; protection of employees' rights is positively associated with productivity; collective bargaining management is positively related to productivity; and there is a positive relationship between the moderating effect of high-performance work practices and productivity. Sengupta (2008) also observed that higher productivity occurred in firms where unions cooperate with employees in terms of share ownership arrangements. These findings convey the important role of unionisation in raising firm productivity, suggesting that allowing unions to operate smoothly would be beneficial to the organisation. These findings were opposed to the findings of Chih-Yang and Meng-Wen (2018) who found that unions in China had an initially positive or non-significant impact on productivity but not in ensuing years where a negative impact was recorded for both private-owned and foreign-owned companies. Congruent to the findings of Chih-Yang and Meng-Wen (2018), Bryson *et al.* (2009) revealed that union bargaining is damaging to organisational performance in the UK and this effect is bigger when unionisation is endogenised. This is similar to Doucouliagos and Laroche (2003) who found a negative correlation between unions and productivity. On the other hand, Wadhwani (1990) revealed that unionized firms in the UK had more rapid productivity growth in the first quarter of the 1980s but not in the latter half of the 1970s as well as 1985-1986 in which no difference in performance was found in these firms. These occurrences made Wadhwani's study conclude that unions do not necessarily espouse a reduction in productivity but by certain events. Also, in contrast to what was often claimed, unionisation itself does not diminish employment growth. Rather, the negative correlation found in 1980-1984 could have arisen from a substantial reform in work practices in unionised firms during those years. Irrespective of the reasons, the effectiveness of the unions could have been affected adversely just the same.

Conversely, in terms of competition, firms need to reduce their options when setting wages. An example of this is if the industry undergoes an average productivity increase - which is shared amongst many firms - most firms must adjust their wages to prevent losing the best talents to competitors (Ciarli *et al.,* 2018). Alternatively, Bennett and Taylor (2001) claimed that there has been union density taking place for nearly half a century, which is attributed mainly to global competition and demographic changes, amongst other factors. Legislative success in reducing the role of collective bargaining has a natural contribution to this reduced role of unions in workplaces,

resulting in union decline, thereby consequently affecting union effectiveness. Hyman (2007) added that social and ideological changes weakened unions' traditional collectivist orientation. Thus, in the absence of state support, unions should develop their organisational effectiveness if they do not wish to be agonised by inevitable consequences (Boxall and Haynes, 1997).

Currently, there has been a clamour to shift from union action and worker representation toward direct employee involvement and non-union representation (Gollan and Lewin, 2013; Kaufman and Taras, 2010). This would necessarily affect union effectiveness. Even in a changing employment scene, there is a likelihood for trade unions to regain their popularity. Partly, this would reflect a broader sense of managerial defiance of trade unions (Nickson, 2013). To grasp the reason for such defiance, Gall (2004) highlighted how the years 1979-1997 formulated "managerial Thatcherism" which changed the employment landscape through stark restrictions on trade unions' ability to organise and pursue industrial action. Not surprisingly, Bryson's (2004) finding was that non-unionised employees had better perceptions of managerial responsiveness than unionised employees. This in effect affected union effectiveness. Thus, drawing from the literature, employers can benefit from trade unions through the following: organisational competitiveness (Gill, 2009; Mwathe, 2018), increased productivity (Barth *et al.,* 2020; Damiani and Ricci*,* 2011; Morikawa, 2010; Richardson, 2003; Sengupta, 2008), returns to investments (Barth *et al.,* 2020), promotion of tacit knowledge and innovative ideas (Totterdill and Exton, 2014), promotion of a high level of trust relationship with employees by management (Bryson, 2001; Gill, 2009), and employees' positive perception of the management (Gill, 2009). Thus, employers will benefit from trade unions by allowing unions to increase their effectiveness.

2.4.2 Benefits to Employees

Improvement in the effectiveness of trade unions can also benefit employees. LaVan and Katz (2013) stressed that labour management relations in the hospitality industry are an essential feature of effective management. Unions are gradually becoming proactive in organising workers in this industry through strikes, pickets, safety and health complaints, and the like. Recent years show greater support for trade union membership in the UK than at present, a situation in which only limited state support was given to trade union recognition. In previous years, the British government gave only minimal intervention in employment relations but this has changed more recently, where trade unions are given greater state intervention, including union recognition. In

effect, through the Employment Relations Act (1999 and 2004), unions may obtain recognition even in cases where employers may relentlessly oppose the idea (Nickson, 2013). This would resultantly help unions to improve their effectiveness. Through collective agreements, unions have helped secure standard conditions of work in several industries. The establishment of a network of agreements that regulate working conditions per industry is the notable contribution of trade unions. They have utilised their bargaining power in securing standard wage rates and in seeking to boost them whenever presented with favourable economic conditions (Richardson, 2003). These studies validate the importance of strong bargaining power to respond to employees' demands.

As evidenced by a range of literature, a scholarly consensus states that increased union strength leads to lower levels of inequalities in pay and benefits. Yet, recent evidence shows that this union impact vanished in the 1990s (Han and Castater, 2016). Han and Castater argued that while unions still help diminish wage inequality, their impact is based on the characteristics of unionised workers. Han and Castater (2016) found that as the share of unionised workers increases, wage inequality drops, irrespective of the extent of union density, union scope, or whether the market of operation is liberal, mixed, or coordinated. On the other hand, the fraction of unionised unskilled manual workers does not impact wage inequality within a decentralised wage bargaining landscape since these workers are not able to obtain wage benefits from their skilled and higher-paid counterparts. These findings indicate that the unitary player assumption used by scholars to elucidate union effects on political and socio-economic aspects is misdirected and that properly organised individuals with low income can obtain relative economic gains (Han and Castater, 2016). Conversely, Egger and Etzel (2014) explored centralised union wage-setting using an oligopolistic equilibrium approach to show that employment, welfare, and income of both workers and capital owners increased through trade. Their study also showed that capital outflow and job exports can be prevented through this decentralised wage-setting. These studies inform of the relevance of market structure and other external factors contributing to union strength.

In his investigation of what determines labour turnover in the UK, Martin (2003) identified how unionisation, wages, and other factors impact working conditions, thereby leading to the conclusion that unionisation reduces turnover. This is attributed to the unions' ability to enhance working conditions. Additionally, Goerke and Madsen (2003) revealed that employment increases in an economy where a trade union is the one deciding on wages. Notwithstanding the claim that hospitality employment is marked by flexible working arrangements, the hospitality sector has

experienced a decline in wages and working conditions due to economic restructuring, which is a symbol of globalisation and a neoliberal economy.

Legrand et al. (2013) detailed the benefits of trade unions to employees, including achieving common goals in key areas such as wages, working conditions, and working hours. Maintaining or improving the conditions of employment is the most common objective of unionised organisations. Unions may have different immediate objectives and tasks but usually cover collective bargaining, political activities, and the provision of benefits to members such as insurance, sick leave, and retirement. Gill (2009) stressed that unions possess a unique advantage of independent voice promotion that management cannot replicate. Apart from contributing to organisational competitiveness, unions can also enable employees to benefit from high-performance work practices, thereby enabling them to maintain their relevance. These studies point to the advantages of unionised organisations. Similarly, Spaho (2013) claimed that since employees are critical resources in achieving excellent performance, they should thus be given good platforms to increase their potential for organisational performance. This can be achieved by allowing them to obtain their demands through collective bargaining (Chaudhry *et al.,* 2013).

Furthermore, the results of the study of Kornfield (1993) found that unionised workers receive higher wages than non-unionised ones and also tend to have access to a pension plan. In Wiatrowski (2006), it was mentioned that compared to non-unionised workers, unionised workers more often have defined benefit pensions. In Berg and colleagues (2014) multi-level analyses, employees perceived that unions effectively support employees' demands on work schedules and better access to flex time practices. They also found that employees had a perception that unions effectively bargain for higher pay and benefits and enforce collective bargaining agreements. Drawing knowledge from globally declining union density, Furaker and Bengtsson (2013) examined the extent to which employees gained an advantage from trade unions and revealed that more than individual membership, it is unions' collective power that counts. They also reported that employees were likely to benefit from the collective power of unions in terms of appropriate pay and job security. Moreover, anecdotal evidence shows that unions do well in enriching workplace health and safety (Litwin, 2000).

Alternatively, drawing on the concepts of equality and diversity, Alberti *et al.* (2013) explored how unions organise low-paid migrant workers in the UK, applying the ideas from the literature on intersectionality to the industrial relations practice. The conclusion derived by Alberti

et al. was that trade unions are inclined to regard migrants largely as *workers* from the perspective of a universalistic approach, rather than *migrant workers* with specific and intersecting systems of oppression. This leads unions to formulate a dichotomy between organisations and issues on migration, of which Alberti *et al.* (2013) argued that successfully involving vulnerable migrants in unions requires an integration of both universalistic and particularistic approaches. The importance of migrant workers' successful integration into unions was also pinpointed in Alberti (2013) in her study of migrant workers in London's hospitality industry. Congruently, Marks and Olsen (2012) underlined the role of trade unions in developing policies and providing services to the migrant workforce.

Moreover, using the UK Labour Force Service, Bell and Hart (1998) revealed that even if national collective arrangements are enforced, these arrangements still have no substantial differences to extensive overtime, which is different from the findings of Trejo (1993), that unionisation increases the occurrence and number of overtime hours. This is consistent with the notion that unions use overtime hours for membership expansion. In their report, Kodz *et al.* (2003) claimed that unionisation reduces the occurrence and degree of overtime hours and that union presence is linked to reduced work hours in the UK. Additionally, unions significantly impact holiday entitlements. Unionised and non-unionised firms have an average of 5.5 extra days of difference, suggesting that it is more beneficial for workers to be in a unionised firm than in a non-unionised one. On the other hand, Bryson *et al.* (2005) revealed that a negative relationship between union membership and job satisfaction occurs only where a union is recognised for bargaining and that this effect disappears when membership and recognition are simultaneously considered. This was parallel to the findings of Laroche (2017), that unionised members were less satisfied with their jobs compared to their non-unionised counterparts; however, such difference in job satisfaction disappeared when the endogeneity of union membership was controlled.

On a similar note, Diaz-Carrion *et al.* (2020) stressed the importance of job satisfaction in the service industry as it functions as a key to enabling employees to provide high-quality service, which is essential in determining organisational success. The institutional context plays an important role in the form of working conditions influencing job satisfaction. Pichler and Wallace (2008) mentioned that the institutional context is determined by the extent of unionisation, amongst other factors. Using a comprehensive approach to analysing employees' attitudes towards job satisfaction and taking into account both organisational and institutional factors, the results of

Pichler and Wallace's study is that working conditions in Europe are governed by various models, resulting in varying levels of job satisfaction.

Further, Olsen (2005) showed that unions influence employers' use of temporary help agencies through their findings of a positive correlation between unionisation and the use of such agencies. They also found that highly unionised firms are likely to have the lowest use of these agencies because these agencies might replace regular employees. This is because one of the goals of unions is to promote job security in the workplace (Bennett and Kaufman, 2008; Bryson and White, 2006; Litwin, 2000). As Bennett and Kaufman (2008) mentioned, unions increase job security to some degree by making it difficult for employers to dismiss workers. Nonetheless, Richardson (2003) stressed that the provision of friendly benefits continues to be an essential activity of unions in the UK. It means that these unions are sticking with one of the norms for which they are being established.

Furthermore, McAlevey (2016) posed the important questions of "why do unions hold organising activities?" and "what is the union for?" These allow power analysis to define the direction of the action and how the union is led and governed. McAlevey argued that the focus of workers' mobilisation is commonly to improve work conditions, such as increased wages, rather than more substantial reasons, such as to enhance the quality of services or professional standards. The purpose of the union is thus to have these concerns reflected, along with an understanding that union power should be used to intensify workplace and non-workplace standards. McAlevey (2016) referred to this as 'whole-worker organising' where workers serve as the main actors of union organising and are entrenched in their communities, serving as a source of further support and power resources. McAlevey's (2016) articulation requires union density to effect this, which many studies have earlier noted (e.g. Heery and Simms, 2009; Moeti-Iysson, 2011).

Based on the literature employees can benefit from trade unions through the following: increased tenure (Barth *et al.,* 2020), reduced turnover (Martin, 2003), better wages (Kornfield, 1993; Legrand *et al.,* 2013; Morikawa, 2010), lower levels of inequalities in pay and benefits (Furaker and Bengtsson, 2013; Han and Castater, 2016), improved working conditions (Legrand *et al.,* 2013; Martin, 2003), improved working hours (Berg *et al.,* 2014; Kodz *et al.,* 2003; Legrand *et al.,* 2013); provision of benefits to members (Legrand *et al.,* 2013; Wiatrowski, 2006), enabling employees to benefit from high-performance work practices (Gill, 2009); and job security (Bennett

and Kaufman, 2008; Furaker and Bengtsson, 2013). Thus, increasing the effectiveness of trade unions will benefit employees more.

2.5 Context of the Study

The majority of hotels in the UK function in a high-volume, low-cost product market and aim to earn profits from enhancing their market share (Wilton, 2013). Hospitality work in the country has always been low-paid, widely viewed as low-skilled and low-status and does not possess any tradition of unionisation and collective bargaining. The hospitality industry in the UK is one in which employers commonly determine terms and conditions one-sidedly, leaving workers in vulnerable situations and needing the protection of the law. This industry is also characterised by high turnover, which hinders the establishment of workplace-engrained collective identities and unionisation (Ionnou and Dukes, 2021).

Unfortunately, modern employment law cannot adequately protect workers in the UK hospitality sector from unfair treatment and is unable to remove them from conditions of low pay and precarious condition. Apart from having inadequate substance, legal employment policies also receive low compliance from employers. Hospitality organisations may not usually engage in major breaches of the law such as forced labour and non-payment of wages. Rather, they commonly engage in minor breaches, such as small violations, to the point of making this a standard practice in the sector, which only reflects the preferences of employers. By contrast, workers tend not to perceive a breach of their legal rights as worthy to be challenged. This asymmetrical distribution of power between employers and employees in the sector forms such a standard practice, which has become an industry norm (Ionnou and Dukes, 2021).

Alternatively, Janta (2011) reported that employees in the UK hospitality sector are primarily young, female, and highly qualified. As migrants can be found in various hotel departments, a significant pattern demonstrates that they gradually occupy jobs in supervisory and front desk positions. Migrants lack adequate information about labour practices that would enable them to land jobs that are more fitting to their qualifications. The employment experience in the UK heightens career migrants' prospects and yet mainly benefits other sectors (Filiminau and Mika, 2016). Ndiuini (2020) stressed that the UK hospitality industry is characterised by an influx of migrant workers since local people are not interested to work in this industry because of its low

status. Similarly, Lyon and Sulcova (2009) found that while the management of some hotels in the UK can provide good reasons for employing migrants, these workers have some limitations, which could impact the quality of service delivered.

Furthermore, there is a concentration of hospitality businesses in London, South East and North West where cities and urban areas are mainly found. Employment in the hospitality industry in the country has grown more rapidly than in the total economy in the period 2009-2017. This growth is characterised by an increase in the number of part-time employees. New staffing methods, such as sub-contracting and outsourcing where workers are managed by external agencies, lead to fragmented employment relationships within the sector. Concerning working conditions, there has been an increase in the intensity of work within the UK hospitality industry, demonstrated by hefty workloads, unpaid overtime, and long working hours. Unpaid overtime appears to be more common amongst employees with fixed salaries. In some jobs like waiters and receptionists, unpaid overtime is common amongst those working night shifts. A high degree of instability in working hours is mainly experienced by employees in zero-hour contracts. They also experience a higher level of managerial discretion in work shift assignments. The intensification of work is also felt through reductions in benefits and wages for weekend job assignments (Lopez-Andreu et al., 2019). On the other hand, the UK government just recently introduced the National Living Wage in the sector, which improves workers' remuneration (Walmsley et al., 2019).

The highly fragmented character of the UK hospitality industry is evidenced by different establishments that are spread across different classifications, including hospitality services, events, membership clubs, and contract catering, amongst others. These are shown in the figure below:

Figure 6. UK hospitality industry sectors

(Source: Pearson Schools and Colleges, 2017, p. 1)

The above sectors demonstrate the fragmented composition of the UK hospitality industry, which inhibits unionisation prospects. This is because it is difficult to organise workers as a singular union entity from these diverse sectors (Albert et al., 2013). When the high turnover rate and low skill aspect of the jobs are considered, it causes the hospitality industry to differ from retail and manufacturing in terms of job nature (Vandaele, 2017). It also needs to be noted that large hotel and fast-food chains are locked in a fierce competition where employee costs represent over 30% of operating expenditures. This is an important factor as large hotel and fast-food chains have resisted attempts at unionisation to control employee costs (Davie et al., 2018).

Furthermore, the UK hospitality industry has limited success in terms of employer hostility to trade unionism and the attitudes and policies of trade unions concerning the recruitment of new members in the sector. Any attempt to unionise is received by job cuts and wholesale outsourcing of the whole department. The UK Commission on Industrial Relations stated that the growth of trade unions in hotels has primarily been carried out through the use of industrial action and they are usually recognised when a hotel is involved in an industrial dispute. Because of the geographical dispersal of employees in the hospitality sector, organising workers in this sector can be a formidable challenge, which is why trade unions have often shown limited interest in organising this sector (Wood, 2020). Sustaining workplace-based unionism in the UK hospitality sector has been difficult because of the highly fragmented character of this sector. The rekindling

of industrial unionism in the country requires unions to deal with the traversing discriminations that confront migrants in this sector (Alberti, 2014).

The hospitality industry is characterised by a lower wage scale compared to the retail and manufacturing industries. It employs predominantly female employees, often on part-time or temporary contracts and without a tradition of trade union presence. In addition, it is characterised by a high number of migrant workers, thus, the issue of discrimination can be significant (Boella and Goss-Turner, 2015). It also has a high turnover which contributes to a productivity crisis that is further compounded by employing a huge number of migrants, estimated at 34% of all jobs. The general pay scale for the UK hospitality sector is just £21,600. This is low when compared to £46,000 for the retail industry and £52,000 for the manufacturing industry (The Migration Observatory, 2017). The public sector has a higher union density (52%) than the private sector (13%). A huge majority of union members now belong to large unions which were formed by mergers. Industry-based unions are not very common (WP, 2016).

Union membership in the UK dropped sharply with the decline of traditional manufacturing and often male-dominated industries. Currently, only 23.5% of employees in the UK are unionised. This gave renewed power to management in making decisions on designing jobs for flexibility (Boella and Goss-Turner, 2015). The country's hospitality industry has minimal levels of trade union density. This industry experienced a 2.2% drop in union membership density from 2004 to 2015. This situation is not far from other English-speaking countries. In Australia, trade union density in the hospitality industry had a 16.9% decline from 1994 to 2016. In New Zealand, the trade union was thriving before the 1990s but declined by 5.9% in 2016 (Wood, 2020). Trade unions in the manufacturing industry in the UK shared the same experience. Union membership in this industry declined from 1.45 million members in 1995 to just 455,000 members in 2018. Similarly, the manufacturing industry had a 68% drop in union membership during the period covered. (Statista, 2021).

Bringing into play employment regulations in Australian hotels which the UK can derive lessons from, Knox and Nickson (2007) compared employment relations in the hotel sector and found that unionisation rates in Australia are far higher than in the UK. The analysis was centred on employment strategies highlighting functional flexibility. A lesson from the Australian experience was that regulation and trade union recognition can substantially benefit both employers and employees alike. A corporatist model based on hierarchical structures and

centralised regulation, particularly through collective bargaining arrangements, characterises the form of trade unionism in Europe and North America (Dencik and Wilkin, 2019). In the UK, trade unions have different operating environments from trade unions in other countries. Unless a standardised definition of effectiveness is identified, it might not be possible to argue that effectiveness in unions across different countries and contexts is viewed the same (Baral, 2018).

2.6 Research Gaps

Numerous studies have been conducted on the topics surrounding the different roles played by trade unions, which consider how various worker organisations have sought to represent the rights of employees (Buckley, 2009). Having identified the concept of effectiveness in the context of a trade union, it is crucial to expand more on the research gaps that exist in this context. Charlwood (2001) investigates the effectiveness of trade union organising effectiveness within the UK. This study brings together data collected from the Workplace Employee Relations Survey, the TUC and the Survey of Unions in 1998. The study highlights the differences in organising effectiveness amongst white-collar and blue-collar employees, which suggests that unions face challenges regarding the best way to appeal to the growing number of union-registered employees. The shortcoming of this survey is that it fails to analyse the data based on specific industries. While there has been a large degree of research committed to the role of internal factors and how they contribute to the hospitality industry, little has been conducted on identifying the role of internal organisational factors on the seemingly declining role of trade unions (Moulaert, 2013).

Also, Burchielli (2004) noted the presence of limited studies and a lack of clarity in the determinants of union effectiveness. There is little evidence on how union effectiveness is measured. Burchielli (2004) stressed that there is no way to find out whether a particular study has mapped the concept of union effectiveness entirely. He identified existing research on various indicators of union effectiveness, taking into account that there are no controversies surrounding the determinants of union effectiveness. While many factors determine the effectiveness of trade unions, a particular research gap has already been identified within the context of internal factors which are relevant to how trade unions operate in the UK. A comparative analysis has to be conducted across various regions to come up with a standardised definition of union effectiveness (Baral, 2018). This discussion is aligned with the discussed research rationale.

Further, while many researchers have focused on the protection of employees from any form of harassment or discrimination, there are limited studies examining limiting long-hours working. Quantitative research suggests that unionised workers work fewer unpaid overtime hours than non-unionised ones (Bryson and Forth, 2017). Although there have been qualitative studies on factors that increase union effectiveness, further research is needed to update quantitative investigations on changes in legislation (Bryson and Forth, 2017). The influence of trade unions in urging a new ILO global standard that closes the gaps in labour law should not be underrated (Rubery and Johnson, 2019). This discussion on the research gap in unpaid overtime hours does not deviate from the research rationale. Workers' condition in the hospitality industry is tackled in that section.

Furthermore, Moeti-Lysson and Ongori (2011) noted a research gap in the role played by trade unions in solving labour-related disputes, specifically in terms of wages, working conditions, and unfair treatment. Studies on the impact of unions on the provision of extra-statutory fringe benefits are fewer than studies on the impact of union wages. However, these few studies validate that organisations with recognised unions tend to provide extra-statutory paid leaves, retirement benefits, and subsidised childcare (Bryson and Forth, 2017). Morshidi et al. (2021) stressed that future research will deal with exploring how trade union impacts job changes during volatile periods. This discussion is aligned with the research rationale discussed in the first chapter.

Further, Tarumaraja et al. (2015) found a lack of research in Western countries concerning reports from union officials in the investigation of union effectiveness. Union officials consist of the president, deputy president, secretary, and working committee members, amongst others. They are the ones involved in administering the affairs of the union, such as trade dispute cases. Reports from union officials serve as substantial sources because union officials are the ones directly operating the union (Tarumaraja et al., 2015). Additionally, recent changes in industrial relations require clarification through further research. The fundamental challenges are undoubtedly the drop in unionisation and the decline in collective bargaining agreements. Even though previous studies have drawn helpful inferences, there is certainly a need for further research (Uwe, 2015). Likewise, union effectiveness on the points-of-view of union officials supports the rationale of the study.

The study's pursuit to determine union effectiveness in the UK hotel industry addresses the above gaps by developing a conceptual framework of union effectiveness for the studied hotels.

The elements contained in the proposed framework are consistent with the frameworks in other studies. These are: Gall and Fiorito's (2016) goals-systems framework of union effectiveness; Levesque and Murray's (2010b) enhanced capacity union effectiveness framework; Willman and Cave's (1994) framework of union effectiveness; Quinlan and Lever-Tracy's (199) model of union strategy; Tattersall's (2013) union effectiveness framework; Gahan's (1998) conceptual framework of union strategy; and Ross' (2007) theoretical framework of social unionism. The study's proposed framework validates the critical importance of bargaining power, union representation, and union density for a union to become effective. The discussions above illuminate the crucial importance of these elements, magnified by the union's ability to defend employees and resolve labour disputes. The conceptual framework also introduces the partnership between employers and unions as opposed to a relationship of hostilities. The further headway of this employer-union partnership into the framework is brought by its relevance in union effectiveness, as enshrined in numerous studies mentioned in the literature review (e.g. Gill, 2009; Munro and Rainbird, 2004; Mwathe, 2018).

The research gaps that this thesis is addressing relate to the investigation of the internal organisational and trade union factors that determine the effectiveness of trade unions in the UK hospitality sector.

2.7 Summary

This chapter reviewed the extant literature on trade union effectiveness, as well as internal factors affecting trade union effectiveness, such as employment contracts, employer attitude towards trade unions, and revolution in production technologies. It explained some frameworks and models of union strategy and effectiveness, such as Gall and Fiorito's (2016) schematic goals-systems framework of union effectiveness, Levesque and Murray's (2010b) *enhanced capacity union effectiveness framework,* Willman and Cave's (1994) representative effectiveness and administrative effectiveness, Quinlan and Lever-Tracy's (1990) model of union strategy, Tattersall's (2013) union effectiveness framework based on union-community coalitions, and Ross' (2007) theoretical framework of social unionism.

The chapter also reviewed various studies on trade union factors, including organisational ability and membership. Further, the chapter explored studies on the benefits of trade union effectiveness to both employers and employees and identified research gaps.

The next chapter discusses the study's methodology for addressing the research questions.

CHAPTER 3. RESEARCH METHODOLOGY

3.0 Introduction

Research methodology refers to the techniques and procedures to acquire, select and analyse information on a given topic. It outlines the path used by the researcher to determine the study's outcomes (Sileyew, 2019). The research methodology should be according to a concise framework, which researchers may use to conduct valid and reliable studies (Crotty, 1998). This chapter presents the research design, research paradigm, case study methodology, data collection methods (interviews, meeting observations, and document analysis), data analysis method, and ethical considerations.

3.1 Research Design

This research adopted a qualitative methodology. The study examined union effectiveness in the UK hospitality industry through the constructionist ontological orientation. It conducted an in-depth investigation of the topic. The method is crucial for theory development, especially in similar areas with limited literature (Maxwell, 2018). The strategy that utilised semi-structured or unstructured mechanisms allowed the investigator and the participants to participate actively in the study. The study's adoption of qualitative methodology was congruent with its subjective ontological claims (Uzun, 2016). Through the qualitative approach, the study pursued an interpretive epistemological orientation.

The qualitative design provided the study with the means to analyse stakeholders' perceptions of trade unionism in the UK hospitality industry. Through a qualitative approach, the study combined into a single research enquiry the perceptions of employees and managers concerning trade union effectiveness. The divergence in the epistemological and ontological research underpinnings led the investigator to avoid overlapping claims and objectives in conducting research (de Kock, 2015). Although both the constructionist and positivist camps advocate for mixed methodology, the research approach is very complex since the findings of one method are necessary for planning the other. Discrepancies in the results may affect the study's clarity, conciseness, and reliability (Abro et al., 2015; Tran, 2016; Uzun, 2016). Hence, although

the mixed methodology was advantageous in mitigating the limitations of the qualitative and quantitative methods, it was not preferred in this study.

3.2 Research Paradigm

This study adopted the interpretive paradigm; as such, it examined the 'what,' 'why,' and 'how' of the subject matter studied. Chowdhury (2014) noted that interpretivism is crucial for the determination of causal factors and for exploring different perspectives. It is suitable for social science enquiries since it seeks to explain an existing phenomenon through the perceptions of the members of society and the meanings they assign to different entities (Ajagbe et al., 2015). It is contrary to positivism, which is used in natural science enquiries and based on a concrete formula or pre-existing theories (Chowdhury, 2014).

This interpretive study neither limits nor constrains the research participants. Since there are no predetermined theories, the theories and causal factors of union effectiveness are only identified towards the end of the research. It is because human behaviour is constantly changing, and as such, predetermined positions may result in limited findings that do not cater to the changes within the community (Ryan, 2018). This study also allowed the incorporation of new ideas as observed by the investigator or derived from the responses (Cassell and Symon, 2015).

The interpretive paradigm is suitable to this study since it establishes theory from previously existing perceptions (Taguchi and St. Pierre, 2017). A constructionist epistemology is also preferred since it aims to interpret real attitudes and patterns, which can only be done through a thorough investigation involving observation. The justification for using an interpretive paradigm is anchored on the interpretation of existing phenomena through socially ascribed meanings that are interpretively analysed (Ajagbe et al., 2015). By adopting interpretivism, the study led to the discovery of new attitudes and information that contradicted previous research. Unlike the positivist approach, data were critically examined without any presuppositions, enabling the creation of new research dimensions not previously existing (Bashir, Syed, and Qureshi, 2017).

3.3 Case Study Methodology

The case study methodology involves a close and detailed examination of the subjects of a study in a contextual environment (Houghton et al., 2015). A qualitative case study is appropriate for

understanding and describing an industry's formal and informal processes. The case study methodology was thus chosen for this research to critically analyse the stakeholders' perceptions of their workplaces, thereby increasing the validity of the results. The qualitative case study method is commonplace in business research (Quinlan et al., 2019). Mills et al. (2017) posited that case studies on industrial relations focus on predetermined areas of analysis; exhaustive examination of the study; use of different tactics to gain information; and use of theoretical underpinnings to guide the study. However, the research strategy and the study's philosophical perspectives defined the role of the investigator in case studies (Bryman, 2016).

The case study methodology can involve one or numerous cases requiring different levels of data analysis. It uses several methods, including observation, interviews, and questionnaires (Quinlan et al., 2019). Seven hotels in the UK hospitality industry were used as cases to provide a manageable number of participants, critically examining their perceptions of industrial relations in the sector. The research investigator used a set of criteria to choose the case organisations. The criteria ensured that the selection of hotels accrued with the requirements of the study. The criteria are the following:

(1) They had to be local hotels (not international chains).
(2) They had to be located in London.
(3) They had to be unionised.

The study ensured that the chosen hotels were uniform in location, ownership, unionisation, and size. The hotels are all located in London. All of them are privately owned and governed by a union. Their employees are not more than 500. The case study involved only seven hotels in the UK. The use of multiple methods of analysis requires a manageable number of cases comprehensively studied to ensure the validity and reliability of results. It denotes triangulation, where the validity and reliability of research findings are enhanced, minimising the limitations posed by the exclusive use of one method (Shusterman, 2016). In triangulation, a specific approach serves as the dominant strategy for data collection. In this study, the interview method is the dominant strategy.

The qualitative methods adopted for collecting and interpreting the data are interviews, observation, and document analysis. Only one union organisation operates within the seven hotels - the Unite Union *of* the services industries. The sampling size for the open-ended interviews was

71. The study selected the hotels because of their accessibility and relevance to the topic. All the hotels include accommodation, meals, and leisure in their business offering. They employ more than 100 employees.

The table below shows the interview participants. Each hotel comprised eight participants from rank-and-file employees. A common thing about the seven hotels was the presence of a hotel executive and HR personnel as additional interview participants. All in all, 32 participants from the seven hotels were doing manual labour While 23 were doing white-collar jobs (including executives and a front desk officer). Fifteen participants (14 union representatives and a union executive) were from the trade union. Each hotel had an equal mix of rank-and-file employees, executives, and union representatives.

Table 3. Summary of interview participants

Hotel 1	Interviews (10)	Meeting observation (1)	Documents (7)
	Managers (FT) (2) Executives (FT) (2) Receptionists (4) Union reps (2)	-Union meeting 13/2/19	-HR policy -Collective bargaining agreement - Employee contract -Hotel website - Employee handbook - Procedural agreement -Policy document
Hotel 2	Interviews (10)	Meeting observation (1)	Documents (7)
	Managers (FT) (1) Executives (FT) (1) Receptionists (6) Union reps (2)	-Union meeting 26/3/19	-HR policy -Collective bargaining agreement - Employee contract -Hotel website - Employee handbook - Procedural agreement -Policy document
Hotel 3	Interviews (10)	Meeting observation (1)	Documents (7)
	Managers (FT) (1) Executives (FT) (4) Receptionists (3) Union reps (2)	-Union meeting 9/4/19	-HR policy -Collective bargaining agreement - Employee contract -Hotel website - Employee handbook - Procedural agreement -Policy document
Hotel 4	Interviews (10)	Meeting observation (1)	Documents (7)
	Managers (FT) (2) Executives (FT) (1) Receptionists (5)	-Union meeting 29/6/19	-HR policy -Collective bargaining agreement - Employee contract

	Union reps (2)		-Hotel website - Employee handbook - Procedural agreement -Policy document
Hotel 5	Interviews (10) Managers (FT) (2) Executives (FT) (2) Receptionists (4) Union reps (2)	Meeting observation (1) -Union meeting 11/8/19	Documents (7) -HR policy -Collective bargaining agreement - Employee contract -Hotel website - Employee handbook - Procedural agreement -Policy document
Hotel 6	Interviews (10) Managers (FT) (1) Executives (FT) (2) Receptionists (5) Union reps (2)	Meeting observation (1) -Union meeting 17/9/19	Documents (7) -HR policy -Collective bargaining agreement - Employee contract -Hotel website - Employee handbook - Procedural agreement -Policy document
Hotel 7	Interviews (10) Managers (FT) (1) Executives (FT) (1) Receptionists (6) Union reps (2)	Meeting observations (1) -Union meeting 10/10/19	Documents (7) -HR policy -Collective bargaining agreement - Employee contract -Hotel website - Employee handbook - Procedural agreement -Policy document
Trade union executive (external)	Interview (1)		
Total	71	7	49

3.4 Interview Design

The selection of interview participants was done with the aid of criteria. The use of criteria ensured that only people with knowledge and direct experience of trade unionism in the covered hotels would provide the necessary insights for the fulfilment of the study. The use of criteria was also congruent with purposive sampling, a sampling technique used in this study. Also referred to as judgmental sampling, purposive sampling is a nonprobability sampling technique for producing a sample that can be logically assumed to represent the population. This is often achieved by

employing expert knowledge in randomly selecting a sample of elements to represent the population (Lavrakas, 2008).

The criteria for selecting the interview participants were:

(1) The target participants should be working in the hotels covered by the study;

(2) They should be an ordinary employee, a manager/hotel executive, or a trade union representative.

Rank-and-file employees were selected as participants for the interviews since they have varied experiences of working at the hotels which they can share in this study. The study included hotel managers and executives as participants since they could share certain information relative to their positions concerning trade unionism. It also selected union representatives since they could provide insightful ideas from their collective bargaining experiences, being active union officials. They can also provide valuable accounts of the union's quest to strengthen its presence within the hotel organisations. Likewise, the study targeted an executive member of the union since his participation can contribute to how the union functions in the hotel. Being in a top position, he can provide rich information on union government and policies.

It was necessary to develop three separate questionnaires for the semi-structured, in-depth interviews: one for the rank-and-file employees, one for the hotel executives and HR personnel, and one for union representatives. This is because each set of participants had diverse concerns based on their roles in their organisations. It is therefore necessary to develop separate interview questions for each of set of participants. The interview questions for hotel executives were largely about the types of employment contracts existing in the organisation. It can provide an understanding of the prevailing dominant contract types in organisations. A common thing about the three sets of questionnaires is the inclusion of collective bargaining, management attitude, and technology adoption in the items. The questionnaires captured the perspectives of various stakeholders about union effectiveness in the studied hotels.

Of note, the study did not use any example to pattern the interview schedules. Instead, the investigator himself conceptualised the interview schedules. The questionnaire for union representatives had additional questions on current responsibilities in the union and the length of working in such a position (See Appendix 1 for the Interview Questions). The study ensured an alignment between the research rationale and the interview questions by asking questions congruent with the research questions.

Taken together, the information offered by the participants served as comprehensive data to address the research questions. The interviews were held from March to November 2019.

3.5 Meeting Observation

According to Bryman (2016) and Glesne (2016), observation is a method through which an investigator watches and analyses the research participants in their natural settings. Meeting observations enabled the investigator to take an active role in the acquisition and interpretation of data, based on their perception of the people and actions observed.

The investigator observed the participants while holding a meeting about specific issues. He asked for permission from the hotel management of each hotel to sit while watching them discuss and negotiate. He was permitted and given a schedule of a meeting that he may attend.

All observed meetings were held within the premises of the hotels. They involved the management/hotel executives and trade union representatives. The investigator listened as the participants exchanged views, taking notes to record the discussions. The meeting observations were conducted between February and October 2019.

3.6 Secondary Documents

According to Johnston (2017), secondary data, which are already existing at the time the study is conducted, may be used in social inquiries to examine a specific phenomenon. The sources of secondary data that can be used in social science studies are journal articles, online sources, and books. The qualitative sources of secondary data can be distinguished from quantitative sources in that the former includes rich data of information while the latter includes numerical data, such as statistical reports (Fletcher et al., 2016).

The current study used HR policies, collective agreements, employee contracts, website information, employee handbooks, procedural agreements and policy documents on industrial relations in the UK hospitality industry for document analysis.

The secondary documents were collected between March and July 2019.

3.7 Data Analysis Method

Flick (2014) emphasised the importance of data analysis in qualitative research, claiming that regardless of the type of data, it is the analysis that forms the outcomes of the research. Data analysis involves the determination of the implications of the data collected through themes, which are repetitive codes (Glesne, 2016). According to Hashimov (2015), who analysed the work of Miles and Huberman, there are four steps used in the analysis of qualitative data. These are collection, reduction, display, and verification of findings.

3.7.1 Use of Thematic Analysis

Thematic analysis was used in this study to analyse the data generated from the interviews. Thematic analysis is a method of qualitative research for analysing and producing qualitative data. It involves identifying, analysing, and describing important themes arising from the data set and reporting them using extracts of the data as evidence (Braun and Clarke, 2006). It provides a rich and detailed account of data and is useful for investigating the views of different research participants (Nowell et al., 2017).

The interviews were transcribed. The transcribing took four weeks, due to a large number of participants (71). The transcribed interviews were then exported to NVivo 12. The NVivo software is effective in data analysis, as well as in examining the collected data and determining patterns. (Zamawe, 2015). Seven batches of interview sets were exported to NVivo 12. The investigator engaged in coding, an analysis of the transcripts and the development of chunks of information based on the research strategy (Glesne, 2016). Coding was performed by first reading the data and identifying key themes. The codes became the basis of thematic analysis. When writing the thematic analysis for each hotel, specific themes were identified and reported based on the codes derived. The key themes were based on patterns found in the data. The data codes were categorised based on these key themes. The codes had to be related to the research questions. The themes and the sub-themes were then finalised. The identified themes constituted the factors

affecting trade union effectiveness in the covered hotels. Lastly, the investigator explained the results found from the data, showing that there was no bias in the codes and themes, which can affect the trustworthiness of the study (Nowell et al., 2017).

Thematic analysis using the NVivo software was also used for meeting observations. The same procedure was undertaken to generate the themes. The field notes derived from the observed meetings were written into a narrative. Since seven meetings were observed for the seven hotels, seven narratives were accomplished. A thematic analysis was performed on all sets of narratives from which codes were derived. The seven narratives were collected into one chunk of a document to generate the themes and sub-themes through coding. Unlike the interviews, coding was not per hotel but as a whole set of hotels. This is because the narratives were shorter and can be managed to be coded as one whole batch. After coding, a thematic analysis was conducted for the seven hotels. Similar to the interviews, themes were identified and reported. A congruence was observed between the themes drawn from the interviews and the observed meetings, signifying consistency of perceptions.

Similar to the interviews and meeting observations, the secondary documents were analysed thematically using NVivo 12. Coding was performed on the dataset by familiarising oneself with the data and assigning preliminary codes. Patterns or themes were identified from the codes across the secondary documents. The themes were reviewed, and finally defined and named. They were then integrated into the discussion of the interviews and meeting observations. The document analysis laid down the different policies and work procedures of the seven hotels.

3.8 Use of Triangulation

Triangulation is a method that allows a study to increase the credibility and validity of the findings via multiple methods, leading to the use of different datasets (Noble and Heale, 2019). From the perspective of qualitative research, credibility deals with the trustworthiness or reliability of the findings. It also refers to how well the data tackle the focus of the study (Elo et al., 2014). Conversely, validity deals with the extent to which the study examines what it intends to examine. The convergence of information amongst various data sources led the study to test the validity of its findings (Nightingale, 2020). From validity standpoint, it was necessary that this study reported how the results were derived (Elo et al., 2014).

The concept of triangulation was shown by the use of multiple methods of data sources. This allowed a comprehensive understanding of union effectiveness through the convergence of information from different sources to test validity (Carter et al., 2014). In particular, the study used data source triangulation through in-depth interviews, meeting observations, and document analysis. The combined use of these data warranted sufficient information that allowed far-reaching analysis, enough to address the research questions. Specifically, the interviews offered narratives of personal experiences of people working in unionised hospitality environments. Their direct encounters with trade unionism helped illuminate how internal organisational factors and trade union factors influenced union effectiveness in their respective organisations. By adopting triangulation, the present study overcame the biases that may have arisen from the use of just a single method. The use of various datasets that explored the varying aspects of trade union effectiveness helped enrich the research investigation. For example, the interview instrument allowed the research participants to express their insights on their employment contracts, low pay, long working hours, limited training and promotion opportunities, and high work intensity. The interviews also led them to talk about their experiences of collective bargaining, union membership, management's attitude towards unionism, and emerging technologies in their organisations. Varying views on these issues were collected from various types of employees; thereby providing different perspectives on the concept of union effectiveness. The interview accounts helped the study identify how improvement in union effectiveness can benefit hospitality employers and employees alike.

On the same note, the meeting observations allowed the investigator to witness on a first-hand basis the conduct of negotiations between trade union representatives and hotel executives. The observations provided helpful insights into the intensity of the unions' voices (represented by union representatives) against that of the management (represented by hotel executives). The observed meetings helped analyse the strength of the bargaining power of the union, comparing them against the interview datasets. The issues raised in the observed meetings were parallel to the issues raised by the interview participants. These issues include union representation, collective bargaining agreements, training, wage and benefits, and promotions, amongst others.

Similarly, the document analysis allowed the study to conduct a comprehensive scrutiny of cases. Employment contracts, employee handbooks, HR policy documents, and hotel websites enabled the study to peek into the nature of hotel operations. Employee contracts served as

windows to the extent of effectiveness of unions in these hotels, such that employee-unfriendly contracts can be an indication of weak unionism or a lack of the union's ability to make a change in the content of the contracts. Similarly, hotel websites served as sources of rich digital data, familiarising the study with the types of services offered by the hotels. The nature of labour regulations in the hotels was enshrined in HR policy documents, which became important mirrors of management treatment of employees.

By using different data sources, the study developed a wide-ranging understanding of the factors affecting trade union effectiveness. Triangulation enabled it to synergise the data towards the direction of the research questions. The document analysis focused on similar aspects as the interviews and meeting observations. These were employment contracts, pay and benefits, promotion, training, and the like. Triangulation also led the study to explain the complexities of human behaviour and provided a more balanced explanation of perspectives. It also allowed refuting certain suppositions held by one source of data as well as assisted in confirming an idea held by a particular data set. Thus, this method validated the data in this study. Central to the use of triangulation is the idea that the methods leading to the same results provide increased confidence in the findings (e.g. Nightingale, 2020).

3.9 Ethical Considerations

Ethical considerations are vital parts of research based on several principles. These are: protection from harm, maintaining the dignity of the human person, obtaining their consent, observing confidentiality, privacy, transparency, anonymity, honest representation and prevention of conflict of interest (Bryman, 2016). These principles shaped the basis of the ethical considerations surrounding this study. All participants were assured of confidentiality and anonymity by using pseudonyms in reporting the data. The investigator assured that the information that the participants will provide to the study will only be used for its purpose. To foster anonymity, the participants were referred to by their job designations and assigned number and letter (e.g. Waiter 1A). Instead of identifying the names of the hotels, they were referred to as *Hotel 1, Hotel 2*, and so on.

Another ethical consideration was informed consent. It means that the participants were aware of the usage of the information that they will provide to the study. All participants consented to participate in the study by signing a consent form. The investigator also informed them that they

may withdraw from the study at any time without having to provide the reason why (Tashakkon and Teddlie, 2010). To further observe data confidentiality, the data were saved in a password-protected database accessed only by the research investigator. These data can be accessed by the participants upon request and will be completely deleted two years after the completion of this study.

3.10 Summary

This chapter discussed the methods of research used in this study. It specifically adopted the qualitative design and correspondingly used the interpretive paradigm. Its data collection methods were interviews, observations, and document analysis. The study employed a case study design to analyse the factors affecting trade union effectiveness in the hospitality industry. It covered seven hotels as cases, with employees, managers, and hotel executives as research participants selected via purposive sampling. Ethical considerations were observed to ensure research integrity.

CHAPTER 4. PRESENTATION AND ANALYSIS OF DATA

4.0. Introduction

This chapter presents the results of the interviews, meeting observations, and document analysis to answer the research questions: *How do internal organisational factors and trade union factors affect the effectiveness of trade unions in the UK hospitality industry? How can an improvement in the effectiveness of trade unions benefit employers and employees in the UK hospitality industry?* By ethical considerations, the identities of participants and the names of the hotels were not mentioned.

4.1 Demographic Data from Interviews and Meeting Observations

In terms of length of stay, the participants who had been with their hotel organisations for more than five years comprised the largest number. On the other hand, those who had been working with their hotels for 1-2 years comprised the smallest number. This is shown in the table below:

Table 4. Length of stay with the current organisation

1 – 2 years	10	17.5%
2-5 years	17	29.8%
Above 5 years	30	52.6%
Total	57	100%

Moreover, full-time employees comprised the largest number (89.5%). Part-time employees were 8.8% while casual and other forms of employment contracts were 1.7%. These are shown below:

Table 5. Types of employment

Full-time	51	89.5%
Part-time	5	8.8%
Others (e.g. casual)	1	1.7%
Total	57	100%

Concerning meeting observations, union representatives and senior managers from the seven hotels comprised the participants. They varied in number in terms of hotels. These are shown below:

Table 6. Participants in meeting observations

Hotel	Participants from the Union	Participants from the Management
Hotel 1	7 union representatives	2 senior managers.
Hotel 2	5 union representatives	3 senior management staff
Hotel 3	3 union representatives	2 senior management staff
Hotel 4	4 trade union representatives	2 senior management staff
Hotel 5	6 union representatives	2 senior management staff
Hotel 6	5 trade union representatives	3 senior management representatives
Hotel 7	4 union representatives	2 members of senior management

4.2 Themes

The themes resulting from the analysis of the interviews, meeting observations, and secondary documents are shown below:

Table 7. Key themes resulting from thematic analysis

Key Themes from Interviews	Key Themes from Meeting Observations	Key Themes from Secondary Documents
1. Role of the union in negotiating working conditions 2. Employees' perceived benefits from union membership	1. Provisions of pay and benefits 2. Recruitment of students into the workforce 3. Internal recruitment	1. Pay and benefits 2. Job security 3. Labour practices 4. Union-management relationships

3. Perceived management attitude towards trade union 4. Perceived impact of technology on jobs and trade unionism 5. Participants' views of what makes an effective union 7. Participants' views of collective bargaining agreements	4. Training provisions

Using the interview data, the key themes and associated open codes are shown:

Core Themes	Open Codes
1. Role of the union in negotiating working conditions	• Conflict resolutions • Collective negotiating agreements • Poor working conditions • Insecure job statuses • Unpaid overtime pays • Lack of training and promotion • Lack of benefits • Lack of job security • Low remuneration
2. Employees' perceived benefits from union membership	• Promotion of employee welfare • Meeting employees' expectations • Employee protection • Bargaining for employees • Employee representation
3. Perceived management attitude towards trade union	• Management's resistance • Discouraging employees to join • Perceived negative impact of the union

4. Perceived impact of technology on jobs and trade unionism	• Potential effects on jobs • Potential effects on trade unions • Union power • Technology replacing human labour
5. Participants' views of what makes an effective union	• Actual experiences of trade union • Strong union power • Strong bargaining power • Union membership • Eliminating zero contracts • Union's collective strength
6. Participants' views of collective bargaining agreements	• Bargaining power • Union strength

Further, shown below are the key themes and associated open codes using the data from meeting observations:

Table 8. Key themes and associated open codes from the observed meetings

Core Themes	Open Codes
1. Provisions of pay and benefits	• Closure of a hotel • Higher pay for senior employees
2. Recruitment of students into the workforce	• External recruitment • Millennial
3. Internal recruitment	• Prioritising existing/in-house employees
4. Training provisions	• Training on the latest technology • Upgrading employee skills

Table 9. Key themes and associated open codes from secondary documents

Core Themes	Open Codes
1. Pay and benefits	• Contracts • Wages
5. Job security	• Training provision • Leaves and absences • Contracts
6. Labour practices	*Employee dismissal *Fines
7. Union-management relationships	• Union membership • Policies on strikes

4.2.1 *Hotel 1*

The interviews, meeting observations, and documents for Hotel 1 were analysed thematically, of which certain themes and sub-themes were generated, as shown below:

1. Role of the union in negotiating working conditions

   a. Lack of job security of temporary contract employees
   b. Differences in treating employees based on contract type
   c. Lack of training and promotion opportunities in the hotel
   d. Perceived union effectiveness concerning temporary-to-permanent employment contract shift

2. Employees' perceived benefits from union membership
   a. Promotion of employees' welfare through collective bargaining

3. How management attitude towards trade union affects union effectiveness

   a. Management's yielding to collective bargaining agreements
   b. Discouragement to join the union and participate in its activities

4. Perceived impact of technology on union effectiveness
   a. Potential implications of the technological revolution on workers and their jobs
   b. Prospects of increased union effectiveness through online platforms

The themes and sub-themes are further discussed below:

4.2.1.1 Role of the union in negotiating working conditions

Most participants of Hotel 1 are on a full-time contract. Billing Executive 1 stated that he belongs to the category of a casual employment contract. He needs to work on both a fixed-time and part-time basis based on the requirements and demands of his job as a Billing Executive at the hotel. If there is a need to work on a particular shift, he has to report and cover for that shift. It means that the number of hours he spends on his job is not fixed and is based on high demand. Porter 1 related that most employment contracts at the hotel are full-time basis and commonly of three types: casual, temporary, and fixed, depending on whether the employees' skills level is skilled, semi-skilled, or unskilled. Employees sign a permanent contract upon entry or promotion within the organisation.

Supervisor 1 mentioned that work pressure involving employees can be resolved internally amongst themselves through planning and cooperation, which can contribute to the improvement of employees' working conditions. It means that their organisation has an immediate way to resolve conflicts. He added:

> *"Our organisation has been protecting employees well. If an employee faces an issue, the organisation immediately communicates to the employees and takes the necessary measures to help address the issue."*
>
> - Supervisor 1, Hotel 1

HR Personnel 1 specified that the actions of the trade union ended many previous contracts like the casual contract and agency contract, amongst others. The full-time contract was effective in this respect. She added that at the entry-level, only the skills and academic qualifications of employees are used to determine their type of contract. For senior-level jobs, skills and knowledge in technology are essential. Temporary employees who are members of the union eventually become permanent employees. The union represents all employees, regardless of contract type, within the organisation. Front Desk Officer 1, a permanent employee, has signed a work agreement with the hotel that clearly describes the nature of the work to be done, the remuneration,

allowances, increments, and medical benefits. Based on these accounts, the union has helped workers improve their employment statuses from part-time to full-time.

HR Personnel 1 depicted how effective the trade union had been by ending previous contracts that were not beneficial to employees. Similarly, Billing Executive 1 stated that the hotel is always willing to give flexible support to permanent contract employees and protect their rights. This was seconded by Front Desk Officer 1 who said that concerning employment rights, the hotel has performed exceptionally by fostering a cordial relationship with employees. HR Personnel 1 emphasised that a strained relationship between the organisation and employees can take place with issues like wage hikes, indiscipline, lack of skills, working conditions, and the like. Concerning the presence of a trade union in their organisation, Union Representative 1A mentioned that since their trade union is government-registered, the government does not meddle with its operation – meaning, it does not hinder the operation of the union in the hotel organisation. He furthered that lack of good working conditions in terms of better pay, standard working facilities, and the like, led employees to join the trade union. In terms of union effectiveness, the literature has earlier acknowledged the extent to which effective unions perform their duties to fully represent their members, which Bryson (2003) also described as ingredients of trade union effectiveness.

In the section "Reporting to Hotel 1 Hotline" of Hotel 1, employees' information on their complaints was collected by an independent company, which was then relayed to the legal compliance team of the hotel. However, the credibility of this independent company and the extent to which employees can trust it concerning their identities and complaints needed to be further clarified. Concerning the hotel's hotline, anonymous complaint and limiting the types of issues that can be reported was mentioned. However, whether this would influence employees' proper utilisation of the hotline service should be considered. About its website, the hotel promised prospective employees many benefits; however, it was subject to the location being that Hotel 1 was a global hospitality organisation.

- **Lack of job security for temporary contract employees**

Porter 1 posited that job security at the hotel is a big concern, with the axe of firing employees being always aimed at the unskilled ones. Waiter 1 signed a casual contract that specified that he will be promoted to the next level after two years but did not receive any promotion even after

three years. He added that he experienced being scolded by a customer for unsatisfactory food quality and the manager came to his rescue to explain to the customer that it was not his fault. He felt that in this particular incident, the management protected his rights. He stated that the union had been effective in a conflict resolution concerning himself and a guest. This personal account shows how the union has helped resolve individual conflicts.

Waiter 1 mentioned that both the management and employees should comply with the rules and regulations of the union, which in turn promotes the job security of employees. He expected job security and protection of employees' rights from the union.

Supervisor 1, who was also registered with the union, likewise pointed out that employees can enable resolving issues internally through the union. She furthered that hotel employees should register with the union for excellent job security. These accounts show the extent to which the union enables employees at the hotel to have job security despite the precariousness of the hotel industry.

On the other hand, Billing Executive 1 stated that the hotel provides safe and secure workplaces to employees. It offers labour support such as health services, job security, and working hours. In Hotel 1's Policy Handbook, either the employee or the employer may terminate the employment terms at any time and for any reason. Only those in executive positions were required to issue a written notice of resignation 60 days in advance. Similarly, a meeting observation with Hotel 1 dealt with the closure of one of its hotel branches which will affect 102 employees and their families. Christmas was nearing and the deliberation touched on the issue of gloomy Christmas for these employees. One of the union representatives mentioned that the management should consider employees' long years of employment with the hotel and their contribution to its profitability. A senior manager assured that the management will take all the necessary actions.

- **Lack of training and promotion opportunities in the hotel**

Union Representative 1B stated that *elevation from unskilled to semi-skilled and then to skilled with the right skills and supportive academics is happening.* Alternatively, Union Representative 1A posited that the organisation prefers sourcing out new employees from outside the organisation

over existing employees, and this is true even for higher positions like supervisory and managerial ones. There is therefore a lack of promotion in the hotel. It denotes a need for the union to take charge and address this important issue. He stressed:

"The management gives more importance to external employees over internal employees to fill new vacancies for higher posts. They hire new employees rather than promote the hotel's existing staff."

- Union Representative 1A

Also, Porter 1 stressed that the organisation is currently not providing the necessary training to upgrade the skills of employees and thereby have an opportunity for promotion. He was provided training when he joined the organisation though, which made him obtain relevant knowledge concerning his duties and responsibilities. Billing Executive 1 commented that senior management should provide periodic training and promotional programmes to employees. Likewise, Hotel Executive 1 stated that the organisation has not provided training for both temporary and permanent employees. Vacant senior positions are usually filled with better-trained, experienced, and qualified people who are recruited to the organisation through external hiring because employees do not have the required skills due to a lack of training. These grievances suggest that lack of training is still an area that needs to be addressed by the union to fully show its strength and effectiveness to employees. It also indicates that the union has not been attentive to this need by employees.

On the other hand, Hotel Executive 1 claimed that employees of the same skill levels do not receive the same wage. HR Personnel 1 cited the theory of supply and demand to illustrate how wages are being increased or decreased. She stressed that when there is a lack of supply in the workforce, like when EU employees left the UK's hospitality industry, there will be a corresponding increase in wages. She furthered that the bases of promotion in the hotel are skills and work experience. However, this is contrary to the claim of other employees that training is lacking in their organisation, thereby hindering them to improve their skills. On analysis, it may be posited that while the hotel seeks skills as one of the requirements for hiring, it does not train its employees to improve their skills.

- **Differences in treating employees based on the contract type**

Concerning the treatment of employees, Porter 1 disclosed that entry-level casual employees are the worst-treated ones. Permanent employees are better treated than other employees. He added that the organisation's performance concerning his employment rights as a casual employee is poor. It means that concerning taking this matter to the union, the union should ensure that employment rights are observed at all times. Porter 1 mentioned:

"Many of my rights orally confirmed or some in the casual contract signed at the entry-level some three years ago, are still to become a reality. There was never a training session for upgrading the skills for being eligible for promotions."

- Porter 1, Hotel 1

In addition, Bartender 1 mused that while the organisation is flexible with permanent contract employees, it is not with fixed-time employees. He, therefore, denotes a lack of fairness in his organisation, which should be addressed. He stated:

"I feel that my organisation performs not much in protecting the rights of employees. Sometimes the organisation completely supports the customers and is not willing to listen to our explanation."

- Bartender 1, Hotel 1

By contrast, Supervisor 1 claimed that the organisation treats all employees similarly and that the relationship between the organisation and employees is not influenced by types of contracts. He said that when an employee is confronted by any issue concerning the organisation, the organisation immediately talks to the employee and takes appropriate action. It suggests that the organisation is responsive to employees' needs. He stated:

"My organisation treats all employees similarly based on contract type and it does not impact the relationship between the organisation and employees. If employees wish to continue after the satisfactory performance of a fixed-time contract, the organisation promotes them to a permanent contract."

Moreover, Hotel Executive 1 reasoned that permanent contract employees are skilled and work for an extended period, and thus have better pay. This view on wage discrimination might warrant unfair treatment within the work environment, over which the union has the propensity to pursue relevant action.

- **Perceived union effectiveness on temporary-to-permanent employment contract shift**

Supervisor 1 stated that in case an employee did not receive an appropriate wage for the working time, then the trade union should bargain with the hotel management to get the appropriate wage. On the other hand, Waiter 1 mentioned that the working condition at the hotel can only be changed by the senior management although the supervisors and department heads also provide help to some extent. On the other hand, he pointed out that senior management should focus on a collective bargaining approach to improve employees' wages. He mentioned:

> *"Some shift-timing is not flexible for all workers, especially for women; hence, collective bargaining needs to be used. The hotel used to insist on employees' working shifts; sometimes, one person needs to work continuously on two shifts, which can be regulated by bargaining."*

- Waiter 1, Hotel 1

Union Representative 1B's declaration to address employees' concerns through negotiation with the management is indicative of employees' representation to the management, with anticipation that it will be successful. The literature points to the relevance of strong bargaining power to represent the demands of employees (e.g. Babalola and Ishola, 2017; Charlwood, 2004; Zagelmeyer, 2005).

4.2.1.2 Employees' perceived benefits from union membership

- **Promotion of employees' welfare through collective bargaining**

Hotel Executive 1 claimed that casual employees comprised the greatest number of union members. They enrolled in the union as soon as they entered the organisation as entry-level employees.

Amongst the participants from Hotel 1, only Waiter 1 was not a union member but he was planning to join soon. He mentioned:

"I am not a member of the trade union since I don't feel that I need it now. In the future though, I planned to join since many of my friends have already joined and now feel secure about their jobs."

- Waiter 1, Hotel 1

Moreover, Billing Executive 1 stated that the union promotes employees' welfare and effectively provides a detailed description of their working hours and wages. Front Desk Officer 1 mentioned that initially, she was quite unhappy with her remuneration with the hotel but this problem was negotiated by union representatives, making her fully satisfied with her working condition. She related that his wage did not correspond to the demands of his job, and only the union enabled him to have due pay. He added that since the agreements entered into by collective bargaining are binding, the senior management was tasked to fulfil the rights and interests of the employees. The participants' confidence in the ability of the trade union to resolve matters about employees' issues demonstrates union effectiveness.

Furthermore, HR Personnel 1 stated that reducing zero or casual contracts is an example of the union's effectiveness. She furthered:

"From the perspective of the hospitality sector, I think that employees should seek union membership irrespective of their needs. It is not only to benefit employees but that the agreements of collective bargaining cannot ever be revoked even by the organisation, as it is protected by the Trade Union and Labour Relations Consolidation Act 1992."

- HR Personnel 1, Hotel 1

Further, Bartender 1 suggested that employee representatives in the union should be changed for the effective functionality of the hotel. Billing Executive 1 suggested having organisational rules and regulations presented to employees for a better understanding of employee rights.

4.2.1.3 How management attitude towards trade union affects union effectiveness

- **Management's yielding to collective bargaining agreements**

HR Personnel 1 stated that employees, regardless of contract, are neither discouraged nor encouraged to join the union and that all existing contracts are only based on their work nature. She further noted that joining the union is a part of employees' rights which cannot be incorporated into any contract and that the organisation does not play any role in it as it is a privilege of an employee to be a member of the union. She also mentioned that the hotel organisation only yields to collective bargaining agreements and does not promote collective bargaining itself. Rather, it is the function of the union to mobilise employees for such collective bargaining to claim their rights and certain demands from the organisation.

By contrast, Hotel Executive 4 claimed that an excellent relationship governed the senior management and the union in recent years and saw that this relationship to remain even in the future. Supervisor 1 stated that the management promotes membership in the union to protect the welfare of the employees. Front Desk Officer 1 had a similar claim as she mentioned that the organisation encourages employees to register with the union to have a flexible relationship with employees. It suggests that the organisation is not hostile to the union.

- **Management's discouragement to join the union and participate in its activities**

Porter 1 stated that instead of encouraging employees, the management disliked it whenever employees sought union membership. The reasons for this were a feeling of lack of trust from employees and being annoyed at employees having faith in the union. Similarly, Waiter 1 felt that the organisation did not promote membership in the union as the management thought that this was not necessary or it affected the performance of the organisation. Bartender 1, seconded this,

saying that the organisation felt some discomfort about the union's bargaining capability and members attending union activities, which affected the working of the management. This suggests management hostility against the union. Similarly, Porter 1 stated:

"I think my organisation fears that the employees might acquire rights-related knowledge and they may ask questions, which the managers don't like and which is why they do not want employees to become members of the trade union."

- Porter 1, Hotel 1

Union Representative 1A also maintained that the union was confronted by many challenges when defending employees, such as the organisation not wanting its employees to join the union. These accounts could be made to relate to the natural stance of the union to protect employees from any act of discrimination or harassment from the organisation. Collective bargaining agreement between Hotel 1 and the union specified union rights in Article 3 of the union's protocol. The protocol mentioned that the union shall have a bulletin board where all communications will be posted, but such posting should not be damaging to its relationship with the hotel. In Section 3.8 of the protocol which was about union visitation, it was mentioned that visits of the union representatives were subject to restrictions, including prior notification to the management and meetings to be held only in non-working facilities. Further, under Article 4 of Hotel 1's Policy Agreement, the management had the authority to determine the size and composition of the workforce. The agreement stated that employees' rights and protection should be in place. This would denote that downsizing employees' size should not be an option at any time as this would be against the protection of their rights in the workplace. Article 5 of the no-strike, no-lockout policy stated that the union shall not question the unqualified right of the employer to discipline or even discharge employees engaging in lockout or strike, and this policy was binding for both the management and the union. Hence, employee demands were set up within proper channels only, such as through formal bargaining agreements.

4.2.1.4 Perceived impact of technology on union effectiveness
- **Potential implications of the technological revolution on workers and their jobs**

Porter 1 articulated that the digitalisation of many forms of communication and other functions is a major change that he wanted to see in union functioning. Hotel Executive 1 uttered that the

hospitality sector would certainly be impacted by production technologies revolutionising the entire world. Jobs like calling and receiving calls from customers, reading and answering emails, IoT-related services, and many others are redefining the services of the hospitality sector, not to mention guests who are tech-savvy themselves.

Porter 1 noted that casual contract employees will be most affected by revolutionising technologies. Smart devices will also replace room attendants who will have fewer jobs as an effect. Hotel Executive 1 also pointed out that casual employees will be the most insecure, considering that their job security is not ensured in their employment contracts with the hotel. This denotes a lack of union representation in the organisation.

- **Prospects of increased union effectiveness through online platforms**

HR Personnel 1 pointed out that the digitalisation of the processes in union membership led employees to join the union online, which is a quick way to do so. This implies increased union effectiveness as an outcome of the use of technology. Union Representative 1A asserted that the production technologies caused a considerable impact on union membership in a way that more members were recruited to the union. Union Representative 1B stated that advancements in production technologies in the hospitality sector, such as recent mobile technologies, robotics, and chatbots for hospitality services, despite negative impacts on jobs, also led to increased union membership. This is caused by the fear that technologies would soon replace humans, which made employees join the union. It means that employees viewed the union as a refuge from perilous situations. He furthered:

> *"Even in the most critical times where employees are threatened by loss of jobs, the trade union is there to secure them and assert their employment rights. Technology should help people lighten their work, not replace humans from their jobs."*

> - Union Representative 1B, Hotel 1

Likewise, Union Representative 1A stated that workers are becoming more reliant on the union as a first resort concerning their welfare concerning the threat posed by the technological revolution in the hotel. This would mean increased bargaining power and union effectiveness.

4.2.2 Hotel 2

Below is a list of themes obtained from the thematic analysis of Hotel 1:

1. Management's treatment of employees based on the contract type
   - Union's role in making employees advance to the next level of contract
2. Employees' perceived benefits from union membership

   - Extent of union effectiveness in meeting employees' expected benefits

3. Participants' views of what makes an effective union

   - Employees' actual experiences of union effectiveness
4. How employee discouragement affects union effectiveness
5. The perceived impact of technology on union effectiveness
   - Potential implications on workers and their jobs
   - Prospects of increased union effectiveness through online platforms

4.2.2.1 Management's treatment of employees based on the contract type

Assistant Server 2 and Head Server 2 claimed that the organisation treats employees based on their contract type. Chief Technician 2 supported this claim and stressed that permanent employees receive the best treatment while short-term contract employees receive the worst treatment. He also mentioned that senior management has an important role to play in this kind of treatment.

Head Server 2 stated:

"When I was under a temporary contract, I would give a poor rating to my organisation. But now that I am under a permanent contract, enjoying better compensation and benefits, I would give it a good rating."

        - Head Server 2, Hotel 2

Similar to Chief Technician 2, Head Server 2 stressed the important role played by the senior management in enabling or disenabling good working conditions in their organisation. Both Head Waitress 2 and Head Server 2 maintained that their organisation treats employees based on the type of contract. Head Server 2 particularly claimed that he had experienced this kind of setup

in their organisation. Being a head server with a temporary contract, he was not treated similarly in the way fixed and permanent contract employees were treated. It means that there was unfair treatment going on in the organisation.

Further, Head Waitress 2 gave her organisation a fair rating in terms of ensuring their employment rights. Her temporary contract will soon expire and she had not received training in any form from the organisation. She declared that employees can only demonstrate better performance if they were provided with better working conditions. On the other hand, Hotel Executive 2 confirmed other participants' claims concerning the organisation's preference for permanent employees in terms of pay and benefits. She reasoned that it was because permanent employees were skilled and experienced. HR Personnel 2 supported this and stated:

> *"The criteria for contract assignment are based on skills set, and partly, on the time spent by the employees with the organisation. Other factors for promotion are discipline, up-gradation of skill levels, and technical knowledge, amongst others."*
> - HR Personnel 2, Hotel 2

Conversely, Union Representative 2A viewed that employees should be granted promotions as it motivates them to perform better. The fact that participants were experiencing unfair treatment on the job means that these matters were not taking place amongst them as outcomes of union effectiveness.

Moreover, Hotel 2's website featured an advertisement for hiring people for housekeeping. The advertisement said that anyone was welcome to have a job at the hotel. The hotel will even drop off and pick up employees' kids at school daily. The website mentioned that employees will be automatically enrolled in the pension scheme. However, it did not mention the employment categories that were eligible for such a scheme.

In the section about the right to access information for recruitment in Hotel 2's Staff Handbook, a clause stated that individuals will be charged for being given access to their information if the request was unfounded or excessive. However, this clause might raise issues on why individuals should pay for accessing their details provided by them and why they should be

punished, considering that they were approved. The handbook also mentioned that there will be no pay for staff overtime but only time off in place of it. For absence due to illness, the statutory sick pay was provided only under certain conditions, such as: if the employee had not done some work; however, the work details and the time frame were not adequately mentioned; if the employee had been continuously ill for four days; and if they earned a minimum of €112 after tax per week; (however, was it a law to be ill only after making more than €100?); if the employee had followed a correct reporting procedure; (however, was clerical error right for anyone to be denied of statutory sick pay?).

- **Extent of union effectiveness in making employees advance to the next level of contract**

Head Server 2 initially signed a temporary contract of two years when he entered the hotel and he is now under a permanent contract. Head Waitress 2 entered the hotel under a full-time temporary contract. She may be promoted to the semi-skilled level of fixed contract after this period but she is nearing the end of her two-year temporary employment contract and is still not given any training, nor does she see any sign of promotion to the semi-skilled fixed contract. She mentioned migrant workers in their organisation who are categorised as unskilled and are often not paid for extra hours of work.

Likewise, Waiter 2 works under a full-time contract but started under a temporary contract. He was expecting to receive training to become a head waiter but such training is illusive up to now. Chief Technician 2 stated that graduates do not seem skilled enough for the jobs and suggested that hotels should train individuals first before taking them in as full-time employees. Union Executive also claimed that unskilled or temporary employees do not have much job security and training while permanent contract employees lack career advancement. Waiter 2 likewise stated that unskilled workers in the hospitality sector are usually not provided with training and are neither made to advance to the semi-skilled category. HR Personnel 2 claimed that experienced staff are preferred for promotions and those recruited externally are only for senior positions. Hotel Executive 2 also pointed out that their organisation prefers external recruitment for senior positions due to their higher level of expertise than existing employees. It means that there is a need to improve the expertise of existing employees through training and other related programmes. In

their deliberation with senior managers of Hotel 2 during a meeting observation, a union representative mentioned that existing employees should be prioritised for recruitment in new hotel branches. A senior manager, however, mentioned that the guidelines for the promotion of existing employees, which is based on their performance, should be followed. A senior manager of Hotel 2 emphasised that with Brexit, their hotel will no longer be able to utilise the services of the EU workforce. This made student recruitment necessary with the exit of employees.

These issues suggest that the participants were not given the supposed benefits and rights that they should enjoy in their jobs. The lack of training and promotion in the hospitality organisation would warrant attention from trade unions to address this issue, along with many issues surrounding hospitality employment.

4.2.2.2 Employees' perceived benefits from union membership

The union executive noted that the union is in the process of increasing its membership. He also said that the union does not choose the employees who become members, instead, they welcome any employee - whether an entry-level employee or a head of a department or an executive. This was seconded by Union Representative 2B, who said that both temporary and permanent contract employees may join the union. It suggests the inclusivity of the union.

According to Hotel Executive 2, more than anyone, it was the temporary contract employees who tended to seek union membership in their organisation, and this was because of a lack of job security and low remuneration. They expected that they would get their demands through collective bargaining. Further, HR Personnel 2 stated that the reason why temporary contract employees seek union membership is that they are afraid of being fired from the job due to their incompetence. Being entry-level employees, they are mostly unskilled without proper academic qualifications. There is a risk of them being fired if they violate the hotel's standards of practice. Thus, they usually register with the union to protect themselves in case such events happen. She said that these employees eventually come to know the value of collective bargaining agreements and participate in them. Conversely, Union Representative 2A said that he would encourage as many employees as possible who have not registered to register with the union. He furthered that the union does not consider the type of contract of employees and anyone can be its member. This is congruent with the need for union density for the union to strengthen its ground and negotiate

properly with the management (e.g. Fiorito *et al.,* 1993; Hammer and Wazeter, 1993; Moeti-Lysson, 2011).

- **Extent of union effectiveness in meeting employees' expected benefits**

Waiter 2 joined the union to have job security and to claim his due rights to employment; however, the union's functioning was far from his expectations.

Likewise, Chief Technician 2 mentioned that his problem was not the working condition but his job security, which is the reason why he joined the union. He is still a member even though the union has not been effective in carrying out its conduct of affairs. He mentioned that he would deregister from it if the membership cost becomes very high or if the leaders do not work for employees' interests at all. Similarly, Assistant Server 2 is currently a union member who sought the help of the union on issues he had with the organisation but failed his expectations. This is the reason he would be neutral in encouraging his colleagues to join the union:

Head Server 2, on the other hand, stated that the union does not show much competence in helping employees with their job issues. This is the reason why he did not feel the need to be a member of the union. When asked if he would encourage his colleagues to join the union, his answer was no, but he would not discourage them either.

Furthermore, in Hotel 2's Article 7 of the Staff Handbook, which dealt with the Management of Employees, the employer reserves all prerogatives in the management of the business. It is also made clear that the union shall not interfere with these prerogatives unless clearly and explicitly granted to the union by a collective agreement. On the other hand, the legal position of the union in cases where business operations may affect employee rights was not specified. In Article 3.08 of the Procedural Agreement, which dealt with Violence in the Workplace, there was a list of actions to be performed by the employer. It stated that the article was not limiting the management's ability to discipline its employees. Any employee found guilty of false allegations of violence in the workplace may be subject to discipline and could be dismissed from the organisation. However, the union's part in the process was not mentioned.

Hotel 2's Article 12 of the Staff Handbook, which was about Seniority, identified the conditions for an employee to lose a seniority position. The sub-clause iv stated that the employee will lose seniority obtained by continuous work in the organisation by not returning to work on a specified date, following an approved leave of absence, other than medical reasons. There may be many emergency reasons other than medical reasons that might cause a senior employee to not return on a specified date, and it was not just that they would lose a seniority position for such reasons.

4.2.2.3 Participants' views of what makes an effective union

The participants were asked about what union effectiveness means to them. Assistant Server 2 uttered that union effectiveness is helping employees defend their cause and dealing with the management on their behalf. He stated that the scope of the union activities can be broadened by encouraging inter-organisational events and programmes. However, the union had been unable to tackle his concerns, which could make him de-register anytime now.

For Head Server 2, union effectiveness is defending the rights of employees and successfully bargaining for their cause to improve their working conditions. He said that their union can become more effective if it pursues better collective bargaining, increased competence, and efficiency in conducting their affairs, and increased membership. In the same manner, he would be encouraged to join the union if there is competence, effectiveness, genuine concern for employees, and favourable collective bargaining agreements.

Head Waitress 2 explained the union's effectiveness:

> *"Union effectiveness, in my opinion, means safeguarding the rights of employees. During my early days of extra hours of work, I was not paid and also had to work hard at those times. However, even if I sought the help of the union, I was still not get paid for the extra hours."*
>
> - Head Waitress 2, Hotel 2

For Hotel Executive 2, union effectiveness is:

"For me, the union is effective if it has adequate membership. The ultimate result of the union's efficacy results in only an increase in memberships. To cite an example, the way the union functioned to eliminate zero contracts in the organisation shows their effectiveness. It not only safeguarded the interests of the employees but also increased their membership in recent years."

- Hotel Executive 2, Hotel 2

Also, Union Representative explained what for him is union effectiveness:

"Union effectiveness is addressing the grievances of employees by conducting CBAs that are favourable to them, which resultantly leads to better working conditions."

- Union Representative 2B, Hotel 2

- **Employees' actual experiences of union effectiveness**

Hotel Executive 2 admitted that the union had been effective with the elimination of the zero contract, women's employment rights, and technology training in their organisation. The union executive articulated that union effectiveness is achieved for a collective whole rather than for an individual employee. He stated that union effectiveness has been proved many times through pay increases, leave provisions, and other employee benefits.

He also stated that integrating technology into the union's functioning can gain back the confidence of employees.

Furthermore, the management's approval of the provision of extended leave facilities for pregnant employees is a recent example that shows union effectiveness. For Waiter 2, union effectiveness is the union's collective strength. He shared one recent event in their organisation concerning migrants as temporary employees who were asked to work for an extended period without being compensated and were improperly treated. However, even though the union worked on this case, the outcomes were not viable and the migrants continued to work extra hours without pay. Still, Waiter 2 is hopeful that the union will solve more cases with the management and will generate better results.

4.2.2.3 How discouraging employees from joining the union affect union effectiveness

The participants were asked about the response of the hotel management on union recruitment in their organisation. Assistant Server 2 stated that based on his experience, the management has never encouraged nor discouraged him to join the union although he felt that they were uncomfortable with the idea of employees seeking membership. By contrast, Chief Technician 2 claimed that the organisation discourages employees to join the union since their interests and objectives are not aligned with it.

Head Waitress 2 reasoned that the management would not embrace the idea of union membership since this is tantamount to hurting the organisation. Waiter 2 considered that the reason why the management would not encourage anyone to join the union is that this would increase the union's bargaining power, which is not welcoming for the organisation. From this point, the management wanted to curb the union's bargaining power, which in effect would affect the union's effectiveness.

On the other hand, Hotel Executive 2 declared that joining the union is a fundamental right of every employee. Thus, although the management may not encourage it, it does not restrict anyone from joining the union. She furthered that this approach has remained the same for a long time now. On a similar note, HR Personnel stressed that the management does not discourage employees from joining the union, regardless of their contract types. This was supported by the union executive, who stated that joining the union is a prerogative of every employee and that the management should have nothing to say about it.

Under Article 2 of Hotel 6's Staff Handbook on union representation, it was mentioned that the union steward should first obtain permission to be absent to conduct union activities and that the consent can be refused by the management with a valid reason. In Section 2.7 of the Staff Handbook, the local union chairperson or the designated representative was allowed only 15 minutes to provide union-related orientation to new employees. This can be challenging for the union as such a short period would be difficult to introduce the union to new employees who could be future union members. In Section 2.8, salaried union representatives had to obtain permission 30 days in advance for leave of absence for union activities. In Section 2.9, employees attending union meetings had to request the hotel management seven calendar days before posting the workweek schedule. Also, the leave of absence was without pay, and there should be a written

request. For employees to attend their union meetings, which were also without pay, why should there be a need to write a request for permission to attend the union activities?

4.2.2.4 Perceived impact of technology on union effectiveness

- **Potential implications of the technological revolution on workers and their jobs**

Concerning technological development, Hotel Executive 2 explained that production technologies are developing at a fast rate in the hospitality sector. These technologies are used to enhance customer service, which resultantly impacts customer satisfaction. Robots and Internet-of-things are used for heating, lighting, blinds, and other equipment, making guests' stay enjoyable without unnecessary human intervention. On the other hand, she also admitted that technological developments have a great impact on employees' jobs. Instead of employees doing the tasks, it is the smart devices like robots and chatbots which are calling customers and replying to messages, as well as cleaning rooms and doing other tasks at the hotel, reducing the need for human labour and the importance of employees in the organisation. Moreover, Hotel Executive 2 stated that technological developments have correspondingly influenced employees' attitudes towards the nature of their jobs. They demonstrate fear and insecurity over their jobs and prospects in the hospitality sector. Those who are affected the worst are the unskilled employees.

On the other hand, Hotel Executive 2 furthered:

> *"Senior employees are not afraid of their posts being taken away by younger ones. The technological revolution is incorporated well to make employees cope with its implementations. Promotions are based solely on the internal supply of employees."*
>   - Hotel Executive 2, Hotel 2

- **Prospects of increased union effectiveness through online platforms**

The union executive presented certain scenarios on how production technologies are affecting the conduct of affairs of the union. According to him, these technologies can be utilised to help the union increase its membership. He also claimed that with the onset of technology replacing human jobs, the union can rise to avert the loss of employment. This is so, considering that as a union representative, he encouraged employees to register with the union to avoid joblessness.

The union executive also mentioned that the whole hospitality industry is currently in the process of maximising the benefits of digitalisation. This is the same way with trade unions. Member registration can be done easily and fast through digitalisation. There is no need to come personally to the union office to register for membership as this is done anytime and from anywhere. The union executive emphasised that technology can be utilised in favour of the union as membership statistics can be restored through it. Technology is also used in resolving employees' issues and speeding up the process of resolutions; thereby gaining back employees' confidence in the union. This is seeing technological developments in a positive light, in contrast to what Hotel Executive 2 revealed concerning technology's impact on human labour.

Similarly, Union Representative 2A surmised that the increasing popularity of the use of intelligent robots and other smart devices in servicing customers will lead to employees seeking the help of the union. The union is presented with a good picture in terms of increased membership and collective bargaining power. Job security is increasingly becoming a problem for many employees, especially temporary contract employees.

4.2.2.5 How collective bargaining affects union effectiveness
Hotel Executive 2 stated that the union has been effective in promoting collective bargaining in the organisation. This is coupled with the management's acceptance of the union's demands. She agreed that changes in policies pursued by employees can be better achieved through collective bargaining than through the individual efforts of employees.

This is the reason why employees gather around the union to ask for support. She also believed that it is better to bargain collectively with the help of the union than to bargain individually without its help. In addition, she mused that collective bargaining should be encouraged in the organisation. Employees collectively participating in negotiations with the management can yield positive results towards their end. She views that collective bargaining agreements can help employees bargain for their demands towards the better working condition.

Furthermore, Union Representative 2B viewed that employees' lack of involvement in the union led to the reduction of the union's collective bargaining power, which affected its effectiveness. What he does is recruit new members, hold meetings, and educate employees about

their employment rights and the importance of the union to have their voices heard. Union Representative 2A asserted that mobilising employees for collective bargaining will help them obtain their employment rights. On the other hand, HR Personnel 3 stated that the organisation does not promote collective bargaining with the union. It is only the union which promotes collective bargaining to employees to allow them to obtain their due rights.

4.2.3 Hotel 3

The following themes were generated for Hotel 3:

1. Trade union's role in improving work conditions

2. Employees' perceived benefits from union membership

   - Extent of union effectiveness in meeting employees' expected benefits

3. Participants' views of what makes an effective union

   - Employees' actual experiences of union effectiveness

4. Perceived management attitude towards trade union

   - Effects of management- union's cooperative relationship on union effectiveness
   - Effects of management's negative attitude towards unionism on union effectiveness

5. Perceived impact of technology on union effectiveness

   - Potential implications on workers and their jobs
   - Prospects of union effectiveness amidst the technological revolution

4.2.3.1 Trade union's role in improving work conditions

Guest Relations Executive 3 specified that the types of workers in the hotel were skilled/permanent, apprentice, contractual, and part-time workers. Valet Attendant 3, who was promoted from semi-skilled to a skilled level, stated that hotel owners tend to utilise the services of unskilled and semi-skilled employees and promote them to the next level of skills. Unskilled employees received lower pay and benefits compared to skilled employees. The presence of the union did not prevent this phenomenon from happening at the hotel.

Section 2.3.1 of Hotel 3's handbook stated that the hotel was committed to avoiding high staff turnover and addressing it immediately in case it occurred. However, the handbook did not mention improving employee incentives to increase their motivation and commitment on the job. Upgrading the incentives will help reduce staff turnover. Moreover, Section 3 of the Hotel Handbook specified that the management was committed to improving the work practices of the hotel and selecting the best people to render high-quality service. This would require provisions of a good working environment and adequate remuneration to drive them to become productive. The section also stated that the hotel management will ensure that hotel employees will receive adequate training and coaching to help achieve organisational goals. However, in the interviews with Hotel 3 employees, they were claiming that they lacked training. In a meeting observation, a union representative from Hotel 3 articulated that existing employees should be trained on the latest technology, such as artificial intelligence and the Internet of Things.

Similarly, Union Representative 3B stated that the hospitality sector does not consider the plight of unskilled workers. He furthered that every effort of the union to fight for an employee's rights is a challenge. This is so because every employee's claim against the organisation will hurt the organisation's profit margin. Thus, employees' demands such as pay increases, bonus increases, and employee reinstatement, amongst others, are challenging for trade unions.

On the hotel's website, one of the benefits mentioned was a holiday as a pro rata for full-time employees. Part-time employees equally work as full-time employees, according to standard, but what the website states about the benefits during holidays was however different from practice, based on the interview data.

Moreover, Maid 3 mentioned:

"Only a few lucky employees have been promoted from an unskilled level of fixed contractual basis to skilled and permanent contractual levels. But for several employees, I have seen them continuing more than four years as unskilled and temporary employees like me."

- Maid 3, Hotel 3

In a meeting observation of Hotel 3, a union representative argued that British employees should be given higher wages since they will be burdened by Brexit. Conversely, Guest Relations

Executive 3 mentioned that wage-related issues and issues of job security are addressed by trade unions. Conversely, HR Personnel 3 claimed that issues can be resolved through peaceful dialogues. She added that there are rare cases in which certain issues in the hotel go beyond the control of the HR department. He emphasised that the form of relationship that has been formed between the union and their organisation is a civil one. Peaceful dialogues are utilised to resolve certain issues.

4.2.3.2 Employees' perceived benefits from union membership

- *Extent of union effectiveness in meeting employees' expected benefits*

In a meeting observation, a union representative from Hotel 3 emphasised that in-house employees should fill the vacant senior positions in the hotel instead of recruiting externally. This will rejuvenate existing employees and become productive in their jobs. By contrast, a senior manager at the negotiation table claimed that Hotel 3 will recruit young and talented new senior staff from renowned universities. They will select highly qualified and experienced technical personnel for the job. HR Personnel 3 and Union Representative 3B confirmed the claim that temporary contract-type employees are the most union-registered because of their great number. The main reason why they register with the union is to seek permanent status with the organisation. Union Representative 3B furthered:

> *"Joining the union is an employee's right, and no contract can either encourage or discourage a person from joining it. It is the employee's prerogative to join or not, and as per the ILO Constitution, they have the right to seek union membership."*

> - Union Representative 3B, Hotel 3

HR Personnel 3 also stressed that digitalisation made union membership quicker. From the perspective of the hospitality sector, employees should still seek membership with the union even if their needs are fully catered to because the policies and regulations of the organisation will eventually change because of the technological revolution.

Billing Executive 3 stated that the reason why he joined the union was because of the benefits it brings to its members. He has become fully satisfied with his working condition at the

hotel after being a member of the union. He also mentioned that his current employer even motivates employees to join the union so that their welfare and interests will be better looked into.

Guest Relations Executive 3, who is also a union member, mentioned that grievances are well-addressed by the union. He related how he became a union member:

"My motivation to join the trade union was my former staff who explained to me his experiences as a union member and the benefits he obtained during his work tenure in the organisation. I am fully satisfied with my working conditions as a union member now."

- Guest Relations Executive 3, Hotel 3

When asked about why in any case, he might de-register from the union, Room Reservation Executive 3 answered that this would be due to conditions of bias and partiality. Similarly, in case Billing Executive 3 would deregister, this might be because the union has become non-responsive to the demands of the workers. Waiter 3 and Valet Attendant 3 would consider de-registering if the union becomes inactive and is no longer capable of carrying out its roles and responsibilities properly. 4.2.3.3 Participants' views of what makes an effective union

- ***Employees' actual experiences of union effectiveness***

Hotel 3's Staff Handbook mentioned that housekeeping staff should work a shift of eight hours a day. This involved cleaning 14 hotel rooms at an average of 30 minutes for each room. However, in practice, a housekeeping employee did more than this, based on the interviews. Aside from being assigned to more than 14 rooms, they also worked longer than the average time required. The handbook also stated that the organisation promotes a management style that boosts the morale of employees. This was alongside the implementation of a high standard of work performance. Rooms should be kept spotless and hygienic. Any negligence in this part will initiate disciplinary action from the management.

Billing Executive 3 felt that the trade union ensures the protection and interests of employees and works on preventing any form of discrimination or harassment from the organisation. He related an incident when he was only a part-time or temporary employee and sought the help of the union:

"I was a part-time or temporary employee when I insisted that the trade union should equally give support to all employees irrespective, of their contract and nature of work."

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Billing Executive 3 furthered that with his clamour for equal treatment, the organisation changed its approach and patterned it according to the viewpoints of employees joining the union. It recognised the importance of trade unions as playing a significant role in economic concord, not only in helping employees get better pay and work in a safer environment but also in reducing the losses that the organisation may incur due to turnover. It is for these reasons that Union Representative 2B always advised his colleagues to seek union membership.

On a similar note, Guest Relations Executive 3 stated that union effectiveness means the protection of the rights and interests of employees. He added that the union's important goal is to ensure a healthy work environment for employees. In his organisation, hotel employees on a contractual basis are given the same benefits in terms of wages and safe working conditions, and he attributes this to the effectiveness of the union in their organisation. He mentioned that if the union is effective in its functions, then the organisation will be compelled to properly provide HR-related needs of employees.

Hotel Executive 3 also emphasised that the union's capacity differs, depending on the situations and issues on hand. Compared to previous years, the union's organisational capacity has strengthened with the increase in its membership, especially of younger employees. In addition, the union has become more responsive now than before in terms of promoting collective bargaining, which can be attributed to the renewed interest of younger employees in union activities. Young members' realisation of the significance of union functions has rejuvenated the effectiveness of the union in promoting collective bargaining.

Alternatively, HR Personnel 3 pointed out that the union's effectiveness rests on enabling a good working environment for all employees. She stated that instead of complicating the issues between the union and the organisation, resolving them amicably will end in good results. She cited an example in which temporary employees clamoured for a wage increase and the union came into the picture and had the employees paid for the extra hours rendered during peak business periods. HR Personnel 3 indicated that currently, many employees – even at the entry-level – are aware of the benefits that collective bargaining can provide to employees, causing them to join the union.

Maid 3 was not paid for the extra hours she worked for the organisation, being a casual employee at that time. When she joined the union amidst the management's negative responses to it, she collected her unpaid wages, which proved the union's effectiveness. Union Representative 3A claimed that the union's goal is to provide employees with a healthy work environment, which he referred to as union effectiveness. He stated:

"In my perspective, contractual employees benefit from the union as their grievances concerning wages and safe working conditions are negotiated well by it."

- Union Representative 3A, Hotel 3

Union Representative 3B affirmed this effectiveness of the union and claimed that through it, labour conditions in their organisation have improved. Many times, employees have been able to obtain regular and fair salary increases and their demands are met. This was seconded by Union Representative 3B who maintained the effectiveness of the union in solving employees' issues. He furthered:

"As a union representative, I can confirm that the effectiveness of the trade union is only increasing year by year. If it continues in the same way, we could be one of the top unions in the hospitality sector and beyond."

- Union Representative 3B, Hotel 3

Union Representative 3B also cited the power of collective bargaining in winning the cause of employees. As an elected union representative, he is tasked to advance collective bargaining in enabling employees to obtain their due rights.

Valet attendant 3, on the other hand, mentioned:

"They (the union) guided and supported me on issues concerning my job and enabled me to continue my work with the organisation. In turn, I am helping my colleagues on various issues concerning their rights as employees."

- Valet attendant 3, Hotel 3

Waiter 3 had a similar opinion of the union's effectiveness. He mentioned:

"I would say trade union is effective. I waited for a promotion for three years with enough experience, but never got the chance to move ahead. I approached the trade union with all the required information and I was promoted after that."

- Waiter 3, Hotel 3

4.2.3.4 Perceived management attitude towards trade union

- *Effects of management- union's cooperative relationship on union effectiveness*

The participants shared their perceptions of employers' attitudes towards trade unions for union membership. Guest Relations Executive 3 revealed that the organisation is very liberal to the point that it gives complete freedom to its employees concerning joining the union. Even he registered for union membership, resolving his problems and issues with the organisation without any partiality or bias. According to Hotel Executive 3, there were times when the hotel did not concede to some of the union's demands but the union actively pursued these demands, which were granted successfully. He stated:

"Since trade unions help in resolving sensitive issues between the senior management and employees, the organisation's approach is now changing and it encourages employees to join the trade union."

- Hotel Executive 3, Hotel 3

Waiter 3 also emphasised that the union currently has 160 members. He claimed that correspondingly, the management does not restrict them from seeking membership in the union. He mentioned:

"This organisation supports union membership. I understand the advantages of the trade union and found that as a result of union efforts, the organisation gave more importance to employee welfare. Hence, with no further thoughts, I joined the trade union."

- Waiter 3, Hotel 3

Room Reservation Executive 3 likewise maintained that organisations have extended their support for the unions due to the latter's capability to retain skilled employees, irrespective of their nature of employment. Conversely, Hotel Executive 3 declared that collective bargaining should be encouraged in their organisation because of the benefits it provides in safeguarding the welfare of employees.

- ***Effects of management's negative attitude towards unionism on union effectiveness***

Valet attendant 3 stated that whenever an employee seeks membership with the union, the hotel management spews a certain sense of indifference. He added:

> *"The trade union is the one that enabled us to have our rights granted within the organisation. So, participating in trade unions is like helping oneself."*

> - Valet attendant 3, Hotel 3

HR Personnel 3 claimed that the employees are unmindful of the organisation's view of them seeking union membership, nor did they expect encouragement from the organisation for union membership. By experience, she and other employees were aware that the organisation will never encourage employees to join the union.

Maid 3 shared the same views and said:

> *"It (hotel management) never encourages any employee to seek membership in trade unions. But even if the HR or management staff encourages the employees to seek membership, they will not be able to do it because it will be against the moral or written rule."*

> - Maid 3, Hotel 3

4.2.3.5 Perceived impact of technology on union effectiveness

- *Potential implications on workers and their jobs*

Hotel Executive 3 acknowledged the benefits that technological advancements bring to the hospitality sector, as all other sectors. He pointed out:

"To some extent, the revolution in production technologies affects how employees carry put their jobs… Since the management decides where the production technology functions are to be placed, many casual employees in the hospitality sector are affected negatively by these technological developments."

- Hotel Executive 3, Hotel 3

Hotel Executive 3 stressed that the least affected by the technology upsurge are the permanent employees, who have academic qualifications and are preferred by the organisation. He cited the casual employees as being fearful and unsecured of this upcoming situation, without much knowledge or training. Hotel Executive 3 also talked about women's maternity paid leave, including those in temporary statuses, and the impact of technological invasion, which are all negotiated with the union.

- *Prospects of union effectiveness amidst the technological revolution*

Union Representative 3B emphasised that in as much as the revolution in production technologies has significantly reduced the number of employees in the hospitality sector, the same technological advancements also reduce union membership. From his experience, there has been a decreasing trend in union membership within the hospitality sector, which is much lower than in the past, and technology emergence plays a significant contribution to this.

The participants aired their opinions concerning the prospects of their trade union.

These are the introduction of technological developments which can influence the way employees air their grievances, such as with the use of online platforms; the union as a factor of economic progress as it takes prompt decisions over employees' grievances and maintains a smooth relationship with employers; increased number of younger members, increased gathering for collective bargaining, an increased number of women in union leadership; a speedier

disposition to resolve members' issues; increased members' involvement in union activities; and unbiased resolution of issues between employees and the organisation. Union Representative 3B observed that unions are more disposed to work for the members' well-being than ever before. He stated: *"As an active union member for many years, I could say that the unions are now showing more inclination to serve the members better than before, but it has to be revived further to be at a rapid pace to resolve members' issues more quickly. Also, making the employees a part of the union's activities could help increase its membership."*

- Union Representative 3B, Hotel 3

4.2.4 Hotel 4

The following were the themes and sub-themes drawn for Hotel 4:

1. Trade union's role in negotiating work conditions

    - Contract-based work conditions

2. Employees' perceived benefits from union membership

    - Extent of union effectiveness in meeting employees' expected benefits

3. Participants' views of collective bargaining agreements

    - Impact of the extent of collective bargaining on union effectiveness

4. Perceived management attitude towards trade union

    - Effects of management's negative attitude towards unionism on union effectiveness

5. Perceived impact of technology on union effectiveness

4.2.4.1 Trade union's role in negotiating work conditions

- *Contract-based work conditions*

Section 3 of Hotel 4's Policy Handbook, which was about compensation, benefits and leaves policies, stated that unionised employees shall adhere to the contents of the policy in matters where the collective agreement was silent, and this would apply to all involved union members. However, there could be many issues in the future which may not be mentioned in a collective bargaining

agreement, such as how union members would adhere to Hotel 4's policy during critical cases involving the rights of employees and their working conditions. In the handbook, the definition of the temporary position specified that those who worked as temporary employees will be considered external applications when applying for regular posts. In other words, their long work in the hotel will not be recognised, and they will be the same as new applicants. This might affect employees' morale, adding to the fact that there was no guarantee that they will be preferred over external applicants. Further, the handbook stated that it did not guarantee advancement in position or salary for employees within their current position. If Hotel 4 was not guaranteeing an improvement in pay or situation, how will the employees work productively for the betterment of the hotel? Also, in the pay guidelines, overtime payments were only for hourly-paid employees, and salary-based employees were not included. There were no guidelines as to how salary-based employees will be paid for overtime work. In retroactive salary adjustments, the base salary can be backdated only for up to 30 days. The paperwork delay of the management cannot be a valid reason for payment of retroactive salary adjustment after 30 days. Further, in the promotional pay adjustment, employees promoted after September 1 of the current fiscal year were not eligible for an annual increase in pay until January 1 of the following fiscal year. Additionally, the hotel's Policy Handbook mentioned that employment and compensation can be terminated with or without a cause or notice at any time upon the discretion of the hotel.

Moreover, in Article 9 of Hotel 4's Staff Handbook, seniority was defined as the continuous length of service rendered by an employee to the organisation from day 1 to the completion of the probationary period; however, the banquet bartenders and banquet wait staff were not covered by this. This policy provision thereby had corresponding implications on the promotion of employees concerned. In 9.3, which was about probation for seniority, a probationary period of 30 days was specified for all promotions to seniority positions. A probation of 60 days, which could be extended to another 30 days, was specified for newcomers. A question that may arise is why another period of probation was required for those promoted to senior positions.

Chef 4 mentioned that he was working under a permanent contract while some of his co-workers were on a fixed-time contract, entitling them to work in the organisation for a specified period. Some of his friends were also in a casual-type contract. Bartender 4 said that during his years of the casual contract, the management did not provide adequate leaves and training, but this

situation changed when his status was changed to a permanent one. Waiter 4A also that the higher the skills, the higher the contract level and the better treated an employee is. He mentioned:

> *"The ones who get the better treatment are the permanent employees. They get all the good benefits from the organisation, whereas casual employees don't."*

- Waiter 4A, Hotel 4

Likewise, Housekeeper 4 related her experience of being in the organisation for the same post for more than five years and neither did she receive any training nor any promotion to the next level of contract, let alone received added benefits during those years. On the other hand, Hotel Executive 4 described the benefits of having a full-time permanent contract:

> *"The full-time permanent contract is the most favourable type of contract for employees, not only in terms of pay but also in terms of other benefits. It brings with it job security and possible promotions to senior posts."*

- Hotel Executive 4, Hotel 4

Further, Waiter 4A stated that the organisation has given him mediocre treatment during his more than six years of stay there. Neither had he received training for career development nor a salary increase based on seniority. He signed a casual contract as an unskilled employee at the entry-level, which was meant for two years. However, he is in his eighth year with the organisation now but the organisation does not comply with its obligations to him. In a separate interview, the union executive stated that what is being specified in the employment contract should be adhered to by both parties, and in case problems arise, the union will step up to handle the matter.

Chef 4 related that the organisation employs individuals for senior posts externally rather than internally. Hotel Executive 4 reasoned that this is because of existing knowledge of technology and adequate training possessed by individuals recruited externally. He, however, cited that the hotel itself does not provide training to its workforce to make them more capable and knowledgeable.

On the other hand, HR Personnel 4 reasoned that skills level is the basis of contract promotion in the organisation and that employees are given a chance for future promotions even to senior-level jobs based on their performance. Manager 4 countered the claim that there is unequal treatment in the organisation and stated that the organisation treats all employees equally. He articulated:

> *"As a management employee, we usually perform exceptionally in protecting employee rights. Even for many times, I feel that the management generally focused on protecting the rights of employees by offering sufficient training and promotional programmes."*

> - Manager 4, Hotel 4

Furthermore, Waiter 4B did not receive any training mandated in the casual employment contract in his almost two years of service in the organisation. This is despite him doing an excellent performance on his job and being consistently commended for a job well done. His temporary contract will soon expire and without official training for the past two years, he sees a bleak future ahead.

Waiter 4B's lack of satisfaction with his working condition at the hotel drove him to join the union. By being its member, he looks forward to being a permanent employee. He believes that only collective bargaining can improve employees' working conditions in the organisation.

Union Representative 4A stated that at the hotel, all contractual employees are on a wage basis and their contracts are based on their academic qualifications, levels of skills, and work experience. He pointed out that employees join the union to have better working conditions such as job security and other benefits. Union Representative 4B related a story in which employees were confronted with problems concerning working shifts and the union negotiated their condition with the management, which was successful.

4.2.4.2 Employees' perceived benefits from union membership

- *Extent of union effectiveness in meeting employees' expected benefits*

Bartender 4 is currently registered with the union. Before this, he was on a casual contract with the organisation until a friend suggested that he join the union. Chef 4 became a union member through a friend who was a union representative. Housekeeper 4 also sought union membership after seeing many women members whose rights were being protected by the union. However, her perceived poor working condition was still not being addressed.

Similarly, Waiter 4A joined the union to have job satisfaction. He is also keen on getting his due rights as an employee but is still waiting for results. Conversely, when he joined the union, Waiter 4B encouraged other employees to also seek membership. However, he is planning to de-register as he does not see any developments. He mentioned: *"When I joined the union, I was full of hopes and anticipation that my concerns as an employee would be finally dealt with. Today, I am considering de-registering since I am disappointed."*

- Waiter 4B, Hotel 4

Alternatively, Union Representative 4B stated that employees' common motivation to join the union is to seek job security and safety within the organisation. Similarly, Burchielli (2014) noted that union effectiveness can be seen in solving labour disputes vis-à-vis working conditions. Union effectiveness declines when the union deviates from the original values for which it is established.

Union Representative 4A suggested that unions should take all necessary measures to address the depleting number of members. The union's relevance would be lost if it continuously fails to provide proper and prompt solutions to employees' demands and needs. An effective union has huge membership that allows it to give an idea of strength, which is what a good bargaining position is based on (Moeti-Iysson, 2011). Alternatively, Union Representatives stated that allowing employees to seek union membership is part of their rights and that the organisation is not supposed to encroach upon this right. He claimed that employees seeking union membership benefitted from increased bargaining power. Entry-level employees are the most union-registered

because they hope to receive a permanent contract promotion with the organisation. He stated: *"In my four years of experience as an employee and a union representative, I saw a decline in membership over the years. Technological advancements can help spread awareness of trade unions.*

<div align="right">- Union Representative 4A, Hotel 4</div>

In an observed meeting, a union representative of Hotel 4 raised the issue of internal recruitment wherein he mentioned that existing employees should be the priority for recruitment in the new hotel branch. On the other hand, the senior managers in that meeting claimed that they were considering organisational internal factors in recruiting existing employees to the new hotel branch. They furthered that not less than 25% of existing employees will be recruited to the new hotel. A senior manager assured that there will be sufficient training for these employees to meet the requirements for technological operations in the new hotel.

4.2.4.3 Participants' views of what makes an effective union

- ***Employees' actual experiences of union effectiveness***

Bartender 4 felt that the effectiveness of the union rests on its bargaining capability by promoting employee rights. Chef 4 further stated that in case the union fails at protecting the rights of an employee, the concerned employee can bring this matter to the union, which should address it promptly and effectively.

Union Representative 4A mentioned that hiring and firing employees, wage increases, overtime, and the like are being catered to by the union. He also cited some of the benefits that the union in their organisation has brought to its members, signifying the extent of its effectiveness: *"Due to increase in union effectiveness in the past, many casual contracts like zero contracts, contract work, and others, have been reduced or ceased to exist at our hotel. It has safeguarded employees' rights in the form of wage rises and benefits"*

<div align="right">- Union Representative 4A, Hotel 4</div>

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Further, Union Representative 4B stated that the union does not presently exhibit union effectiveness because of decreasing membership, which is the basis of its collective bargaining power. It therefore could not excellently support employees on their issues. However, it is formulating effective strategies to encourage hotel employees to join and increase its membership.

Alternatively, Union Representative 4A related his experience wherein he was not paid for extra hours of work when he was still on a casual contract and can obtain his due pay through the union. Now that he is a union representative, one of the challenges is how to sustain the union's bargaining power amidst a decreasing membership. Similarly, Housekeeper 4 described the union's manner of dealing with employees' concerns as "far from being excellent". Her being able to receive a pay hike after more than three years of service was not a product of a bargaining agreement but was solely attributed to HR.

Moreover, Union Representative 4A furthered:

"I believe the previous glory of the unions could be back. Only then will it benefit its members and assist the organisation with increased productivity."

- Union Representative 4A, Hotel 4

He also cited some of the challenges faced by the union in the past three years, such as a lack of resources and disunity amongst the members, in addition to decreasing membership, which hinder the union's effectiveness.

For Waiter 4A, union effectiveness means better benefits for employees through the efforts of the union. However, ever since he entered the organisation, he has not witnessed the union doing notable actions on behalf of employees. Similarly, Waiter 4B stated that the effectiveness of the union can be proved by the conduct of collective bargaining which provides employees with their demands and requirements from the organisation.

4.2.4.4 Participants' views of collective bargaining agreements

- *Impact of the extent of collective bargaining on union effectiveness*

HR Personnel 4 stated that the collective agreement of employees organised by the union can be fostered by their show of strength against the organisation's unfavourable policies affecting employees. She mentioned:

"Although the organisation fulfills most of the employees' demands, it is only by collective bargaining that employees can solve any injustice done towards them like lack of job security, wage increases, promotions, and others."

- HR Personnel 4, Hotel 4

According to HR Personnel 4, some steps to be taken concerning union prospects include increased membership, infusion of younger members, technology adoption, and speedy disposition of employees' grievances. Furthermore, the waiter asserted that while he can witness union effectiveness through several collective bargaining agreements in the past, the union appears to take a downward trend and is not as effective as five to ten years ago.

4.2.4.5 Perceived management attitude towards trade union

- *Effects of management's negative attitude towards unionism on union effectiveness*

Chef 4 stated that the management does not motivate employees to join the union, since this might negatively affect the organisation's earnings and profits. According to Aslan and Wood (1993), there is a tension between managers' need for union representation in the hospitality sector and confidence in their managerial efficacy. This leaves unions irrelevant to their particular circumstances and challenges their effectiveness. By contrast, Hotel Executive 4 stressed that employees, regardless of contract, are entitled to join the union. Housekeeper 4 had a different claim as she mentioned:

"Based on the directions of the management, the HR department does not encourage employees to seek membership in the trade union."

- Housekeeper 4, Hotel 4

Housekeeper 4's statement was opposed to Hotel Executive 4 who claimed that they should be free to join trade unions. Bartender 4 stressed that whenever union members attend meetings and promotional programmes, the organisation does not support them. On the other hand, HR Personnel 4 mentioned that the kind of relationship existing between the organisation and the union can assist in the development of the organisation and the betterment of employees' performance and job satisfaction.

4.2.4.6 Perceived impact of technology on union effectiveness

According to Hotel Executive 4, advancements in technologies have long been acknowledged in the hospitality sector, which is currently being utilised to provide outstanding guest experiences and reduce operational inefficiencies. He added that the hotel's budget for information technology (IT) increased over the years as it responds to technological advancements. He mentioned:

> *"Service automation, fixed-mobile convergence, location-based services, room connectivity, chatbots, and mobile apps are revolutionising the already technology-centric hospitality industry. We make sure that our hotel is utilising these technologies for the ultimate satisfaction of guests."*

> - Hotel Executive 4, Hotel 4

Waiter 4B expects to see more technological developments in his organisation. He stated:

> *"Though I am young and new in this organisation, I would humbly like to see more technological developments implemented as early as possible. And to have many events and inter-organisational levels to increase coordination and better relationship with other union members."*

> - Waiter 4B. Hotel 4

On the other hand, Hotel Executive 4 pointed out that the same technological revolutions have disrupted employees' work nature in the hospitality sector. For example, senior employees are unable to cope with these developments because of a lack of technological know-how. This is not to mention that machines cannot replace humans in providing hotel services. He claimed:

"Permanent and temporary employees feel that they are being ineffective with the emergence of these technologies. Only through personal human care (not machines) can hotel services be effectively accomplished, even with the highest technical support."

- Hotel Executive 4, Hotel 4

Union Representative 4A stated that job security is at stake because of a technological revolution in the hospitality industry. He also cited a prospective increase in union membership as a result of the increased number of intelligent robots and chats in servicing guests.

4.2.5 Hotel 5

The themes and sub-themes derived for Hotel 5 are as follows:

1. Trade union's role in negotiating work conditions
   - Contract-based work conditions
   - Perceived unfairness in the organisation

2. Employees' perceived benefits from union membership

   - Extent of union effectiveness in meeting employees' expected benefits

3. Participants' views of what makes an effective union

   - Employees' actual experiences of union effectiveness
4. Perceived management attitude towards trade union

   - Impact of management's negative attitude towards unionism on union effectiveness
5. Participants' views of collective bargaining
6. Perceived impact of technology on union effectiveness

4.2.5.1 Trade union's role in negotiating work conditions
- ***Contract-based work conditions***

Bartender 5 observed that employment contracts are based on employees' performance. He stated:

"Twice, I have signed contracts with the organisation. The first one was as an unskilled trainee. It was a temporary contract of two years. After three years and the expiry of the temporary contract, I signed the fixed employment contract for four years. It did not only get me promoted to the next level as a bartender but also got me better pay and a lot of benefits."

- Bartender 5, Hotel 5

On the other hand, Guest Relations Executive 5 stated that increasing the skill levels of employees will enable them to sign higher employment contracts with the organisation. HR Personnel 5 highlighted that high-skilled employees are given preference over low-skilled employees for full-time employment at the hotel. Concerning union membership, employees may join the union regardless of contract types. The union executive confirmed that membership in the union should not be a reason for an employee not to receive a promotion or a better salary. Further, Housekeeper 5 stated that his present organisation treats its employees based on types of contract. Bellboy 5 also confirmed this.

"The unskilled or the apprenticeship employees get the least level of treatment and are never appreciated for their work or given due pay for it. Also, there is no proper training and are treated far from being polite."

- Bellboy 5, Hotel 5

Similarly, Hotel Maintenance Worker 5 stated:

"More than the skills or experience, it is the contract types that differentiate the treatment of the organisation on employees. They treat permanent employees better than fixed contract employees and temporary employees are never treated like fixed type employees."

-Hotel Maintenance Worker 5, Hotel 5

Guest Relations Executive 5 had a different view:

"In some cases, even the lower-skilled employees are recognised for their excellent work and are treated well by the organisation."

Alternatively, Union representative 5A believed that the hotel does not consider the plights of unskilled workers.

- ***Perceived unfairness in the organisation***

From the very beginning, the type of contract signed by Hotel Maintenance Worker 5 was a full-time fixed employment contract. Since he had an experience and qualifications in maintenance work, the organisation categorised him as a semi-skilled employee and made him sign the fixed employment contract, which specified that he will formally become a permanent employee after a term of two years. However, seven years have already passed and he is still on the same contract.

Similarly, Bellboy 5 joined the hotel as a full-time unskilled worker. Since his contract with the organisation was temporary, he was always troubled by the fear of contract termination. Based on the contract he signed, he was to receive his promotion to a fixed-term contract after a period of two years. However, it is almost three years now and he still has not received any promotion. Likewise, Housekeeper 5 stated:

"Like other entry-level employees, I also signed a casual or temporary contract with the organisation. It is for the category of unskilled employees for a minimum period of two years. The maximum period of temporary employment was not mentioned in the contract, and I'm still a temporary employee for three years now."

-    Housekeeper 5, Hotel 5

Furthermore, Kitchen Porter 5 related:

"I signed a temporary contract with the organisation three years back. It was at the time of my joining the organisation as an unskilled employee to the post of kitchen porter. Since I did not have any higher academic qualifications or experience, I signed a temporary contract for two years. But even after adhering to all the safety rules and working well, I am yet to sign the fixed contract for better pay and job security."

-    Kitchen Porter 5, Hotel 5

Bellboy 5 also claimed that the organisation has been treating him poorly, just like how other unskilled employees are treated.

On a similar note, Housekeeper 5 uttered:

"Since the unskilled temporary type contract employees are easily dispensable, they are not treated well in the organisation."

- Housekeeper 5, Hotel 5

Similarly, Housekeeper 5 asserted that the organisation has been treating her poorly even though there are many opportunities to promote her to a fixed type of contract. She has remained in the same position for the past three years even though she works hard and has developed much knowledge on the job.

Likewise, Union Representative 5B declared:

"Mainly entry-level employees face harassment from the management and also have the insecurity of continuing as employees in the organisation."

- Union Representative 5B, Hotel 5

In its Code of Conduct, Hotel 5 specified human rights as its core principle. It also mentioned that anyone failing to adhere to XXX's Equal Opportunities policy may be subjected to disciplinary action. However, the manager of housekeeping staff insisted on "putting off the clock" if employees had not completed their tasks within time. The hotel's official website calling for graduates to join the hotel mentions several perks, like up to 50 % off of their stay in the hotel. However, existing employees who worked hard for the development of the hotel for years together were not provided with any such offers so far.

Additionally, pension schemes with employer contributions were specified for future employees, but the existing staff working under contract and temporary basis for so long in Hotel 5 was not specified. In Section 2.1 of the Staff Handbook, which was about six months of mandatory probation, adequate training should be given to employees. Still, existing employees did not have any such training ever since they were recruited. Even the study for an apprenticeship to get the nationally recognised qualification was unavailable. The Staff Handbook also mentioned

that the Performance Bonus Plan was non-pensionable and not guaranteed. Since it was discretionary of the management, it could be biased.

In an observed meeting, a union representative from Hotel 5 argued that wages and other benefits offered to fresh college graduates should be at par with the usual standards. A senior manager from the same hotel enthused that students were highly suited for the target millennial guests who were clamouring for new technological features to have a convenient stay.

On a parallel view, Union Representative 5A affirmed that those who joined the union were usually unsatisfied with their jobs and with the working conditions at the hotel, which the union aims to improve. These situations mirror the lack of effectiveness of the union, where the union seems to be out of the picture amidst employees' unfair treatment.

4.2.5.2 Employees' perceived benefits from union membership

- ***Extent of union effectiveness in meeting employees' expected benefits***

Bartender 5 joined the union in his second year with the organisation despite the management not liking the idea. Similarly, the bellboy stressed:

> *"Even if I am a member of the trade union, my working condition has not improved. I hope that it will be covered by the union's collective bargaining with the organisation."*

> - Bellboy 5, Hotel 5

Guest Relations Executive 5 had been with the union for the past three years even when she was starting with the organisation as a waitress. With the encouragement of her colleagues, she felt it right to be a member of the union herself. However, she was still waiting to have her labour-related concerns addressed.

Also, Hotel Maintenance Worker 5 stated:

> *"Though there is no threat of being fired, I became a member to uphold my rights as an employee. Also, I want to be a part of a significant movement of a trade union to have our voices heard and not become entirely dependent on the organisation. However, the trade union is not what I have expected, it is quite too slow to resolve the issues of employees."*

Likewise, for Housekeeper 5 and Kitchen Porter 5, seeing many women employees who were also union members motivated them to become members of the union. Just like Hotel Maintenance Worker 5, they are still waiting for their issues to be addressed, though.

Moreover, Hotel Executive 5 mentioned that the employees who have registered most with the union are those on short-term contracts, confirming the participants' statement that they joined the union while they were still on temporary contracts. HR Personnel 5 affirmed this and stated that the reason why employees of short-term contracts register the most with the union is that they have a higher chance of losing their jobs and want to stay with the organisation as there are limited opportunities outside.

Union Representative 5A also claimed that unskilled workers were the most registered with the union. However, only 35% were currently its members, citing the decreasing trend of the union as the years went by. On a similar note, Union Representative 5B stated that only when employees become union members will they become truly empowered in the workplace. According to Union Representative 5B, all types of employees – temporary, fixed, and permanent – and entry-to-supervision levels represent the union.

4.2.5.3 Participants' views of what makes an effective union

- *Employees' actual experiences of union effectiveness*

For Bartender 5, union effectiveness means the struggle of the union for employment rights as a collective force to provide the demands and requirements of employees. In his experience, he was helped by the union to become a bartender from his role as a trainee which eventually enabled him to receive his promotion to fixed contract employment.

For Bellboy 5, union effectiveness means the capacity of the union to protect employees from all forms of workplace discrimination and harassment. Enabling employees to work in good working conditions and receive their due rights is also union effectiveness.

For Guest Relations Executive 5, union effectiveness means getting a job promotion through the help of the union. She saw other cases similar to this which the union can successfully address.

For Hotel Maintenance Worker 5, union effectiveness is the extent of power in dealing with the organisation as it defends the rights and welfare of employees for better working conditions.

Housekeeper 5 noted that union effectiveness involves the trade union's efforts to ensure that the employees exercise their employment rights in the organisation. She furthered that the more members the union has, the more powerful it becomes.

Kitchen Porter 5 described union effectiveness with consideration of women's condition in the workplace:

"The importance of women's issues in the organisation and solving them is what union effectiveness means to me. The union is effective if it puts forth the case of women employees' problems across the bargaining table."

- Kitchen Porter 5, Hotel 5

Union representative 5A stated:

"In the past, the trade union was very effective. We can improve the working conditions of employees and they received regular and fair salaries as an effect. This is quite not the case now, but we are looking forward to getting back the glorious past of trade unions in organisations."

- Union representative 5A, Hotel 5

He likewise agreed that allowing the union to operate in hotels is a good move for the hospitality industry because the union defends the rights of the workforce and enables these rights to be met.

For Union Representative 5B, union effectiveness means safeguarding the rights of employees, and an excellent example of this is improving the working condition of entry-level temporary employees in the organisation. He uttered:

"Most of these temporary employees being migrants did not have satisfactory working conditions, and the union is working on how their situation may be addressed."

On the contrary, HR Personnel 5 did not see the union as effective. Instead, she said that the union usually makes hasty decisions, which are often not in the best interest of the organisation.

4.2.5.4 Perceived management attitude towards trade union

-   ***Impact of management's negative attitude towards unionism on union effectiveness***

Bartender 5 stated that the management does not encourage employees to join the union. This is because it fears that they would demand more from the organisation through collective bargaining, adding extra costs to the hotel. Bellboy 5 seconded this claim and said:

"Any organisation will never encourage employees to seek membership with the trade union. It is the case in the past and the present. And the truth is, it will surely continue in the future also."

-   Bellboy 5, Hotel 5

The management's position to dissuade the union from operating within the organisation has a corresponding impact on union effectiveness as members were discouraged to attend its activities. According to Bryson (2003), union activities, together with union organisational attributes, characterise trade union effectiveness.

Further, Guest Relations Executive 5 reasoned that the management would not encourage the employees to join the union because it is against their interest. She claimed:

"The senior management of the organisation will not allow anyone to encourage employees to seek union membership. It is because if members of the trade union increase, the collective bargaining power will increase, which is not good for the organisation."

-   Guest Relations Executive 5, Hotel 5

Similarly, Housekeeper 5 stated:

"The trade union enters into collective bargaining agreements with the trade unions to solve employees' demands and requirements. It could burn the pockets of the organisation

and could be the main reason for them not to encourage the employees to seek membership in the trade union."

- Housekeeper 5, Hotel 5

Hotel Maintenance Worker 5 also mentioned that an organisation will not allow employees to seek membership with the union because this would lose their grip on employees and the union will instead have the upper hand with employees and regularly demand pay hikes, better working conditions, and employment benefits.

Kitchen Porter 5 assumed that if the management would encourage employees to join the union, then it would no longer be able to ask them to work extra hours without pay. The management would also be compelled to pay sick leaves and other benefits. On the contrary, HR Personnel 5 pointed out that the management prefers to discuss with employees on an individual basis concerning their concerns. She also stressed that the organisation does not encourage them to join the union because the interest of the organisation runs counter to the interest of the union. She added that in fact, employees need not seek the aid of the union since the HR department deals with their concerns and requirements.

4.2.5.5 Participants' views of collective bargaining

Hotel Executive stated that he would encourage collective bargaining in the organisation, for as long as it does not negatively affect employees' productivity. Alternatively, he made it clear that the organisation does not promote collective bargaining with the union. On the other hand, Union representative 5A disclosed that lately, the union has not been very effective in ensuring it meets employees' demands. He is one of those who meet with HR Personnel 5 and the general manager to lay down the demands of the union members.

Union Representative 5B also cited the many challenges confronting the union, such as globalisation, financial issues, and workforce diversity. However, the lack of adequate membership reduced the bargaining power of the union. He drew attention to the fact that collective bargaining needs employees' participation to bargain for their rights and welfare. He furthered:

"My role is to gather them (employees) for collective bargaining. I make them understand that as individuals, they are dispensable and only as a collective team, they become better positioned to get their due rights. Also, my role includes negotiating to enter into valid collective bargaining agreements on behalf of employees."

- Union Representative 5B, Hotel 5

4.2.5.6 Perceived impact of technology on union effectiveness

The participants shared their views concerning the effects of technological development on their organisation. Hotel Executive 5 stated that production technologies have evolved well, thereby reducing the organisation's dependency on manual labour. Additionally, employees' work has been reduced and simplified because of these developments, thereby cutting manual jobs. This is not the case with the union, on the other hand. Union Representative 5A maintained that technological advancements have greatly reduced union membership. Union Representative 5B similarly said that these have segmented the labour market, impacting union membership. He cited the drop in union membership from 1980 as something related to the rapid evolution of production technologies. However, although technological development is not directly responsible for almost splitting the union membership, it had its impact on it.

4.2.6 Hotel 6

The following are the themes and sub-themes generated from the thematic analysis:

1. Employees' insights on contract-related working conditions

2. Employees' perceived benefits from union membership

   - Extent of union effectiveness in meeting employees' expected benefits

3. Participants' views of what makes an effective union

   - Employees' actual experiences of union effectiveness

4. Perceived management attitude towards trade union

   - Impact of management attitude on union effectiveness

5. Perceived impact of technological developments on jobs and trade unionism

- Effects of the technological revolution on union effectiveness

6. Participants' views of collective bargaining agreements

- Impact of the extent of collective bargaining on union effectiveness

4.2.6.1 Employees' insights on contract-related working conditions

Hotel 6's Staff Handbook stated that the senior employees' selection of days off and shifts were not permitted, the reason being that it will prevent the possibility of junior employees to maximise their regular work. In article 21 on rehabilitation, those under the rehabilitation program should furnish monthly medical reports to the human resources director. It should detail the medical condition of the employee. Failing to submit such a statement will make the employee unable to avail of any benefits of the program any longer. Even after a promotion with additional work and responsibilities, the employees have to forego four months of increased pay. In statutory holiday policy guidelines, only qualified permanent full-time employees shall receive statutory holiday pay. Other employees will be paid only for work during statutory holidays.

Furthermore, the mission statement of Hotel 6's official website mentioned that it looks after the employees in the same way that it looks after its guests, and both are offered the best of experiences. Its anti-slavery and human trafficking statement mentioned that it has imposed strict contractual obligations on hotel managers to comply with all applicable laws, including those related to labour and employment practices. On the other hand, in Hotel 6's refurbishment in 2007, the union demanded more than the minimum contractual obligations on behalf of employees. Said employees who had been working at the hotel for more than 30 years should have been treated better but the management was insistent to recruit only some who were *suitable* for the job.

On the other hand, HR Personnel 6 highlighted that contracts with the hotel vary in terms of skills level and number of years with the organisation. Hotel Executive 6 emphasised that permanent employees receive the best benefits in terms of working hours, salaries, allowances, and gratuity.

Likewise, Clerk 6 is currently under a full-time fixed employment contract with the hotel. Initially, this was a temporary contract of two years. He only needs to complete six months more before being under a permanent contract type. He declared:

"I have signed a fixed contract with the organisation. Initially, I signed a casual contract as a trainee clerk. But after two years, I signed the fixed contract for the next four years, which is to end in 2020 April."

- Clerk 6, Hotel 6

Chauffeur 6 renewed his contract from a temporary to a fixed-term contract, entitling him to receive the same benefits as permanent employees concerning compensation and vacation leaves, as well as terms about resignation and dismissal. Similarly, Hotel Porter 6 signed a permanent contract with the organisation, which he believed, was a by-product of his hard work and perseverance as a temporary employee. Waiter 6 and Housekeeping In-Charge 6 are also permanent employees, allowing them to receive related benefits and incentives. In a meeting observation of Hotel 6, the deliberation between the union representatives and senior managers revolved around the issue of pay, benefits, and job security. A senior manager claimed that the management will take care of the wages, benefits, working conditions, and technological training of employees.

Chauffeur 6 posited that the organisation has been fair with its employees and maintained a cordial relationship with them. Events Planning Executive 6 also mentioned that employees and the organisation are maintaining a good relationship. HR Personnel 6 stated that the hotel provides ample assistance for training and development is provided. She added that it prioritises existing employees over external recruitment in terms of assignments to higher roles. Chauffeur 6 believed that retaining skilled employees requires a flexible relationship between higher management and supervisors so that employees' issues, such as contracts, are heard effectively. On the other hand, Clerk 6 claimed that the organisation treats better those employees who have better contract types.

Union Representative 6B stressed that promotions, pay differentials, openness, and the like are lacking in the hotel. For example, instead of promoting employees within the organisation, the management prefers to hire new employees externally. There is lack of training and salary increases. Increments are also rare. He stressed that despite this, the union maintains a cordial

relationship with employees and the management. However, this cordial relationship gets strained too, such as when employees' rights are denied. Hotel Executive 6 mentioned the efforts of the union in improving employees' welfare and remuneration. He believed that the union serves as a bridge between employees and employers.

4.2.6.2 Employees' perceived benefits from union membership

- *Extent of union effectiveness in meeting employees' expected benefits*

Clerk 6 remarked that he was initially reluctant to be a member of the union but was convinced eventually upon learning that the union functions for the welfare of employees. He mentioned that its service to employees was his primary motivation to join the union. However, contrary to his expectations, his lack of job satisfaction and unsatisfactory working condition is still not being addressed by the union. He furthered:

"The way union helped to resolve employees' needs was what got my attention and motivation. However, it is no longer as active and as persistent as it was before and employees' demands are not being dealt with."

- Clerk 6, Hotel 6

Events Planning Executive 6 herself was a union member. She decided to be a member upon learning about the benefits and job security that she could obtain by joining it. However, her expectations failed when she finally registered with the union. Chauffeur 6 joined the union as soon as he entered the hotel as a contractual employee. He heard about the presence of a union at the hotel and decided to join immediately to increase his bargaining power with the management. He observed that its membership is just small, which is not enough to bargain collectively with the management on matters of working conditions, pay and benefits, and the like.

Alternatively, Hotel Executive 6 mentioned that the management cannot restrict employees from joining the union since it is their democratic right to do so. He disclosed:

"Generally, an employer cannot restrict the employees from joining the union. In much the same way, an employment contract cannot restrict the employees from forming or joining a union."

- Hotel Executive 6, Hotel 6

Further, Hotel Porter 6 was a contractual employee when he joined the union as he already knew the benefits that he could gain if he joined it. He understood that a union is supposed to support the interests of employees and helps them achieve their demands concerning compensation, working hours, contract renewal, and others.

Similar to other employees in this study, Housekeeping In-Charge 6 is a member of the union as he believes that her grievances will be addressed most with its assistance. Her motivation to join includes concerns about working hours and labour treatment received by temporary and contractual employees. In her opinion, every organisation should encourage its employees to be members of the union so that their concerns and grievances can be effectively addressed. Similarly, Waiter 6, who is also a union member, believed that his grievances will be well-addressed by the union, however, he is still waiting for significant union efforts that could improve his work status in the organisation.

Moreover, HR Personnel 6 claimed that most temporary employees register with the union as they find a sense of security in doing so and they can easily advance their concerns to the management. She also agreed that hospitality employees should register with trade unions to secure their jobs. This will make them convey their demands or issues to the management without any fear. Union Representative 6A related that exercising his position in the union helps to safeguard employees' rights and increase union membership.

In an observed meeting between the hotel's senior management and the union, a senior manager claimed that all employees will be safeguarded in any eventuality concerning Brexit. A union representative in that meeting also stressed that the students working in the hotel should be assured of better wages and benefits. In an interview, Union Representative 6A stated that employees who lack training and promotion seek the help of the union and have a good relationship with it with the belief that it can effectively represent them in the organisation and enable them to enforce their rights. He stressed that temporary employees comprise the greatest number of members in the union because they immediately join the union once they enter the organisation. However, at the moment, only about 30% of rank-and-file employees are registered with the union. He would urge all employees to join the union irrespective of their contract type as this would greatly help them present their demands before the management. Union Representative 6A

acknowledges the importance of union membership for the union to have strong collective bargaining power. He revealed:

"Regardless of the contract type, all rank-and-file employees can get their rights from the organisation through trade unions. It will help them fight for their rights through trade union support."

- Union Representative 6A, Hotel 6

Union Representative 6A drew attention to the fact that union membership met a seesaw trend in the past due to changes in government policies. An increasing trend in union membership was witnessed until the mid-1970s, but took a reverse pattern thereafter, which could be attributed to the Conservation Party coming to power in the UK. He gave some recommendations to reverse the decreasing union membership, such as speedy solutions to employees' concerns, a quick registration process, online request processing, and information dissemination through both online and traditional platforms.

Union Representative 6B emphasised that the union treats its members equally, regardless of their contract types. From a union perspective, all employees can be members of the union, regardless of their role in the organisation. He mentioned:

"At present, the number of trade union members is far from half of the total number of employees in the organisation. With continuous efforts from the trade union and its representatives backed by productive activities like collective bargaining, it is set to increase shortly."

- Union Representative 6B, Hotel 6

Union Representative 6B also described union membership as having taken a roller coaster trend. Although there were significant changes in employees' work statuses in the past led by the union, this is not the case at present where the union is experiencing an organisational crisis due to declining membership. He hopes that despite this drastic fall in membership, a stabilised level will soon be met. He cited several factors that could have caused the reduction in membership:

"The most important of these factors are government policies, which cut off many of the trade union's functioning by strike, demonstrations, and others in the last few years."

<div align="right">-   Union Representative 6B, Hotel 6</div>

In addition, he stated:

"Like any other employment, an individual employee is vulnerable to harassment and other issues like improper pay, lack of promotion, unsatisfactory working conditions, and many other problems from the organisation. Since an individual employee has only weak bargaining power with the management, their move to becoming trade union members to bargain collectively will yield more beneficial outcomes."

<div align="right">-   Union Representative 6B, Hotel 6</div>

Union Representative 6A asserted that those who seek membership in the union often have issues in their jobs. He further stated:

"In my opinion, the employees joining trade unions imply a lack of satisfaction with their working conditions. It is the most amongst entry-level temporary contract employees who are new to the organisational culture and environment. Hence, one of the reasons for them to become members of the trade union is the lack of satisfactory working conditions."

<div align="right">-   Union Representative 6A, Hotel 6</div>

Union Representative 6B also mentioned:

"Lack of satisfactory working conditions is one of the primary reasons for employees to join a trade union, as I observed. It is because more than the pay, the employees want their working conditions to be respectable and equally treated along with other factors. Since most of their day time, they spend only in the organisation's working environment, they need the best of it. So, most of them, when finding a lack of satisfaction in working conditions, tend to join the trade union."

<div align="right">-   Union Representative 6B, Hotel 6</div>

4.2.6.3 Participants' views of what makes an effective union

- ***Employees' actual experiences of union effectiveness***

Clerk 6 mentioned that union effectiveness is propelled by having the demands of employees achieved through the aid of the union. He stated:

"Organising employees for collective bargaining and making the organisation understand the needs of employees and sign the collective bargaining agreement is union effectiveness."

- Clerk 6, Hotel 6

For Events Planning Executive 6, union effectiveness is the provision of a healthy working environment for employees through the union's efforts. This is shown by contractual employees whose grievances and concerns are negotiated well by the union. Chauffeur 6 also believed that union effectiveness means that the union performs its duties. He related his experience:

"While my contract was being renewed, I consulted with my union officials and they assured me that they will negotiate with the management about it and will also cover other employees in the same situation. I expected the union to act as soon as possible, but up until today, there is no action. Anyway, I eventually obtained by permanent contract without their intercession."

- Chauffeur 6, Hotel 6

Hotel Executive 6 acknowledged the major role played by trade unions in an organisation. He gave an example from his organisation:

"In my organisation, there was a big issue at the time of recession, as many lost their jobs. At that time, the trade union made a compromise between the employees and employers. The employees were then benefited with some compensation from the organisation and the trade union also paid some amount from the saved funds."

- Hotel Executive 6, Hotel 6

He rated the union's capability to address employees' concerns and said that it is 5 out of 10. He compared other unions in other organisations and stated that those unions are not functioning in the same way as the union in their organisation.

For Housekeeping In-Charge 6, union effectiveness means:

"The effectiveness of a trade union means addressing and fighting against the injustice experienced by employees in the workplace. Being in charge of the Housekeeping department, I have to ensure that the rooms are clean and my fellow members are safe in performing their responsibilities without any interruption."

- Housekeeping In-Charge 6, Hotel 6

HR Personnel 6 also aired her views about the effectiveness of the union in their organisation:

"We, as an organisation, have our means and ways to help our employees. However, the trade unions with their expertise are presented with employees' demands and requirements. A recent effective persuasion of the trade union for an increase in the bonus for the employees made me think that the trade unions have become more active now than before."

- HR Personnel 6, Hotel 6

For Union Representative 6A, union effectiveness means the improvement of employee relations as an outcome of union efforts. He cited an example from a range of experiences he had with the union:

"The best example is having the migrant temporary employees from not being bullied by other employees. The effective way in which the trade union handled the issue impressed many employees who were non-members to become members themselves."

- Union Representative 6A, Hotel 6

Alternatively, Union Representative 6B cited inclusivity and fairness as elements that make the union effective. He related the past experiences of migrant workers who were not treated well

in the organisation and whose rights and welfare were uplifted by the union. The union showed its inclusivity and fairness to all its members this way. He thus stated:

> *"The union is adapting well to new changes in the business environment. Although it would take a long time to reclaim its past glory, it is certain about the right path towards its goal."*

> \- Union Representative 6B, Hotel 6

4.2.6.4 Perceived management attitude towards trade union

- ***Impact of management attitude on union effectiveness***

According to Clerk 6, Hotel 6 does not encourage employees to seek membership in the union as this is against the employer's interest. He said that increased membership worries the organisation as this would mean union effectiveness, which in turn denotes that the hotel would need to grant every employee's demands. HR Personnel 6 stressed that the organisation does not have any procedure to register employees to the union as this can only be initiated by the union itself. However, the organisation will never encourage employees to seek membership in the union since she believed that by this, employees will be supported by the union even for their mistakes on the job.

On the other hand, Events Planning Executive 6 claimed that due to economic and labour-related purposes, her current employer encouraged employees to become active members of the union. Hotel Executive 6 shared the same claim and even asserted that a close bond exists between the organisation and the trade union, benefiting both the employees and the organisation. He furthered:

> *"My organisation gives importance to trade union so that it solves the issues of the employees. These results in employee satisfaction, which indirectly increases the organisation's productivity."*

> \- Hotel Executive 6, Hotel 6

He, however, related the management experiences in earlier years where the growth of trade unions was not encouraged in the organisation as there was fear that they may cause problems to the organisation. However, this is no longer the case at present. He stated:

"Now, after analysing the trade union's functionalities, the organisation has changed its approach. Hence, the organisation lowered the restrictions on their employees to forming and joining trade unions."

- Hotel Executive 6, Hotel 6

Moreover, Hotel Porter 6 affirmed that the hotel encourages all employees to become members of the union to maintain a cordial relationship with them as well as solve their issues effectively, which could lead to the retention of skilled and hardworking employees in the organisation.

HR Personnel 6 stated that organisations try to maintain a professional relationship with trade unions, agreeing with the statements of other participants. She noted:

"In my view, organisations maintain a professional relationship with trade unions, which are based on mutual benefits. We try to iron out any differences with dialogue in a cordial atmosphere to increase employee confidence in us and thus, the productivity of the organisation."

- Personnel 6, Hotel 6

4.2.6.5 Perceived impact of technological developments on jobs and trade unionism

- *Effects of the technological revolution on union effectiveness*

Hotel Porter 6 viewed that coordination in the hospitality sector was slow in the past, but technological advancements caused it to develop and sustain a skilled workforce. He believed that flexible relationships should occur between employees and the labour market to solve labour issues. According to Hotel Executive 6, the past witnessed gradual but steady progress concerning coordination in the hospitality sector and the labour market, which made developments in communication and technology possible. He stressed that production technology is a positive thing in hotel operations:

"The evolution of production technologies in the hospitality sector shows an incremental graph. There is a steady workflow, minimised inventory and optimised cost with the assistance of production technology."

- Hotel Executive 6, Hotel 6

Moreover, HR Personnel 6 emphasised that technological developments positively affected employees' work, as these technologies increased organisational productivity and reduced significant workloads. He stated:

"Improvements in production technologies have influenced the attitude of employees. Decreased workloads and stabilised work environment made the employees work more positively, which also indirectly increased the productivity of the organisation."

- HR Personnel 6, Hotel 6

On the other hand, Union Representative 6A and Union Representative 6B both viewed that production technologies are amongst the challenges confronting trade unions today. Also, a decreasing membership reduces the bargaining power of employees, which is another major challenge.

Union Representative 6A stated:

"The evolution in production technologies in the hospitality sector has affected union membership. In the last few decades. There was a rapid development in technology and the fall of union membership was also as rapid. It may be a coincidence, but developments in production technologies initially had its effects on union membership."

- Union Representative 6A, Hotel 6

Also, Union Representative 6B related some of his insights concerning the impact of production technologies on union membership. He stated that production technologies have considerably reduced union membership. He also cited the need to increase the union's activities and digital presence to fit the current requirements. The union should hold membership campaigns and other related activities such as online advertising. The online platform can be utilised to inform

employees, and practically anybody, on resolved issues with the management. The digital presence will also bring the youth to become members of the union.

4.2.6.6 Participants' views of collective bargaining agreements

- *Impact of the extent of collective bargaining on union effectiveness*

Hotel Executive 6 remarked that he would recommend collective bargaining in an organisation. This is because proper understanding between the union and the organisation can benefit them both. He even acknowledged the union's function as a bridge between the management and the employees. He revealed:

"The trade union can take the concerns from the employees to the organisation and vice versa. Hence, I can say that collective bargaining is promoted effectively by the trade union."

- Hotel Executive 6, Hotel 6

While Hotel Executive 6 acknowledged the effectiveness of collective bargaining in championing the welfare of employees, HR Personnel 6 declared that the organisation will not promote collective bargaining. Instead, the management deals with employees individually than as a group, believing that this will help to attend to their concerns better. She recognised the employees' motive to join the union, and that is to access better collective bargaining to address their concerns and demands. For her, there may be several reasons for employees to join the union and accessing collective bargaining is the top of it all.

Further, Union Representative 6A advanced collective bargaining in the hotel organisation by informing and educating employees about its benefits, recognising the fact that mobilising an individual employee will make them vulnerable to the organisation's actions, but not when they are mobilised jointly where they can have enough bargaining power to advance their welfare. He pronounced:

"Employees as individuals have reduced bargaining power and only with being members of the trade union can they have the right collective bargaining power."

Similarly, Union Representative 6B enrolled employees in the union and monitored the implementation of collective bargaining. He also informed them on how collective bargaining agreements can benefit them. He stated:

"Harassment of an employee, senior posts given to persons from the external labour market, no increments for extended work time, and similar others are sorted out with local negotiations... This is what the trade union wants their representatives to do to safeguard employees' rights quickly."

4.2.7 Hotel 7

The list below shows the themes and sub-themes from the interview data:

1. Participants' views of collective bargaining agreements
   - Impact of the extent of collective bargaining on union effectiveness
2. Employees' insights on contract-related working conditions
   - Role of the union in negotiating working conditions
3. Perceived management attitude towards trade union
   - Impact of management attitude on union effectiveness
4. Employees' perceived benefits from union membership
   - Extent of union effectiveness in meeting employees' expected benefits
5. Participants' views of what makes an effective union
   - Employees' actual experiences of union effectiveness
6. Perceived impact of technology on union effectiveness

4.2.7.1 Participants' views of collective bargaining agreements

- *Impact of the extent of collective bargaining on union effectiveness*

Head Server 7 stated that he is not satisfied with the way the union operates. He believes that the time factor between their demands as employees concerning the lack of adequate facilities should be dealt with rapidly by the union. He added that the union is faced with the challenge of cutting red tapes, technology utilisation and entry of millennial employees in the hospitality sector.

On the other hand, Hotel Executive 7 affirmed that collective bargaining is encouraged in the organisation and that the organisation welcomes the union's presence in its operation. According to him:

> *"Collective bargaining will yield good benefits for employees. Helping employees to obtain their rights is also important."*

> - Hotel Executive 7, Hotel 7

On the other hand, Hotel Executive 7 furthered that the union is the only way that can organise the collective bargaining of hospitality executives. Conversely, he commended the HR Department for working on the permanent statuses of many employees whose fixed contracts were prolonged. He stressed that it was not the union that worked on the permanent statuses of employees, but the HR Department itself.

On the other hand, HR Personnel 7 pointed out that the organisation will not promote collective bargaining. Rather, what the organisation does is deal with each employee's issues individually rather than as a collective. However, she also believed that the primary reason why employees join the union is to access collective bargaining with the management.

Furthermore, Union Representative 7A stated that the union's role varies according to the stages of collective bargaining. In the initial stage, the union acts as a campaigner to inform and educate employees concerning the benefits of joining the union. The next stage involves organising, where he brings employees together to build more bargaining power. He then acts as a negotiator during the collective bargaining agreement with the management. The last stage involves the union acting as a supervisor where it monitors the implementation of the agreement. He stressed:

"It's just that given a relatively small number of members, it's hard to build a significant bargaining power against the management."

- Union Representative 7A, Hotel 7

4.2.7.2 Employees' insights on contract-related working conditions

- ***Role of the union in negotiating working conditions***

Under Article 6 on wages and compensations of Hotel 7's Staff Handbook, the employer can establish a new job classification or a combination of two or more job classifications. The pay rate for such job classifications shall be subject to negotiation with the union, and upon failing to reach a mutual agreement will be referred to the Grievance and Arbitration Procedure. In Section 6.4 on the higher rate, employees will be paid higher for job classification. However, this did not apply to changes in job classification considered as a minor factor or were unscheduled, infrequent, and due to emergency.

Under Article 3 of Hotel 7's Staff Handbook, the management can discipline and discharge employees for a just cause. However, it was not specified what a just cause covered. If one was a just cause to the management and not so for the employee, was it right to discharge the employee based on that cause? In addition, employees were not supposed to wear a union button larger than one inch in diameter. However, what was the use of having a union button less than one inch in diameter? Moreover, Article 8.11 stated that no employee shall be entitled to report-in pay or other pay or benefits if the lack of work was due to such issues as strikes, fire, flood, labour disputes, and similar others. How could natural disasters be a reason for employees not to be entitled to pay and benefits? Further, Article 8.13 specified that employees should notify the management one week before taking a day off for medical and dental appointments. Also, they should present proof to the administration. Article 9.6 concerning loss of seniority stated that an employee may lose seniority after taking a leave for three days in a rolling calendar year without reporting to the management the reasons for absence. This shows management's strict policy on absences and loose policy on tenure.

Under article 7 of its Staff Handbook concerning rests, only the management will schedule a rest break of 10 minutes for every four hours of work based on the department's needs and not according to the preference of the employee. In article 8 on work hours and overtime, the standard work time was 8 hours, but by mutual agreement, the employee may be scheduled to work split shifts according to the needs of the business. In Section 8.3, the scheduled overtime shall be offered based on seniority except where business conditions made it impracticable to do so. In Section 8.10 on replacements, only the management was responsible for scheduling replacements in the event of call-offs. If an employee proposes an alternative, the substitute should be approved in advance.

Assistant Chef 7 works full-time under a casual employment contract. For four years now, he is still in the same unskilled temporary contract with no promotion. He mused:

"Although there are three types of contracts for full-time employees, there is not much progress for them. The unskilled temporary contract employee remains the same for years. The semi-skilled fixed employee, while mandatory for promotion to permanent contract type, stays in the same contract type for far more prolonged periods. The only contract type which is not much affected in the hospitality sector is the permanent contract."

- Assistant Chef 7, Hotel 7

Assistant Chef 7 added that the only type of contract he ever signed with the organisation was the temporary contract, which was four years ago. He hoped though, that the union may help him to sign a fixed employment contract so that he may finally have job security and receive better remuneration and other benefits. This account suggests that Assistant Chef 7's welfare as an employee had not been given attention, either by the employer or the union.

Likewise, Bartender 7 pondered that most employees in their organisation belonged to casual contract employees, who lacked job security and received lower remuneration than fixed contract employees. He belonged to permanent employees and this had been going on since he joined the organisation. He was on a fixed-time contract for a period of six months and received job-related training.

Bellboy 7, on the other hand, initially signed a casual employment contract for two years. He was hoping to sign a fixed employment contract after completing these two years where he may become a waiter at the hotel's restaurant, and eventually a head waiter or a supervisor with a permanent contract. He mentioned:

"At my entry level as a bellboy, I signed an unskilled casual employment contract. It is for two years, and I have already completed nearly a year now. There is one more year to go before I have a better future in the organisation."

- Bellboy 7, Hotel 7

Similar to Bellboy 7, Head Server 7 signed a temporary contract of two years. He believed that it was his good performance which made him sign this contract, turning him into a head server after almost four years. His shift from a temporary to a permanent contract caused him to receive better compensation and benefits and enjoy employment rights as well.

Head waiter 7 used to have a temporary contract type during his days as an ordinary waiter. With his current position and with adequate experience on the job, he is working under a fixed type of contract. He is waiting for this contract to be turned into a permanent one and to receive the benefits that come along with it. He enumerated the various contract types in his organisation:

"Contracts are casual, fixed, or permanent. They are based on employees' skills and job experience. Zero contracts are applicable only during peak periods like holidays and Christmas."

- Head waiter 7, Hotel 7

Alternatively, Housekeeping Aide 7 signed a full-time temporary contract with the organisation, which mandates her to work for two years as an unskilled employee. She was supposed to sign a fixed contract after completing her temporary contract of two years but has not signed it still, even despite showing good performance amidst a lack of training. Further, HR Personnel 7 explained that the organisation offers a casual or temporary contract to unskilled entry-level employees. After completing the contract, the employees will be given a fixed contract and will eventually be made permanent on the job.

Hotel Executive 7 also related the contracts signed by executives like him in the organisation. The temporary contract, which is signed at the entry level, is a one-year contract. Given a good performance, the executives will be asked to sign a two-year fixed contract. Upon successful completion of this contract, they will then be made to sign a permanent contract.

On the other hand, Union Representative 7B stated that the union looks into how the organisation's policies and regulations may be applied to casual, fixed-time, and permanent contract employees. He stressed that many union members are now permanent employees. These employees started as casual contract employees, became fixed contract employees, and eventually permanent contract employees.

Assistant Chef 7 stated that the senior management gives more preference for permanent contract employees in terms of pay and benefits. The opposite is true for temporary contract employees who are doing the same job but receive lower pay, without training and opportunities for promotion. The lack of promotion makes them stuck in their current jobs without wage increases. He contemplated:

> *"A lot of my co-workers in the same contract type have the same situation, and there is no sign of its improvement from the organisation due to our unskilled category and lack of proper academic qualifications."*

- Assistant Chef 7, Hotel 7

Bellboy 7 pointed out that any organisation will consider employees' skills in contract provision. He observed that his organisation gave more respect for permanent contract employees and not for temporary ones. He, however, believed that if he obtains more training and improves his academic qualifications, he will receive better treatment from the organisation. He stressed that during his entry-level as a bellboy under the unskilled category, he was not made to enjoy the rights specified in the contract. He believes that senior management is the right party to call on in modifying his situation.

Head Server 7 was also not well-treated during his initial years as a temporary employee. He received better treatment only when he became a head server, such as better pay and benefits. He regards senior management as playing an important role in organisational development, and

this can be ensured by improving the working condition of employees. He pointed out that salaries and benefits increase with the increase in the demand for semi-skilled and skilled workers in the hospitality sector, but training and leave provisions should improve. He affirmed the claim of other participants that senior management treats employees based on their type of contract. The permanent contract employees are the most favoured ones while the temporary contract employees are not given much attention, even if they demonstrate work skills and competence beyond expectations. This was validated by Hotel Executive 7 who stated that given the many perks and bonuses that come with being a permanent contract employee, it is every employee's goal to obtain permanency.

Union Representative 7A stressed that employees join the union because of a lack of satisfactory working conditions as the main reason, as well as demand for wage increases, job security, and the like. However, there are only very few who register with the union despite their work conditions. In a meeting observation of Hotel 7, a union representative stated that the wages of staff employees were way ahead of other existing employees' pay scales. A senior manager, however, answered that wages were based on skills rather than on job experience. He also mentioned that it is the management's responsibility to upgrade the skills of their employees. A union representative in that meeting pointed out that the management will be doing an injustice if it fails to select existing employees for the open posts.

Further, Hotel Executive 7 shared his experience during the early days of his involvement with the hotel as a temporary executive. He found an inclination towards joining the union to have permanent status on the job although many others who had been promoted as permanent employees did not seek the help of the union. This would denote that he found the union reliable enough to enable his status to be permanent, which is related to union effectiveness.

HR Personnel 7 emphasised that unskilled workers at the entry level are paid the least while the skilled ones receive better pay. Despite this, she claims that their organisation treats employees on an equal basis. She noted:

> *"We do not differentiate between the different levels of contractual employees and treat them all as equals. We consider unskilled, semi-skilled, and skilled labour markets on the same scale without any differentiation."*

Moreover, Union Representative 7A claimed that the organisation does not provide due increment wages and refuses promotion based on seniority. Instead, it recruits new employees for management roles externally. There is neither training for new production technologies, which makes working at the organisation unsatisfactory. He also pointed out that it has been the union's attitude to maintain a healthy and professional relationship with the hospitality organisation. Brown and Oxenbridge (2004) claimed that the balance of interests between the union and the hospitality organisation indicates that collective bargaining is likely to characterise cooperative relationships.

4.2.7.3 Perceived management attitude towards trade union

- *Impact of management attitude on union effectiveness*

Assistant Chef 7 related that an organisation will never encourage any employee to seek union membership, and this is the same with her present organisation. She further articulated:

"Though they (the management) do not oppose it, they have a kind of resentment against employees joining the union. It may be because they fear that the popularity of the union might increase and it might bargain more effectively with them."

- Assistant Chef 7, Hotel 7

Bartender 7 viewed that:

"The organisation does not motivate employees to seek membership in the union. It may *feel that the union hinders its implementation on wages, working hours and promotion."*

- Bartender 7, Hotel 7

Bellboy 7 uttered:

"Organisations never encourage employees to seek membership in trade unions. They know well that trade unions will only question them on how they carry out employment rights and will just pursue collective bargaining concerning employees' concerns. Hence, how will they encourage employees to seek membership with trade unions this way?"

Bellboy 7 himself experienced a negative response from his supervisor when he planned to register with the union, which deterred him from registering at all. Head Server 7 also stated:

"The management indirectly discourages employees from seeking membership in the trade union since they will not let employees become a group to bargain for their rights collectively… For any new employee who is in the dilemma of joining the union or not, it is a sure thing to worry about. As for me, I was very sure that I needed the union membership and I was not worried about whether the management supported me or not. Unfortunately, the union failed to address my concerns."

-   Head Server 7, Hotel 7

Head waiter 7 mentioned:

"The reason why the management does not support the trade union is that they resent the fact that employees do not believe that the management will address their needs. Employees don't understand much the power of collective bargaining and its valid agreements, and the trade union neither helps the employees get better treatment in the organisation, just like the short-lived promises of our organisation."

-   Head waiter 7, Hotel 7

Alternatively, Hotel Executive 7 pointed out that the contracts signed between employees and the management do not mention anything about policies on joining the union and that employees are not restrained to join it. Furthermore, Hotel Executive 7 stated that the management perceived that the presence of the union might have a long-term impact on the organisation's functioning and profitability. In this same context, Housekeeping Aide 7 pointed out that if employees become union members, the union would increase its collective strength and bargaining power; which is why the management did not encourage employees to seek union membership. HR Personnel 7 likewise stated that if employees become union members, the union will support them even for their mistakes in their jobs. The management will also be made to recompense employees, which can affect organisational profitability. On the other hand, union effectiveness

means achieving the union's goals on employee representation (Bryson, 2003), which is different from what the management was fearing.

By contrast, HR Personnel 7 viewed that the union and the organisation maintain a professional relationship based on mutual benefits. She stressed that the management tries to iron out any differences in a cordial manner through dialogues to increase employee confidence in the organisation, and in turn, increase organisational productivity.

4.2.7.4 Employees' perceived benefits from union membership

- ***Extent of union effectiveness in meeting employees' expected benefits***

The assistant chef, bartender, and bellboy of Hotel 7 are not members of the union. The assistant chef noted:

"I used to be a member of the trade union, but due to some disappointments with its immobility, I decided to deregister… I was motivated by the poor working condition in the workplace, hoping that our working conditions will improve, but the trade union is not very swift at addressing employees' demands."

- Assistant Chef 7, Hotel 7

On the other hand, Bartender 7 stated:

"I am not a member of a trade union because I heard that it does not do much in protecting the welfare of employees at the hotel. It does not help employees have job security or improve safety in the workplace."

- Bartender 7, Hotel 7

Bartender 7 also observed some clashes within the union management, affecting the functionality of union activities. He firmly said that he will not encourage colleagues to join it for the reason that it does not significantly promote job security. He added that the union does not respond to employees' concerns over management policies.

Similar to Bartender 7, Bellboy 7 expressed his unwillingness to encourage his co-workers to register with the union as he does not see it helping the employees to secure their jobs and neither does it conduct effective collective bargaining efforts. He stated:

"Seeing the lack of effectiveness with how the union conducts things, there is no reason why I should encourage anyone to join it. It does not serve employees' cause or shield them from many issues in the organisation."

-   Bellboy 7, Hotel 7

Further, the head server, head waiter, and housekeeping aide are union members but are all dissatisfied with how the union functions. Head Server 7's motivation for seeking membership in the union was to safeguard his job and to claim his rights even as a temporary contract employee. However, he had some job-related concerns that were not attended to by the union satisfactorily, the reason why he would not encourage anyone to be a union member. He stated:

"If I encourage my colleagues to join the union, they might get the same disappointments as I had when I joined it. Their concerns on the job might not also be attended to by the union. So, I'd rather not recommend it at all."

-   Head Server 7, Hotel 7

Head waiter 7 also joined the union with the prospect of securing his job and getting support for promotion. However, he did not obtain such support until he was promoted to his current position five years later. Considering the lack of good working conditions in the organisation, he will just make sure that the waiters under his supervision will have better working conditions and he does not count on the union to enable this.

Furthermore, Hotel Executive 7 confirmed that one of the reasons why employees sought union membership was job security and the perks that came with it. HR Personnel 7 supported this and stated that employees sought union membership because they believed that they can claim their rights and resolve their issues. This was consistent with the goals of the union, leading to union effectiveness (e.g. Bryson, 2003). HR Personnel 7 also stressed that joining or not joining the union is the prerogative of employees. She furthered:

"As far as I know, most temporary employees get themselves registered with the trade unions. This way, they have a sense of security against actions by the organisation against their mistakes. Also, they feel that they can claim their rights better from us by registering with the union."

- HR Personnel 7, Hotel 7

The HR personnel and union representative of Hotel 7 affirmed that temporary contract employees are the most registered ones in the union. According to Union Representative 7A, their current union membership consists of only less than half of the organisation's employees and the union is continuously taking a downward trend in membership. Even though it is trying to rejuvenate its activities, registration of new members is still quite a few. He insisted that employees should seek union membership as this would increase their collective bargaining power.

Union Representative 7B claimed that the union has only around 35-40% members of hotel employees. He stated:

"I felt that employees joining the union are drastically decreasing even despite a lack of job security and safety that should motivate employees to register to it. I think it's because they are afraid of the management."

- Union Representative 7B, Hotel 7

He added that the management is hostile to the idea of employees registering with the union, and he believes that this is the reason why employees do not join the union - they are afraid to lose their jobs if they register with the union.

4.2.7.5 Participants' views of what makes an effective union

- ***Employees' actual experiences of union effectiveness***

The participants were asked about the meaning of union effectiveness. Assistant Chef 7 answered:

"For me, union effectiveness means the ability of the trade union to enable the provision of equal employment rights for both men and women and the consideration of specific women's needs, like paid maternity leave, in the organisation."

For Bartender 7, union effectiveness is "*defining the requirements of the employees to the employers to promote their welfare and interests.*". For Bellboy 7, union effectiveness is helping employees obtain their rights to equal employment opportunities.

Head Server 7 stated:

"For me, union effectiveness is the ability of the union to negotiate employees' welfare with the management."

- Head Server 7, Hotel 7

For Head waiter 7, union effectiveness is:

"Union effectiveness is improving employees' working conditions and enabling them to fully enjoy employment rights. However, this is done by confronting all adversaries. In my case, the promotion to head waiter took five long years, even though I was entitled to it after two years of service. I did not feel that the union made an effort to pursue my promotion as a head waiter."

- Head waiter 7, Hotel 7

Housekeeping Aide 7 viewed union effectiveness as the collective strength of union members and their service to ensure the rights of employees. However, she added:

"... Due to the lack of new memberships, there was not much union effectiveness in the organisation. With not much membership, the collective bargaining power is not gaining momentum, and union effectiveness could not gain strength for the betterment of employees."

- Housekeeping Aide 7, Hotel 7

For Union Representative 7A, union effectiveness is enabling temporary employees to get their due pay for their overtime work and being protected from any form of harassment from the organisation. Alternatively, Union Representative 7B viewed that union effectiveness is all about

establishing the relationship between employees and management. It is also about the effective operation and recruitment of new members and the union's organisational capability. He added that the union should foster job security and employees' safety. Additionally, the union becomes effective when it successfully bargains for the regulation of working hours and job shifting. Bartender 7 stressed that employees do not have an effective bargaining capability with the management. In addition, the union does not adequately address their demands concerning their working time and health-related issues. While still four months on the job, he had some issues which he presented to the union for resolution but was not given the necessary action. Because of his experience, he vowed to not turn to the union for support even for anti-employee activities that the management may commit. He is not particularly happy with how the union conducts its affairs and hopes that it will increase its collective bargaining power. Only when he knows that the union carries out its functions effectively will he be encouraged to join it.

Just like Bartender 7, Head Server 7 did not benefit much from the union and his promotion to his current position was due to his efforts, rather than the union. He said that only when the union resolves labour issues and truly acts on behalf of employees would he be encouraged to tell others to join.

On the other hand, Waiter 7 declared that relying on the union for employment concerns could be better than relying on the management for the solution. "*This was confirmed when one of my colleagues was reinstated with the union's help, after being fired for not such a significant cause,*" he said.

He furthered:

"*In my view, the trade union has not been very effective with every passing day. A few months back, many casual employees were offered casual, permanent contracts by the organisation. Only the organisation's appraisal of the employees made the casual employees get the best deal of fixed contracts. The trade union had nothing to do with it.*"

- Waiter 7, Hotel 7

HR Personnel 7 pronounced that:

"Being in the administration side of the organisation now and if I were to be the union member, I would like to have a cordial relationship with the organisation. The organisation's growth is not only beneficial for the management but also the employees."

- HR Personnel 7, Hotel 7

Union Representative 7A articulated that the union treats all employees of various types of contracts equally and that there is no discrimination amongst the rank and file. He suggested that the union can be further improved through improved employee relations, speedier resolution of employees' grievances, taking advantage of digitalisation, recruitment of younger members, and increased participation in union activities.

Alternatively, Union Representative 7B identified some challenges confronting the union. These are a lack of resources, disunity amongst employees, and union rivalries. He furthered:

"As a representative of the union, I will agree that the union tries to fight for the rights of employees in the hospitality sector. A few months ago, many employees faced issues with their working shifts and the union negotiated with the management to regulate the condition."

- Union Representative 7B, Hotel 7

4.2.7.6 Perceived impact of technology on union effectiveness

Hotel Executive 7 saw a continuing `evolution in production technologies in the hospitality sector and regarded this as an advantage. He mentioned:

"From the mobile key to guest apps and mobile hub spots, the technology is fast making inroads in all aspects of the hospitality sector. The evolution is only to continue in the future, and it is for all concerned to accommodate it in a mutually beneficial way."

- Hotel Executive 7, Hotel 7

He viewed that while there is technological dominance in the hospitality sector, there is not much threat posed by it to employees' jobs. He stated, *"I am confident that no technology can*

give the warmth and comfort we provide to our guests. As a hotel executive, I feel my work gets better with the assistance of production technology in the hospitality sector."

HR Personnel 7 shared her views on the impact of technology on union recruitment:

"With digitalisation taking the world by storm in the last few years, the processes and procedures for an employee to join the union are simpler than ever before. Even without visiting the union office, the employees with the comfort of their homes could get registered online."

- HR Personnel 7, Hotel 7

According to Union Representative 7A:

"The tremendous developments in production technologies have segmented the labour market and, in turn, affected the union membership… But the fact that any technology needs human operations has had fewer effects on union memberships."

- Union Representative 7A, Hotel 7

Union Representative 7B does not believe that developments in production technologies impact negatively the hospitality organisation. He mentioned:

"*I don't think production technologies impact the trade union negatively. If any, its impact is positive, like we can use the online platform for recruitment and communication."*

- Union Representative 7B, Hotel 7

4.3 Summary

This chapter presented the data collected. These were interview data, observation data, and document analysis data. It showed triangulation in data sources to ensure the reliability and validity of results to help the study to address the research questions comprehensively. All forms of data used the thematic analysis method.

The next chapter presents the comparison of these data.

CHAPTER 5. COMPARISON OF DATA

5.0 Introduction

This section provides a comparison of data from the seven hotels. By comparing the data, the study can elucidate the similarities and differences amongst unions in hotel organisations in terms of union power, collective bargaining, membership, employment contracts, management support, and union effectiveness.

5.1 Perceived Union Strength

Based on union strength, five hotels appeared to have weak unionism while only two had strong unionism (See Table 6). Union strength was based on the participants' perception of the strength of collective bargaining power and membership in the union. Thus, the study had more weakly unionised hotels than strongly unionised ones.

Table 10. Strength of the union in seven hotels

Strong unionism	Weak unionism
Hotel 1	Hotel 2
Hotel 3	Hotel 4
	Hotel 5
	Hotel 6
	Hotel 7

Trade unions were compared across the seven hotels based on different factors, which are illustrated in the table below:

Table 11. Comparison of trade unions across seven hotels

	Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
Strength of collective bargaining power	Strong	Weak	Strong	Weak	Weak	Weak	Weak
Union density	Large membership size	Small membership size	Large membership size	Small membership size	Small membership size	Small membership size	Small membership size
Union membership recruitment	Increasing	Decreasing	Large enough	Increasing	Decreasing	Decreasing	Decreasing
Frequency of union activities	Regular	Irregular	Regular	Irregular	Irregular	Irregular	Irregular
Employees' source of support	Union representation	Employer solutions	Union representation	Employer solutions	Employer solutions	Employer solutions	Employer solutions
Employers' attitude towards union	Hostile	Hostile	Hostile	Hostile	Hostile	Hostile	Hostile

Management attitude towards technology developments	Technology developments are helpful	Technology developments are helpful	Technology developments are helpful	Technology developments are helpful	Technology developments are helpful	Technology developments are helpful	Technology developments are helpful
Employees' attitude towards technology developments	Threatened by potential job loss	Threatened by potential job loss	Threatened by potential job loss	Threatened by potential job loss	Threatened by potential job loss	Threatened by potential job loss	Threatened by potential job loss
Union's attitude on technology developments	Threatened, but maximises technology through online presence	Threatened, but maximises technology through online presence	Threatened, but maximises technology through online presence	Threatened, but maximises technology through online presence	Threatened, but maximises technology through online presence	Threatened, but maximises technology through online presence	Threatened, but maximises technology through online presence
Union presence	Stable	Unstable	Stable	Unstable	Unstable	Unstable	Unstable
Stand on unionisation	Maintain union presence	Increase union presence	Maintain union presence	Increase union presence	Increase union presence	Increase union presence	Increase union presence

Perception of union effectiveness	Effective	Ineffective	Effective	Ineffective	Ineffective	Ineffective	Ineffective

As can be seen from the above table, Hotel 1 and Hotel 3 had strong collective bargaining power, owing to their strong unionisation. It may also be posited that their strong unionisation was brought about by strong collective bargaining power. As an effect of strong unionisation, Hotel 1 and Hotel 3 had a large membership size, while the rest had only a small one, which could explain their weak unionisation. On the other hand, their small membership size could just be an outcome of weak unionisation. In a meeting observation involving Hotel 1, the senior managers assured that the management will take the necessary actions in the case of dismissed employees e to the closure of one of its branches. On the other hand, a union representative from Hotel 3 articulated in an observed meeting that the hotel should recruit internally instead of externally for senior positions; however, this was opposed by a senior manager who claimed that the management preferred younger and more talented senior staff from renowned universities although the hotel will select highly qualified and experienced personnel for technical positions. This scenario showed that the management did not adhere to the union's position on internal recruitment.

Moreover, Hotel 1 and Hotel 3 had increasing member recruitment. This was opposed to the rest of the hotels whose members were on a decreasing trend. This trend could be attributed to weak unionisation in these hotels. As a result, union activities in these hotels were held irregularly, compared to union activities in Hotel 1 and Hotel 3 which were regularly held, demonstrating union power.

As also shown in Table 8, the tendency of employees from Hotel 1 and Hotel 3 was to seek support from union representation concerning their grievances related to their labour-related conditions. This was not the case with employees from the five other hotels whose labour-related grievances were dealt with by seeking employer solutions or managerial efficiency. Employees from Hotel 1 and Hotel 3 were likely to rely on their unions as they saw the union as relevant, while employees from the rest of the hotels were not likely to rely on their unions and resorted to organisational solutions through the HR department to resolve their issues. This seemed favourable for employers of these hotels, considering that they had a hostile attitude towards trade unionisation. As shown in the table above, all the management of seven hotels had a hostile attitude towards trade unions and disliked their presence in the organisation.

Moreover, the increasing technological developments in their hotel organisations were approached by the management of seven hotels as something helpful. Contrarily, the employees of these hotels were threatened by the potential loss of their jobs as a result of technological developments. The unions in the seven hotels were all threatened by technological developments; however, they maximised technology by increasing their online presence. In the interviews, it was indicated that online presence was utilised mainly for expanding membership. In a meeting observation, a union representative from Hotel 3 recognised the need for employees to be trained in artificial intelligence and the Internet of Things in their deliberation with senior managers.

Likewise, Table 8 shows that Hotel 1 and Hotel 3 had stable union presence, which can be credited to their strong union power. In contrast, the rest of the five hotels had unstable union presence, which was ascribed to their weak union power. Despite these differences, the overall stand of the participants in all seven hotels was to increase their union presence. Hotels with strong unionism would find this easier compared to hotels with weak unionism. Weakly unionised hotels, due to their weak bargaining power, were expected to have a waning union. Worthy of note is a part of a document analysis of Hotel 2, whereby the hotel's Procedural Agreement made mention of disciplinary action or dismissal of employees found guilty of false allegations of violence. However, the union's part in the process was not mentioned.

Thus, participants from hotels with strong union power (Hotel 1 and Hotel 3) perceived their union as effective while participants from hotels with weak union power perceived their union as ineffective.

5.2 Employees' Contract Statuses

Along with the interview data, the document analysis and meeting observations affirmed the problematic area of insecure contract statuses across the seven hotels. In Hotel 5, pension schemes applied only to full-time employees but not to temporary contract employees, based on the document analysis. Hotel 6 underwent refurbishment, which affected many employees, including those who had been working in the hotel for over 30 years. From a meeting observation, Hotel 1 underwent the closure of one of its branches, leaving jobless some 102 full-time and part-time employees. In Hotel 7, an employee may lose their seniority status by failing to report to the management their absences for three days in a rolling calendar.

The table below shows trade unions' responses to contract statuses. Temporary contract employees from Hotel 1 and Hotel 2 had their contracts changed to permanent through collective bargaining agreements. It shows successful union representation and strong collective bargaining power. By contrast, employees from the other five hotels generally had their contracts intact and not changing from temporary to permanent, unlike in the past when the unions used to represent them effectively in their respective organisations. They also stressed that collective bargaining actions were often not successful, which accounts for the lack of effective union representation.

Table 12. Trade union's action on delayed contract statuses

	Contract Transition	Effectiveness of union representation on contract issues	Effectiveness of collective bargaining agreement
Hotel 1	Temporary-contract employees can shift to permanent contracts through unionisation.	Trade unions can represent employees effectively through collective bargaining agreements, thereby changing their contracts from temporary to permanent.	Collective bargaining agreements were mostly attained, favouring employees.
Hotel 2	Many participants revealed that they were still within temporary employment contracts even though the timeframe had been long overdue and they could now be promoted to permanent contract employment.	Union representation concerning employment contracts in the organisation used to be effective, but due to declining bargaining power, it lost its effectiveness.	Employees often did not receive their demands via collective bargaining agreements.
Hotel 3	Employees in casual/temporary contracts were successfully promoted to permanent contracts through collective bargaining agreements.	Employees' employment statuses as temporary changed to permanent through the union's successful interventions via collective bargaining agreements.	Collective bargaining agreements successfully worked for the benefit of employees.

Hotel 4	Employees relied on the union to have their temporary contracts changed to permanent ones, but to no avail.	The union recently failed at intervening on contract issues on behalf of employees.	Collective bargaining actions often did not successfully address employees' concerns.
Hotel 5	The union's collective bargaining power was receding, causing the union to ineffectively help temporary contract employees to shift to permanent contract employees.	Unlike in the past, the union was not able to effectively represent employees on contract-related issues because of waning bargaining power.	Participants did not find collective bargaining agreements as effective in addressing their grievances.
Hotel 6	Many employees whose temporary contracts had been long overdue were still in the same contracts despite having the issue presented to the union.	Recently, the union had a poor representation of employees on issues concerning their contracts due to lost bargaining power.	Collective bargaining agreements were not perceived by participants as an effective instrument that can change their working conditions.
Hotel 7	Many employees became disillusioned with not having their temporary contracts changed to permanent ones despite collective bargaining actions.	Employees were mainly disappointed with the union's waning ability to represent them in the organisation on issues relating to their contracts. The reason for this was that the union's bargaining power had weakened.	Collective bargaining lacked power and could not help employees in changing their unfair working conditions.

5.3 Management Attitude Towards the Union

The table below shows the participants' perceptions of management's attitude towards the union. They had a common claim that the management did not encourage employees to join the union and that it only yielded to collective bargaining agreements as a matter of legally binding arrangements. Another common perception was that management encouraged employees to rely on its efficiency rather than on union representation to address employee demands. These perceptions were common across the seven hotels, irrespective of their unions' state of strength.

In the document analysis of Hotel 1, it was specified in Section 3.8 of its Protocol on Unions that visitation of union representatives is subject to restrictions, including prior notification to the management, and that meetings shall be held within non-working areas only. This shows that the union was not allowed to function freely within the premises of the workplace. The document analysis showed that not even Hotel 1 and Hotel 3 were exempted from management's disinclination from the union. For example, the Policy Agreement of Hotel 1 specified that the union shall not question the unqualified right of the employer to discipline or even discharge employees engaging in lockout or strike, and this policy is binding for both the management and the union. Thus, employee demands were to be channelled through formal bargaining agreements only. Similarly, the management of Hotel 6 gave only 15 minutes to the trade union to orient new employees about trade unionism in the organisation. In Section 2.9 of the Staff Handbook, employees attending union meetings should ask for permission from the management for 7 calendar days to obtain a leave of absence, which is without pay. In Hotel 7, a union member was not allowed to wear a union button larger than one inch in diameter. The Employee Handbook of Hotel 7 also stated that an employee will not be entitled to report in-pay and/or benefits if the lack of work is due to a strike, along with other reasons. These scenarios picture the management's attempt to restrict union presence in their hotels.

Table 13. Management attitude towards the union

Hotel 1	- Management yielding to collective bargaining agreements as legally binding agreements - Non-promotion of union activities by the management as it is believed to affect the performance of the organisation - Senior management not taking a collective bargaining approach - Management not encouraging employees to join the union as they are threatened by its bargaining capability

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	▪ ▪ Management not encouraging employees to participate in union activities due to a lack of trust in the union
Hotel 2	▪ Employees' demands for rights not taken positively by the management ▪ Collective bargaining is seen as a financial liability to the organisation by the management ▪ Management encouraging employees to seek management-based resolution of cases over union representation ▪ Management indirectly discouraging employees from seeking union membership ▪ Acceptance of employees' demands by management owing to collectively bargained arrangements
Hotel 3	▪ Management yielding to collective bargaining agreements as they are legally binding and valid ▪ Liberal disposition of the organisation; giving freedom to employees to join the union ▪ Non-promotion of the union by management since it reduces the hotel's profit margin ▪ Management threatened by the increasing popularity of the union
Hotel 4	▪ Management's perception that collective bargaining will reduce the hotels' income ▪ Provision of better employee solutions through collective bargaining than through the management • Management's reluctance to the idea of employees joining the union.
Hotel 5	▪ A perception that increasing collective bargaining will reduce the company's profits ▪ Non-promotion of collective bargaining by management ▪ Management's non-encouragement of employees to seek membership in the union ▪ Union's presence seen as a threat by management ▪ Seeking membership in the union is not encouraged by management as this would lose their grip on employees
Hotel 6	▪ Non-promotion of the union by management ▪ Solving employees' issues individually rather than collectively by management
Hotel 7	▪ Union and management having opposing interests ▪ Management resents the presence of the union in the workplace. ▪ Non-promotion of collective bargaining agreements by the management ▪ Existence of managerial policy against support for the union by the management ▪ Management fearing increased union strength and collective bargaining power

5.4 Union Membership and Willingness to Recruit New Members

The table below shows the participants' statuses in union membership and their extent of willingness to help expand membership through recruitment. Participants from Hotel 1 and Hotel 3, except for those holding managerial positions, were members of the union. Non-members were planning to register with the union to become members as well. This demonstrates strong unionisation in these hotels.

On the other hand, participants from the other five hotels had withdrawn their membership with the union and others who were still members were also planning to do the same. Except for union representatives and union executives, participants in these hotels expressed their disinterest to recruit new members. This demonstrates weak unionisation in these five hotels.

Table 14: Union membership statuses and willingness to recruit new members

	Participants' union membership statuses	Participants' willingness to recruit new members
Hotel 1	Most participants, except for those holding management positions, were members of the union. Non-members who were new to the job expressed their willingness to join the union too.	Participants, except for executives and HR personnel, aired their willingness to help expand the membership of their union.
Hotel 2	Most members planned to de-register from the union. Others had already de-registered from it.	Participants announced their unwillingness to recruit union members. Only the union executive and union representatives were willing to recruit new members.
Hotel 3	Most participants, except for those holding management positions, registered with the union as members. Non-members expressed their plan to register, too.	Participants, except for executives and HR personnel, were willing to recruit new members to the union.
Hotel 4	Participants who were union members expressed their plans to quit union membership. Non-members had no plans to join the union.	Participants were not willing to recruit new members to the union as they (recruits) might only be disappointed with it, too. Only the two union representatives were willing to recruit new members to boost the union's bargaining power.

Hotel 5	Union members in the study were planning to leave the union as they were disappointed with the lack of union representation in their organisation.	Participants, except for union representatives, had no plan to recruit their friends and colleagues to the union.
Hotel 6	Some participants who were union members already left the union and others who were still members were planning to leave as well.	Saved for the union representatives, participants were not willing to recruit new members to the union. Only the union representatives expressed their willingness to expand union membership.
Hotel 7	Some participants who were union members already withdrew from their union membership. Others were planning to do the same.	Only the union representatives, owing to their role as union officers, were willing to recruit new members to the union.

5.5 Experiences of Union Effectiveness

Participants from the seven hotels had various perceptions and actual experiences of union effectiveness, as shown in the table below.

Table 15. Perceptions and actual experiences of union effectiveness

	Participants' Perceptions of Union Effectiveness	Participants' Actual Experiences of Union Effectiveness
Hotel 1	* Capacity to resolve employees' requests on time * Provision of job security to employees * Conducting a set of collective bargaining agreements which both the union and the management should adhere to, for the interest of the workers * Establishing a good relationship between the employer and employees * Conducting negotiations between union representatives and management for the welfare of the employees in the workplace * Establishing appropriate rules and regulations to promote employee welfare * Meeting employees' demands without compromising the organisation's development * Putting an end to many types of employment contracts, including zero contracts, consultancy, agency contracts, and others, by the trade union	* A recent experience where the union resolved an issue involving a guest's complaint against an employee, in favour of the employee * An experience where the union defended an employee whom the management wanted to fire and the union prevailed * Providing regulations for job security, working hours and time shifting * Promoting the rights of employees by negotiating their needs * Reducing zero contracts/casual contracts where all concerned employees were categorised as full-time employees * Improved responsiveness and collective action
Hotel 2	* Collective strength of the union * Resolution of cases with the management.	* Elimination of zero contracts, protection of women's employment rights in the workplace * Technology training provision as an outcome of collective bargaining

		* Employees' enjoyment of a good working environment
		* Pay increases, leave provisions, and added employee benefits through collective bargaining
		* Receipt of due payment for extra work through the union
Hotel 3	* Ensuring the protection and interest of employees and preventing any form of discrimination or harassment in the workplace * Increased union membership * Protecting employees' rights and interests and ensuring a healthy work environment. * Building membership by effectively helping employees with their demands. * Enabling employees to work in a healthy working environment * Improvement of labour conditions in the workplace through the union * Reliance on the union in solving job-related issues * Promotion of collective bargaining agreements by the union	* A clamour for equal treatment, leading the management to change its approach * Acknowledgment of the union's important role in improving employees' economic well-being and social condition in the work environment * Promotion of collective bargaining in the areas of pay, working conditions, and management policies * Receipt of better wages and safer working conditions by hotel employees under a contractual basis * A demand for a wage increase being granted through collective bargaining * Collection of unpaid wages after joining the union * Extension of a fixed contract with the help of the union * Union's assistance to help an employee who was on the verge of losing his job * Being promoted to a higher position by the help of the union
Hotel 4	* Union's capacity to protect employees' rights when the management fails to do so	* Enabling change in employment contracts from temporary to permanent, wage increases, and job security.

	* Giving fair and equal treatment to all union members * Promoting good employee relations and providing an excellent working environment	* Decreased union power led to the ineffectiveness of the union to respond to the needs of employees * Less effective union responsiveness than before
Hotel 5	* Provision of the demands and requirements of employees through collective bargaining * The union's capacity to protect employees from all forms of workplace discrimination and harassment * Enabling employees to work under a good working condition and receive their due rights * Union's extent of power in dealing with the management and defending the rights and welfare of employees. * The union's capacity to defend the fundamental rights of employees * Increased membership and power of the union * Safeguarding employees' rights	* Becoming a regular employee from being a trainee through the help of the union * Getting a job promotion through the help of the union * Putting employees' problems across the bargaining table * Receiving regular and fair salaries through collective bargaining * Improving the working condition of entry-level temporary employees
Hotel 6	* Having the demands of employees achieved through the aid of the union * Provision of a healthy working environment through the efforts of the union * Performing the duties that the union is committed to do * Defending employees from unfair treatment in the workplace	* Organising employees for collective bargaining and making the organisation understand the needs of employees * Negotiating the grievances and demands of contractual employees * Employees receiving additional compensation from the management through the union's efforts

	* Experiences of job security, appropriate compensation, improved working conditions, and working time flexibility through the union * Inclusivity and fairness for all union members * Protecting employees' interests and preventing any type of discrimination to take place in the workplace	* The union not functioning much according to the concerns of employees * Increase in employees' bonuses through the efforts of the union * Bullying cessation in the workplace through the union * Union's equal support for employees regardless of contract and nature of work
Hotel 7	* The ability of the union to enable the provision of equal employment rights for both men and women * Defining the requirements of the employees to promote their welfare and interests * The ability of the union to negotiate employees' welfare with the management * Improving employees' working conditions and enabling them to fully enjoy employment rights * Union's collective strength to ensure the rights of employees * Enabling temporary employees to get their due pay and be protected from any form of harassment in the workplace * Union's organisational capability, effective operation, and recruitment of new members * Successfully bargaining for the regulation of working hours and job shifting.	* Lack of union efforts to help an employee be promoted to a position to which he is entitled * Lack of union membership led to the loss of bargaining power * Enabling the temporary employees to get their due pay for their overtime work and being protected from any form of harassment in the workplace * Union's lack of effective bargaining capability with the management * Not adequately addressing employees' demands on working time and health-related issues * Lack of necessary action from the union for a case presented to it for resolution * One's promotion to a current position was without the help of the union

* Relying on the union for employment concerns * Improved employee relations, speedier case resolution, and increased participation in union activities.	* Not resolving labour issues and acting truly on behalf of employees * Lack of union strength to negotiate concerns on change of status to permanent contract on behalf of employees * Union's lack of resources, disunity amongst employees, and union rivalries * Negotiating with the management to regulate employees' working hours/shifts * Having one's working conditions improved which resultantly led to union membership

5.6 Key Findings

The key findings of the study, based on interview narratives, reveal the following:

- Hotel 1 and Hotel 3 had strong union power while the rest of the hotels (Hotel 2, Hotel 4, Hotel 5, Hotel 6, and Hotel 7) had weak union power.

- Hotel 1 and Hotel 3 resultantly had strong collective bargaining power while the rest of the five hotels had weak collective bargaining power.

- Union strength and union representation were interlinked across the seven hotels.

- Hotel 1 and Hotel 3 had a large union membership size, while the rest of the five hotels had a. small membership size and was even declining.

- Correspondingly, participants from Hotel 1 and Hotel 3 were willing to maintain their membership with the union and participate in its activities. By contrast, participants from the five hotels wanted to de-register from the union and were likewise not willing to encourage colleagues to join.

- Recruitment of new members in Hotel 1 was increasing. By contrast, recruitment of new members in the five hotels was decreasing due to discouragement of members and a decline in recruitment activities.

- Hotel 1 and Hotel 3 had regular union activities. The rest of the hotels, conversely, had irregular conduct of union activities. However, participants from all hotels – including Hotel 1 and Hotel 3 - wanted their union activities to increase further.

- Employees' main source of support in Hotel 1 and Hotel 3 was their union. Alternatively, the main source of support for employees from the rest of the hotels was the employer solution, having no confidence in their union to address their concerns.

- Participants across the seven hotels perceived that their respective management welcomed the technological revolution in their operations, believing that it will provide helpful solutions to the hotel.

- Participants across the seven hotels were generally threatened by the potentially negative impact of prospective technology developments on their jobs.

- Participants' perception of their union concerning technology development was that although technological revolution threatens union existence, the union can maximise it to increase membership and facilitate activities.

- Participants from Hotel 1 and Hotel 3 had their contracts changed from temporary to permanent through the help of the union. Some participants from the other five hotels had their contracts changed through employer initiative.

- Albeit with the help of the union, some participants across the seven hotels experienced a delay in contract shift. Some others were still waiting for their contracts to be changed from temporary to permanent.

- Union's inability to help employees with their contracts and other concerns as a result of receding collective bargaining power.

- Union operations in Hotel 1 and Hotel 3 showed successful bargaining because of strong union power supported by increased membership.

- Participants from the five hotels with declining union power used to experience successful bargaining with the management at the time when their union still had strong power.

- Participants across the seven hotels perceived that management discouraged them from joining the union and participating in its activities. Some participants from Hotel 3 claimed that their organisation had a liberal disposition, easing tensions to join the union.

- Participants, even those from hotels with declining union power, were optimistic about the prospects of their union.

- Union presence in Hotel 1 and Hotel 3 was stable while union presence in the five hotels was unstable.

- The stand of participants from Hotel 1 and Hotel 3 was to maintain a union presence in their respective hotel organisations. Conversely, the stand of participants from other hotels was to increase union presence in their organisation.

- Participants from Hotel 1 and Hotel 3 perceived that their union was effective. Conversely, participants from the other five hotels perceived that their union was ineffective.

5.7 Summary

This chapter presented the interviews, meeting observation, and document analysis, which were undertaken for the seven hotels. Themes were identified for each hotel. Data were compared based on perceived union strength, contract status, management attitude towards the union, union membership, and experiences of union effectiveness. Key findings were identified.

The next chapter presents the discussion and analysis of data.

CHAPTER 6. DISCUSSION

6.0 Introduction

This chapter presents a discussion of the semi-structured in-depth interviews, meeting observations, and document analysis. The aim is to provide a plausible answer to the research questions based on evidence provided by these data. Specifically, these data contribute to explaining how internal organisational factors and trade union factors affect the effectiveness of trade unions in the UK hospitality industry. They also help in explaining how improvement in the effectiveness of the union may benefit employers and employees alike.

6.1 Factors Affecting the Effectiveness of Trade Union in the UK Hospitality Industry

Trade unionism in the seven hotels was examined, and even though there was only one trade union governing these hotels, its extent of effectiveness varied. The hotels can provide substantive information that can be used for identifying the internal organisational factors and trade union factors affecting the effectiveness of trade unions in their respective organisations. Based on the interview data, these are as follows:

Internal organisational factors:

1. The approach/attitude of the management towards the union (If the management is hostile towards the union, the employees' participation in union activities is affected.)
2. Technological revolution within the hospitality organisation (advancement in technology affects employability and the existence of the union in the hospitality organisation)

Trade union factors:

3. Union representation (union's ability to represent employees' welfare affects union effectiveness)
4. Extent of union membership (increased membership means increased union power)
5. Failure or success of collective bargaining agreements (If collective bargaining agreements always fail, employees often perceive that the union is ineffective).

6.1.1 The approach/attitude of the management towards the union

As many participants observed, the management of all hotels did not welcome the idea of seeking the help of the union each time employees were beset with labour-related problems. This was a common approach of the management, with their integral antagonism against the union and whose presence in the organisation they were often threatened with (Rowley and Kil-Sang, 2008). The costs and benefits of workers' actions are influenced by potential counter-mobilisation by the management. On the other hand, the Council of Europe (1996) maintained that both the management and the union have a role to play in promoting equal employment opportunities.

Most participants observed that the management looked at the union negatively, believing that the union will affect organisational performance adversely. In the document analysis, Hotel 1's protocol on union visitations specified that the visitations of the union representatives were bound by certain restrictions, and one of these was that the management should be notified of such visitation. From the point of view of management, this could be justified as a form of ensuring that interaction with the union was organised. From the point of view of the union, this could be interpreted as management's way to restrict the union. However, as per ILO (2003), restricting employees to join trade unions and activities have corresponding legal implications. Moreover, Article 5 of Hotel 1's Staff Handbook also specified that only through formal bargaining agreements can employees' grievances be accommodated and that the management was implementing a no-strike, no-lockout policy, which was binding for both the management and the union. In a document analysis of Hotel 2, it was pointed out that the employer reserves all prerogatives in the management of the business and that the union shall not interfere with these prerogatives unless granted to it by a collective agreement. This could be read as the management's way to ensure the union's non-interference in its business operations. The management's aversion to the union is almost ingrained, and one might posit that the union losing its bargaining power could be celebratory on the part of the management. As such, why there is a union presence in an organisation is only for compliance, as the law requires that trade unionism should be permitted to operate within an organisation since employees have a right to form and join unions (Majhoshev and Velinovska, 2017). Cohen and Eimicke (2002) claimed that many management experts have an aversion to unions because unions levy an unwanted element of formality on labour-management relations. They argued that unions are disposed to highlight the distinct interests of labour and management rather than the collective interests of all members. An interviewed hotel

executive believed that joining a union is a worker's fundamental right which should not be suppressed by any person or entity. The management, in turn, needs to recognise this right as well and respect every individual who decides to join it, whether of entry-level or permanent status.

Despite employees' right to form and join unions, some participants were restricted by their superiors from attending union meetings. Participants related how much their managers discouraged them indirectly from joining the union. In Hotel 6's Staff Handbook, the union was required to seek permission from the management to conduct union activities and the consent can be refused with a valid reason. The union was given only 15 minutes to discuss union-related orientation with new employees. Aslan and Wood (1993) similarly found that tensions exist between managers and the union as the former are reluctant to accept union representation in their organisations and believe in their managerial efficacy to make unions irrelevant. The case of waning unionisation in five hotels would be seen by management as favourable. Additionally, many organisations refuse to see unions as partners (Kerchner and Koppich, 2013). In the document analysis of Hotel 2, Article 3.08 of its Procedural Agreement contained a provision that any employee found guilty of false allegations of violence in the workplace may be subject to discipline or dismissal. However, it did not mention the part of the union in the process.

Alternatively, some studies justified management's dislike of unions by way of reasoning on the effects of unionisation on costs (especially labour costs) (Bryson, 2007; Doucouliagos *et al.,* 2017) and operational productivity (Urizar and Lee, 2003). This only amounts to the extent of repulsion between employees and management. On the other hand, some studies found that trade unionisation has a positive impact on organisational productivity (e.g. Addison and Barnnett, 2009; Jepkorir, 2014). Since unions promote employees' rights to fair labour conditions, the management often believes that this might impact negatively on the organisation (Barrows, 2017; Kaufman, 1997). Some studies refuse to acknowledge this assumption and claim that trade unions are beneficial to organisational performance (e.g. Jepkorir, 2014; Singh and Mahanty, 2001) as well as to employee relations (e.g. Moeti-lysson, 2011; Saundry *et al.,* 2011). Union presence also means more satisfied workers, which could increase productivity and organisational commitment as well as reduce employee turnover (Hammer and Avgar, 2017). From an employer standpoint, union representation can serve as a "lubricant" that helps employment relations (Bryson, 2005). From an employee standpoint, it serves as a guardian and a facilitator of informal resolution (Saundry *et al.,* 2011). Contrariwise, there were some participants across the seven hotels whose

management did not exhibit refusal, whether directly or indirectly, for workers to join unions or attend union-sponsored activities. This will affect union effectiveness positively. It is beneficial both for unions and employers alike, as emphasised by the literature (Hagedorn *et al.,* 2016; Hammer and Avgar, 2017).

Conversely, not all managers in the study signified their dislike towards membership in the union. Instead, some appreciated the presence of the union as an instrument for the protection of employee's rights in the organisation. Several times, it was mentioned that the managers neither discouraged nor encouraged workers from joining the union, but some participants noted that they were indirectly discouraged, perhaps verbally or by overt actions. For example, in Hotel 6's Staff Handbook, a provision specified that salaried union representatives and members should obtain permission 30 days in advance for leave of absence without pay to attend a union activity. This would mean that members who decided to join a union activity in less than 30 days or at the last minute were not allowed to join, even if they were not paid on the day that they were absent. Behrens and Dribbusch (2020) reported that employers interrupt the creation of a trade union through intimidation. Gall and McKay (2001) also reported that attempts by unions to conduct recognition campaigns were circumvented by employers. Likewise, the participants were not fully resolved that the management was neutral about their membership in the union. Some participants even mentioned that although superiors expressed their neutrality on employees' decision to join the union, they were uncomfortable with it. This was affirmed by a union representative who openly affirmed that the management dissuaded workers from joining for the reason that the union's interests are in contrast to the interests of the organisation. Another participant rationalised why the management disliked the idea of workers joining the union, and this was because collective bargaining was burdening the organisation. These scenarios show management's diffidence towards the union. On the other hand, since the majority of the hotels in this study indicated a declining presence of unions, it could be assumed that these unions did not pose a 'threat' to their respective hotels.

Further, no participant perceived that their managers accommodated the idea of union membership as this would be equivalent to "hurting the organisation". Based on how employers disliked union membership, the reason why they allowed unions to operate within their organisations was for legal compliance only and not for other benefits like raising the productivity of the workplace. The participants believed that increasing union membership meant stronger

union power, which they perceived as distasteful for the management. On the same note, the literature affirmed that increased union membership contributes to increased bargaining effectiveness, which translates to a perception of union effectiveness (Charlwood, 2004; Fiorito *et al.*, 1993).

Given that employers had a hostile attitude towards trade unions, they suppressed union effectiveness rather than promote it. This might even further erode the declining bargaining position of five unions with weakening power and discourage workers from joining or staying in the union. On the other hand, employers' hostility might not at all affect the stable bargaining position of unions in Hotel 1 and Hotel 3 because of their strong power. For example, in a meeting observation held between Hotel 1's senior managers and union representatives, the senior manager did not negate the union representatives with their position that the management should consider the length of time rendered by dismissed employees and that they should receive some remuneration and benefits.

As an internal organisational factor, management hostility towards trade unions had a significant impact on how trade unions conduct their business. Since employees were bound by management policies, they were influenced by the management on its stand about joining the union and participating in its activities. However, as the interviews demonstrate, the management itself could not – or did not – directly restrain the union's operation within the workplace since this action is against the existing legal laws on trade unionism. Regardless, the interview participants claimed that the management had an indirect way of inhibiting them from joining the union and/or participating in its activities. One lesson that trade unions can draw from this is to seek employer legitimacy to operate properly.

6.1.2 Technological revolution within the hospitality business

The digitalisation of various forms of communication can steer changes not only in hotels' operational efficiency but also in how the unions operate. Revolutions in production technologies appear to benefit hospitality organisations in a way that they help lower labour costs and speed up the process while maintaining quality. This trend is seen to continue in the coming years which will lower the costs of these types of equipment; thereby making them more widely available (Shapiro, 2013). The participants were aware of the rapid development of production technologies in the hospitality sector, which hotel managers viewed positively but were viewed otherwise by

ordinary employees like waiters and front desk officers. Reduced wages of low-skilled workers and increased income inequality are some of the negative impacts of technological changes (Meyer, 2017). The differences in views between employers and employees are attributed to how a revolution in technologies might affect the workforce. In this perspective, the ones who are expected to be negatively affected of all are ordinary employees. On the other hand, interview participants in executive positions believed that technological advancements such as robotics technology and IoTs which can enable guests' stay more comfortable and memorable, can enhance customer service.   The price to be paid for these technologies is the loss of jobs for many workers. Thus, it is not surprising that many participants expressed their fears about the possibility of a technological takeover of the hotel industry. The unskilled employees are certainly the most affected by this development. In the course of all these, changing social and technological trends are shown to influence the union's organisational ability (Wiltz, 2013), and this fact is demonstrated by the actual experiences of technology adoption by hotels in the present study. Although there is no complete robotics take-over in these hotels yet, the participants were aware of the detrimental impacts that these changes may bring to employees and unions alike.

However, the adoption of new technologies may also disrupt labour-management relations in hotel organisations (Reshef, 1993). It may disrupt unionisation in the hotel industry and may affect union presence and union effectiveness in the organisation. The interview data signified how technological developments have affected the operations of trade unions. In particular, membership recruitment has moved to the use of online platforms. The union is also faced with a looming reduction in membership due to the potential loss of many jobs caused by robotics that are likely to replace human labour in the hotel industry. This new context poses challenges to unions as they continuously respond to employees' grievances and demands. More specifically, even with the advancing technology that could help with recruitment, trade unions could still face diminishing membership due to potential job losses.

Guppta (2016) stressed that a specific change that took place in the way trade unions are approached in the UK hospitality sector is the current shift from labour-intensive production operations to reliance on technological solutions. Improved equipment processes that lessen the number of personnel required to accomplish jobs have reduced staffing levels (Kanyan et al., 2016). Examples of these are software programmes for increased automation in cashier checkouts

and hotel floor cleaning automation, which now perform former labour-intensive work, taking over jobs that require manual labour (Guppta, 2016) and will resultantly reduce labour costs (Gartenstein, 2018). Also, outsourcing varied operations are becoming a trend in the hotel sector (Shapiro, 2013), which would certainly affect trade union operations in these organisations.

In the present study, how trade unions and the management viewed technological developments is two-fold: For the management, technological advancement meant cost-effectiveness (especially in labour costs), improved service quality, and innovation in operational processes. For the unions, a revolution in production technologies meant a reduced number of workers in the hospitality sector, decreased union membership, and a potential to reduce the union's bargaining power. This new approach to bringing efficient-oriented solutions to the hospitality sector suggests that hotel organisations will reduce their dependence on labour-intensive processes (Witz, 2013). Likewise, Meyer and Biegert (2019) found that technological change has caused labour market polarisation where demand for high-and-low-skills increased but not for middle-skill routine jobs. In the same manner, such polarisation could affect an organisation's participation in collective agreements. Given this scenario, trade union presence is likely to be severely affected. This dichotomy demonstrates two contrasting effects of technological advancement on hospitality organisations and trade unions.

From a different perspective, technological developments also bring forth positive impacts on trade unions; however, these benefits might not outweigh the risks. One of these is in terms of recruitment, in which an online platform is already being utilised to expand union membership. As the union representatives in the study stated, advancement in information technology can be utilised to recruit more members and to have an online presence. The presence of the union could also be used to avert the loss of jobs amidst these developments. However, the reality that the hotel sector is facing uncertainty in the age of new technologies cannot be denied (e.g. Tufts, 2015). Unions also face similar uncertainties that might hamper unionisation power and their existence as a whole. On a parallel view, Witz (2013) stressed that union membership indicates union effectiveness, and the reverse of this is true. There has already been a strong decline in union membership within the UK hospitality sector in recent years and production technologies might exacerbate this, as they are seen to further reduce union effectiveness. This would mean losing the union's ability to arbitrate and represent workers. Revolution in production technologies does not

bring cooperation - which is needed by the organisation - but injustice since an employee's need to have job security conflicts with the organisation's requirement to reorganise, which is disparaging to many jobs (Kelly, 1998, cited in Harcourt and Wood, 2004, p. 242).

However, significant changes in job processes caused by technology adoption seemed not to have been anticipated early on in the sector. Technological advancement is a phenomenon that the entire hospitality sector, including management and unions, adjusts itself to. Might major changes like loss of jobs and displacement of workers mean trade unionisation's total disappearance? It appears that this is going to be the trail that unions tread on amidst the prevailing technological advancements. Although Harcourt and Wood (2004) stressed that collective action requires a conviction that an unjust situation is present as it contradicts widely shared values and beliefs. However, while unions and workers might feel that technological advancement is an unjust condition taking place in the working environment, this is certainly not so on the part of other stakeholders within the hospitality sector.

On the other hand, technological adoption within the hospitality organisation plays an important role in being an internal organisational factor affecting union effectiveness. This factor is something that both the hospitality management nor the union do not have an upper hand on. Rather, they only have to adapt to the changes that the technological revolution will bring to them. The hotel employers, with the aid of IT specialists, can predict the extent of the impact of these technologies on the hospitality business, and thus may begin to take corresponding measures to swing with the innovation. Correspondingly, the unions need to adapt to these changes taken by the organisation and pattern their activities to their operations, including membership recruitment, promotional events, bargaining agreements, and the like.

6.1.3 Union representation

How the unions can effectively represent employees concerning their concerns on pay, benefits, and working conditions has corresponding effects on union effectiveness. As shown in the previous chapter, employment contracts were issues of concern amongst several participants. Unsatisfactory working conditions accompanying temporary contracts created a feeling of dissatisfaction on the job. For temporary-contract employees, not only did they experience reduced remuneration and job insecurity, but they also perceived that climbing the organisational ladder was difficult, given the limited opportunities to improve their knowledge and skills levels. They

related their experiences of unfair labour treatment, which commonly involved issues of promotion, training, and job security. Their common stories included signing a temporary contract of two years, which they hoped to be changed into a permanent contract thereafter, but remained unchanged even after having worked in their respective organisations beyond the period of two years. Issues of job security followed this, as being in a temporary contract entailed a threat of being removed from the job at any time. As noted by several interview participants, permanent employees were treated better while short-term contract employees were treated worse. This led them to feel that they were neglected by the organisation. In separate meeting observations, senior managers of Hotel 1, Hotel 2, and Hotel 3 used the issue of Brexit to justify the hotels' difficulty to remunerate dismissed employees properly. On the other hand, a senior manager of Hotel 6 assured the union representatives that all employees will be safeguarded against any eventuality concerning Brexit. Interview participants who used to be under a temporary contract type felt that the working condition was poor, but this was not so after being promoted to a permanent contract type. When their contract types improved, their perception of working conditions also improved. Unlike casual employees, permanent employees were given flexible support by hotel management.

Poulston (2009) revealed a significant relationship between poorly motivated workers and their yearning to leave their organisations. Working conditions suggest that hotel employees' motivation would have been harshly hampered because of dissatisfaction with wages, supervisors, and their overall working conditions. According to Schurriman and Eaton (2012), these workers have the most need for union representation.

Incidentally, some participants stressed that their temporary contracts changed following a collective bargaining agreement. They also sought union membership upon entering the organisation as they found hope in having their situations changed more easily by this.

Many participants, especially those in the rank-and-file category like waiters, bellboys, and housekeeping aides, were unskilled and lacked academic qualifications. The training was lacking, which was supposed to upgrade employees' skills. Having faced a condition of a lack of training opportunities that could improve their present skill set, they recognised their need for advanced skills. They felt that their skills were inadequate and obstructed them from moving forward to a higher employment contract status. As many participants acknowledged, not all graduates were readily equipped for the job in the hotel organisation, which means that they still needed to improve

their skills, both for organisational development and for their personal growth. They counted on training as a way to enhance their skill levels and recognised the fact that only appropriate training and coaching can help them develop expertise on the job. As their organisations did not provide this avenue for skills improvement, training remained an elusive pursuit for many employees. Conversely, a document analysis of Hotel 6 revealed that the hotel had a list of training courses offered to employees as part of their career growth opportunities. However, participants complained about the lack of training in their hotel organisation, this would mean that they were not receiving those learning courses in reality. Section 3 of Hotel 3's Staff Handbook also specified that the organisation will provide adequate training and coaching to employees. However, this was in contrast to the interviews of Hotel 3 employees. In Hotel 5's Staff Handbook, it was also stated that adequate training will be provided to employees of 6 months of mandatory probation. However, interview participants of Hotel 5 claimed that they had not received any training since they were recruited to the organisation. Suhag (2017) emphasised the importance of training new employees and retraining existing ones in the hospitality industry which is beset with the challenges of a skilled workforce. This lack of training led to sourcing out externally rather than internally to fill vacant management positions, leading to job dissatisfaction within the organisation. The lack of training prevented employees from improving their knowledge and skills, which in turn led to a huge pool of individuals who can be easily replaced and threatened by job insecurity. Lloyd *et al.* (2013) suggested that interventions to deliver higher skills and better remuneration should be in place. Looking more closely into the picture, one may have an impression that the organisations did not have confidence in the capabilities of their existing employees, enough to seek external recruitment. This could stem from the knowledge that employees were not equipped enough to fill vacant higher positions, which was again caused by a lack of training.

Of note, the lack of career advancement and job security denotes an unsteady workforce situation in the concerned hotels, which necessitated change. For example, Hotel 4 contained in its Policy Handbook a clause that employment and compensation can be terminated with or without a cause or notice at any time at the discretion of the employer. Also, in the document analysis, a senior employee of Hotel 2 may be terminated from employment if they had not returned on a specified date in their approved leave of absence, for reasons not medical in nature. On Hotel 5's official website, a pension scheme was specified for new employees, which existing contract

employees were not receiving. These practices show a lack of employment security in the hotels. In their study, Schurriman and Eaton (2012) pointed out that employees performing manual labour are the most at risk in terms of pay and ease of replacement, and thus the most who need union representation. In the present study, some participants experienced working longer than the number of years specified in their casual contracts before having their contracts changed to permanent. This matter was not being dealt with properly by the unions, considering that most participants became union members immediately after entering their hotel organisations. Even if they were already covered by the unions as soon as they entered the workplace, their long-overdue contracts were tackled only after 3-5 years either with the help of the union or by management initiative. Bryson (2003) stated that a combination of union organisational effectiveness and healthy delivery effectiveness contributes to union effectiveness, which appeared to be lacking in the experiences of some participants.

Alternatively, the poor treatment received by temporary employees explains why changing their work statuses from temporary to permanent was sought-after, as they anticipated that their working conditions would change once they became permanent employees. Hotel 1 stated on its website that successful applicants will receive competitive remuneration and benefits; however, this was subject to the location of the hotel branch. Hotel 2, on the other hand, stated in its staff handbook that overtime hours will not be paid. Participants of permanent status gave a good assessment of their hotel management but those of temporary status gave it a poor assessment. The present condition in the hotels runs counter to the conclusion made in Sabir's (2017) study, that organisations intending to encourage productivity should focus on ensuring that employees are greatly appreciated and rewarded for their diligent performance. The large body of literature is full of findings on employee motivation being vital to any business, which in fact could lead to designing jobs that maximise employee productivity (e.g. Saleem and Balakrishnan, 2015). It should be noted that giving employees the promotion they deserve motivates them to become more productive (e.g. Mani, 2002; Sabir, 2017), resultantly increasing organisational productivity (e.g. Saleem and Balakrishnan, 2015).

In addition, participants' definitions of union effectiveness appeared to be associated with their experiences of their respective unions. These were: Extent of union membership, protection of employees' rights, bargaining for employees' cause, provision of a better working environment, leave and maternal benefits for pregnant workers, and bargaining agreements. According to

Bryson (2003), unions' effectiveness is shown by how the union represents employees and how it performs its duties as the members require. Similarly, Moeti-Lysson (2011) claimed that the extent of the union's capabilities to promote employee relations in the organisation affects its effectiveness. It is also important to have union instrumentality, which involves members' perceived ability of the union to improve their conditions and well-being (Ncube, 2020). The actual representation of employees' demands and concerns by the union is involved in this. The meeting observations demonstrated an attempt of union representatives to make their unions instrumental to the needs and demands of their respective members. Even though all seven meetings adjourned without a discussed resolution to address employees' concerns, the union representatives can present their arguments on behalf of employees in the meetings.

It was also observed that as they transitioned from temporary to permanent contract employees, the participant's view of the management correspondingly changed from bad to good, from neglectful to supportive. This is because they received better treatment as a result of the contract upgrade. They started receiving better pay and benefits than other permanent employees. As can be observed, employment contracts put a limit on the privileges that a temporary employee could receive. These were true for all rank-and-file employees in this study, even for those from Hotel 1 and Hotel 3 which had stronger unionism. Many authors found that employees' perception of unfair treatment in the workforce affected employees' sense of job security (Schurriman and Eaton, 2012; Levinson, 2013). Having employees' working conditions changed is a principal goal of the union, specifically for those with strong power.

Based on the data, employees with lower skills such as entry-level employees and even those who had been with the hotel for several years could be replaced anytime. This was seen in Hotel 1's dismissal of some 102 employees without any definite buffer plan for them. The document analysis of Hotel 2 also detailed the ease of loss of seniority of senior employees through trivial reasons. This was also evidenced by Hotel 4's meeting observation where the senior managers stated that not more than 25% of existing employees in the hotel will be recruited to its new hotel branch and that they will be considering organisational internal factors for such recruitment. At the first glance, it seemed to indicate that the senior managers only wanted to ensure that Hotel 4 will not run out of employees by recruiting them to the new hotel branch. On the other hand, this could also denote giving only a limited opportunity for some employees to be recruited to the new hotel branch.

According to Schurriman and Eaton (2012), this type of employee needs unionisation more than anyone else in the organisation. Apart from experiencing low remuneration and unpaid working hours, temporary-contract employees in the present study felt a low sense of job security. However, not only were temporary employees confronted by discontent in the workplace but permanent contract employees also experienced a lack of career advancement. While hotel executives in the study claimed that the number of years an employee spent in the organisation was considered for promotion, this was not followed in reality. Based on the interview data, many employees went through prolonged years of delay in their temporary contracts. Almost all temporary contract employees across the seven hotels mentioned that they were in the same temporary contract longer than necessary. By contrast, union effectiveness assures an improved working conditions for employees through union representation to its fullest capacity (Walters, 2016). Some collective bargaining agreements in the study were successful while others were unsuccessful, even with the support of the union. This is so because those successful collective bargaining agreements had strong union power, while those unsuccessful ones had weak union power. In particular, participants from five hotels with declining union power had worse experiences of union representation.

It should be noted however that even though Hotel 7 appeared to be depicted as waning in union power, a meeting observation revealed the union's bargaining ability with senior managers when it pointed out that the management should give preference for existing employees and provide equal pay to them. This was considered by the senior manager after union representatives insisted that the current employees' situation should be changed. The union's ability to represent employees led employees to view the union as an effective instrument to advance their grievances. As Takupiwa and Shelfa (2019) stated, collective bargaining agreements can change conditions of ill-treatment. Bryson (2003) emphasised that bargaining effectiveness and representation effectiveness determine union effectiveness.

According to Kjellberg (2011) and Burchielli (2004), such strong union power stems from union effectiveness, which in turn stems from effective bargaining and effective union representation. Participants from Hotel 1 and Hotel 3 regarded their unions *as effective.* Participants from Hotel 2, Hotel 4, Hotel 5, Hotel 6, and Hotel 7 regarded their unions *as ineffective*. This latter group also expressed their disappointment with their unions' immobility in handling conflict resolution between employees and employers. Bryson (2003) emphasised that

union effectiveness is commonly linked to fair pay, equal opportunities, and employee protection, amongst others, as a result of union effort. It is therefore expected that while some employees were jubilant over changing their contract statuses from temporary to permanent through collectively bargained arrangements, others were dissatisfied to be working under a prolonged temporary two-year contract. This made them perceive that the union was ineffective and unresponsive. On the other hand, workers tend to take action when they are faced with an element of unfairness and effective action is there to help them (Tapia, 2010).

However, although the five hotels had a union presence, union power was lacking, which means that employees were not represented well. As Fiorito *et al.* (1993) mentioned, perceived union effectiveness requires bargaining effectiveness and organising effectiveness (Charlwood, 2004). Furthermore, if bargaining effectiveness is tantamount to union effectiveness, as claimed by Charlwood (2004), Gall and Fiorito (2016), and Willman (2005), then, bargaining ineffectiveness would subsequently mean union ineffectiveness. The participants' actual experiences of low union power in five hotels could be a reflection of the declining popularity of trade unions in the UK, which Kollmeyer (2013), Rivers (2014), and Visser (2019) mentioned. In the seven hotels, casual employees were shown to have limited rights and privileges compared to permanent ones. Temporary contract employees, having waited for so long to be promoted to permanent status, felt that their unions were not capable of effectively bringing their concerns forward. Considering that participants in this study complained about their unions not addressing their contract-related issues and other issues, the subject of union representation came into view. This was also seen in a meeting observation of union representatives and the management team of Hotel 5, in which the senior managers declared that it was not feasible to conduct collective bargaining and the union representatives did not insist on their side. On the other hand, the union representatives did their part and defended the employees concerned. Conversely, Nankervis *et al.* (2016) argued that union effectiveness characterises fulfilling workers' expectations, which essentially denotes relational capital (Moeti-Iysson, 2011). Based on the accounts of the majority of participants, their expectations of the unions were not adequately and successfully fulfilled, leading to feelings of frustration. When they saw that their union was not effective in representing the employees, they were discouraged to join or maintain their membership.

6.1.4 Extent of union membership in the hospitality organisation

The unions' organising effectiveness had been emphasised in the interviews as the capability of the union to recruit and retain its members in the workplace where it has a bargaining presence (Charlwood, 2001). Meyer (2017) argued that trade union strength should be conceptualised based on the strength of their institutional structures, (i.e. the extent of wage bargaining coordination) and the strength of their membership. This bargaining presence appeared to influence how employees perceived unions as either responsive or unresponsive to their needs and demands. Participants from Hotel 1 and Hotel 3 generally viewed that the hotel's compliance with the collective bargaining agreements led to employees' eventual job security. Employees were confident that they can seek the aid of the union anytime; hence, they turned to it to resolve issues rather than to the efficiency of their management. The collective bargaining between these hotels and the unions led to the protection of the rights and welfare of employees, which provided evidence of what the union can do to advance the welfare and interests of workers. Moreover, the imperative to abide by collective bargaining agreements are guided by the Trade Union and Labour Relations Consolidation Act 1992, which indicates that conducting collectively bargained arrangements is supported by existing legislation. Along with the legal basis of the existence of trade unions comes the fact that they are an organised social force that represents broad sectors of society. It follows that since trade unions play a major role in instilling democratic values in organisations, they must have a strong organisational ability and a broad understanding of workers' problems and situations (Kester and Sidibe, 2018). On the other hand, as Witz (2013) stated, trade unions' organisational ability is also accompanied by complex dealing with employers, employees, union members, and changing social and technological trends, amongst others, resulting in highly complex analysis.

According to Eberwein *et al.* (2018), one of how trade unions demonstrate their organisational abilities is by recruiting new members. Walters (2016) pointed out that membership in the union protects the rights and interests of employees, and it is apparent that the participants in this study were aware of it. It is not surprising that strong unions expanded their membership even more and more workers registered in turn. Unions with waning bargaining power attempted to do the same, recognising the essentiality of increasing their membership to recoup their lost power; however, the lack of popularity hampered further recruitment. Participants who felt that their unions were ineffective refused to encourage their friends and colleagues to join the union as

they were considering to d-register themselves. Needless to say, weak unions' effort to recover their bargaining power was received with disinterestedness as members became disillusioned with their unions. This became a vicious cycle for unions and members alike, a classic tale of who came first: the chicken or the egg? In the scenario pictured by the interview data, it was not clarified whether it was the unions with weak bargaining power or the union members who initially left the cycle of cooperation. What was clear was that the employees experienced not having their demands addressed since the union lost its bargaining power.

These stances indicate that the unions in these hotels were losing their capabilities. On the contrary, organising, which involves membership recruitment, is vital to union effectiveness (Charlwood, 2004; Willman, 2004). Given the growing distrust and loss of confidence in their unions, participants from five hotels with declining unionisation did not find a willingness to recruit. Charlwood (2004) showed how the union can be relevant to non-members and this relevance made them willing to join. However, the union's organisational and management abilities are currently being placed under increased strain through changing work environment conditions. The union wrestles with complex wage-and-benefit approaches as employees begin to lean toward employer solutions instead of seeking union representation (McMenmin, 2017). Of note, one should also take into account the nature of jobs in the seven hotels, which were characterised by low job security. For example, in the observed meeting involving Hotel 1's senior managers and union representatives, the dismissed 102 employees meant that the union already lost 102 members. Union density was certainly affected by this occurrence.

In contrast to the literature which focuses on innovation, reduced centralisation of control, and internal union democracy to boost union organising (Charlwood, 2004; Fiorito *et al.,* 1995), the five hotels with declining unionisation did not have a problem with these but on recruitment. As mentioned, the problem with recruitment stemmed from a perception of instability and ineffectiveness of the unions, causing employees not to join or not to recruit new members. As earlier indicated, members had already begun deregistering from the union. If not immediately addressed, this might erode the union.

In contrast to participants from five hotels with declining unionisation, participants from Hotel 1 and Hotel 3 acknowledged the importance of the union as an organisation that functions to protect employees' welfare. Having the such ability, these unions have union effectiveness as defined by Bryson (2003), which is the capacity to fully represent the members by performing the

assigned duties as required by them. One of the duties expected by the members is participation in decision-making that have direct effects on them, i.e. through negotiations and collective bargaining agreements (Walters, 2016). Since unions in two hotels with strong unionisation (Hotel 1 and Hotel 3) can effectively negotiate for employees' well-being, it is expected that membership recruitment will increase as a result. As pointed out, the participants had practically watched the outcomes of union effectiveness, such as promotions, pay increases, leave provisions, and other employee benefits, which made them develop more confidence in unionism. Membership in a union was proved to be a good opportunity and privilege based on the experiences of participants. Successful collective bargaining efforts led them to become even more motivated to recruit new members. Incidentally, Charlwood (2004) emphasised that union organising can lead to strong collective bargaining power. Such capabilities to effectively bargain for members' concerns further caused employees to seek union efficacy, rather than employer solutions through human resource development, to solve job-related issues, which all the more strengthened unionisation. This further led the unions to be viewed as effective. This is parallel to the Theory of Industrial Jurisprudence which describes unionisation as a means to enable workers to secure themselves in their jobs (Khanka, 2008).

Having been satisfied with the unions' performance, participants from two hotels with strong unionisation recruited more members, thereby leading to increased union membership. They were motivated by seeing the effectiveness of their unions and wanted to share their triumphs with other members of the workplace. Willman (2005) stressed that union effectiveness and bargaining effectiveness are interlinked, and this is seen in the experiences of participants from Hotel 1 and Hotel 3. The solace they found in resolving labour-related issues subsequently motivated them to encourage their colleagues to join, which in turn steered the expansion of union membership. The experience of some participants whose rights and well-being were secured through collective bargaining illustrates the union's reliable capability to advance employees' interests and pursue an appropriate conflict resolution in the organisation, which Meyer (2017) described as functions of the union. The participants from these two hotels with strong unionisation generally impressed upon the idea that the unions can be counted on for protecting employees' well-being as they (the unions) eventually helped them to have a sense of security in their jobs. By this, it is apparent that the utilisation of bargaining agreements with the management is one of the strengths of these unions, which Vanaele (2017) also claimed. This is specifically illustrated by

the case of several participants whose concerns about pay and working conditions were addressed by the union. It is thus not surprising that not even one participant from these hotels had any plans of de-registering from the union. The enabling capacity of the union markedly reaped huge outcomes in the form of increased bargaining power and expansion in membership. It should also be noted that since a high level of collective bargaining power can be attained when there is an adequate number of members (e.g. Bryson, 2003; Heery, 2009), it, therefore, means that the unions in Hotel 1 and Hotel 3 had an adequate level of membership, enough to cause the management to negotiate with them. Similarly, in a meeting observation between union representatives and senior management of Hotel 1, the union representatives were freely able to raise the issues of wage increases, better benefits, and working conditions, which the management was expected to attend to. This scenario provides a picture of collective bargaining power to advance the rights and well-being of employees, which equally demonstrates union effectiveness.

On the other hand, the other five unions operating in five hotels were threatened by the prevailing issues of low bargaining power due to a decreasing membership, which is in turn attributed to members' diffidence in the unions. If to analyse closely, the reason for this diffidence is the members' perception of the waning efficacy of the unions and their likewise poor employee representation, leading to their demands and concerns not being fully addressed. For example, a participant from Hotel 2 claimed that the union failed his expectations to protect the interest of the workers and advance their welfare, which led him not to recruit co-workers to join anymore. Other participants had the same sentiment, which was contrasting with their initial expectations when they registered with the union. Considering that their purpose for joining was to be represented by the union for seeking better working conditions and given that this was not being achieved, their purpose was defeated. According to the results of the study by Addison and Belfield (2015), weak unions are not beneficial while strong ones are. This would mean for both employees and employers, delving into the claims of several authors about the benefits of unionisation (Bryson and Forth, 2010; Turner *et al.,* 2014).

In contrast, a lack of adequate measures to advance employees' concerns could result in the union's popularity to subdue, which might affect its membership and eventually its bargaining power (Mailand, 2020) as well as its existence (Sivarenthinamohan, 2016). This was specifically stressed by participants as they emphasised that the union's lack of proper and prompt actions on employees' issues made it lose its popularity and employee support. Further, there were many

examples of union unresponsiveness to the needs and concerns of employees, which could only be attributed to waning union power, leading employees to lose confidence and trust in the union. For example, a participant raised an example by citing the case of migrants who worked as temporary employees in their hotel and asked the union for help but nothing happened. This diffidence eventually resulted in decreased union membership, which could all the more impact negatively union effectiveness (Bishop and Chan, 2019; Farnham, 2015).

Dundon and Gollan (2007) highlighted that investing in people and social corporate responsibility is beginning to replace the need for unions. For the participants, union membership means rectifying dissatisfying circumstances and increasing the gains from employment (Hammer and Avgar, 2017). However, some studies reported a negative correlation between union membership and job satisfaction, unless sufficient control for differences in working conditions is applied (Renaud, 2002). The interviews showed that the participants' motivation to join the union was to rectify their perceptually poor working conditions. They were likewise jubilant when their working condition improved as a result of a collective bargaining agreement. It was however observed that no participant ever mentioned that they were planning to exit from their current organisation due to job dissatisfaction arising from poor working conditions. Instead, they sought grievance resolution within the organisation through the help of the union – especially for participants from Hotel 1 and Hotel 3; or through the efficiency of the management, in the case of participants from the five other hotels. On a similar note, Ostergaard (2016) claimed that workers are led to action when they perceive an element of unfairness committed by the management.

Additionally, Bryson and Forth (2010) found that organisations with strong unions are likely to have lower labour turnover compared to non-unionised organisations, which supports the idea that effective unions reduce employee turnover and thus contribute to more stable employment relationships. This even led to some employees not feeling a need to become union members as they viewed that there was no difference between being a union member and a non-union member. Thus, the purpose of establishing a union was being defeated and employees' concerns about job security and representation were not being dealt with, resulting in immense disappointments and demoralisation. The union's capability is primarily anchored on employees' situations that need change, which, through an interdependent liaison with each other, builds up the union's capabilities.

Furthermore, as a trade union factor of union effectiveness, membership is an essential feature of unionism. It is where collective bargaining and union representation draw their strengths from. Drawing from this, it is necessary that the union always conducts recruitment and keeps an adequate number of members to be effective.

6.1.5 Failure or success of collective bargaining agreements

As indicated, the participants (including HR personnel and executives) generally believed that collective bargaining should be encouraged in the organisation for the reason that this could yield positive results, not only for employees but for the organisation as well. This position is congruent with industrial relations literature (e.g. Akit and Tzannatos, 2001; Johnston and Land-Kazlauskas, 2018). Akit and Tzannatos (2001) argued that collective bargaining facilitates coordination, which is an instrumental element of the labour market and macroeconomic performance. This perspective is contrary to management's stance to indirectly dissuade workers from joining the union owing to a clash of interests, as claimed by participants. Seeing an alignment of views on the issue means that both parties have seen the benefits that could be reaped from unionisation. From the perspective of the workers, collective bargaining is a useful avenue that could help them obtain their demands. From the perspective of managers, it could help the organisation achieve its goals through a highly motivated workforce that is an outcome of a collectively bargained arrangement (Doellgast, 2008).

It is more likely that employees will obtain their demands through collective action than when they pursue some individual efforts to have their grievances attended to by the management. This is the message that collective bargaining is sending. Ostergaard (2016) also put forward the idea of workers working not individually but collectively as they exert the labour force with which they conduct their functions. It is also the same message that participants wanted to impress upon as they related their pursuits to improve their working conditions through the union. On the other hand, in its Code of Conduct, Hotel 5 declares that it does not adhere to unethical employment practices but to fair treatment of employees. Based on the grumbles of participants, the hotel does not carry out this part of the Code of Conduct in practice.

Concerning the experiences of participants, it was apparent that those who had their concerns addressed through bargaining agreements perceived that the union was effective. Indeed, bargaining effectiveness was a direct demonstration of union effectiveness, based on their

experiences. On the contrary, a lack of bargaining effectiveness was taken as a lack of union effectiveness by those who relied on the power of the union but were disappointed. As Vanaele (2017), collective bargaining is the union's strength in its negotiation with the management. With the declining power of the five hotels in the present study, it is understood that they were losing the strength of collective bargaining and reaching a point where they could no longer negotiate for employees' concerns. This would explain the unions' inability to effectively bargain for the demands of workers at five hotels, resulting in workers' disappointments. The interviews had several narratives of workers whose plea for better remuneration and promotion to a higher level of employment contract fell on deaf ears. For them, their unions have become inactive, weak, and ineffective in dealing with employees' issues unlike in the past. This loss of bargaining power certainly originated from somewhere. Through narratives shared by participants, the unions weakened their power because of decreased membership, which even led to the weakening of power that resulted in disillusionment and de-registration from the unions. In the long run, the participants turned to HR instead to resolve their job-related issues. Waddington (2013) similarly stated that company-sponsored reforms and policies lead employees to have fewer reasons to seek union membership as organisations seek to develop longer-term relationships with employees. In the five hotels with weakening unionisation, participants resorted to their organisations having their temporary contracts changed to permanent ones. On the other hand, participants from two hotels with strong unionisation continued to rely on the union.

Moreover, participants from two hotels with strong unionisation (Hotel 1 and Hotel 3) signified that there was union effectiveness in their organisation as exemplified by how their working conditions improved as a result of collective effort. It demonstrates a positive employee-related outcome of collective bargaining mentioned in the literature (Mohamed *et al.,* 2010; Riana and Wirasedana, 2016). In addition, improved employee productivity is the result of successful collective bargaining action (e.g. Babalola and Ishola, 2017; Bryson and Wilkinson, 2002). The interviews however documented that unions in five hotels used to have strong bargaining power as proved by the experiences of some participants whose demands were met through collective bargaining agreements.

However, not only in Hotel 1 and Hotel 3 was the extent of collective bargaining witnessed, based on an observed meeting between Hotel 6's union representatives and senior managers, where the two groups came to a point of agreement which was beneficial to both employees and the hotel.

In the meeting, the union showed effectiveness in bringing issues relating to remuneration, new employment, and protection of existing employees in the face of Brexit. Although the union of Hotel 6 was generally regarded by participants as having weak bargaining power, the observed meeting was one of the exemptions in which the union did not succeed to represent the concerns of employees at the bargaining table. Bargaining power, therefore, spells the intensity or the debility of the union and is thus an essential element of union effectiveness This has been likewise emphasised in the literature (e.g. Chaison, 2006; Gall, 2006; Gall and Fiorito, 2016). In this vein, Buttigieg *et al.* (2008) stated that workers' propensity to become involved in industrial action is greater whenever they perceive that their union is a strong mechanism of power. The reverse of this may be concluded for workers whose union demonstrates a weak power mechanism.
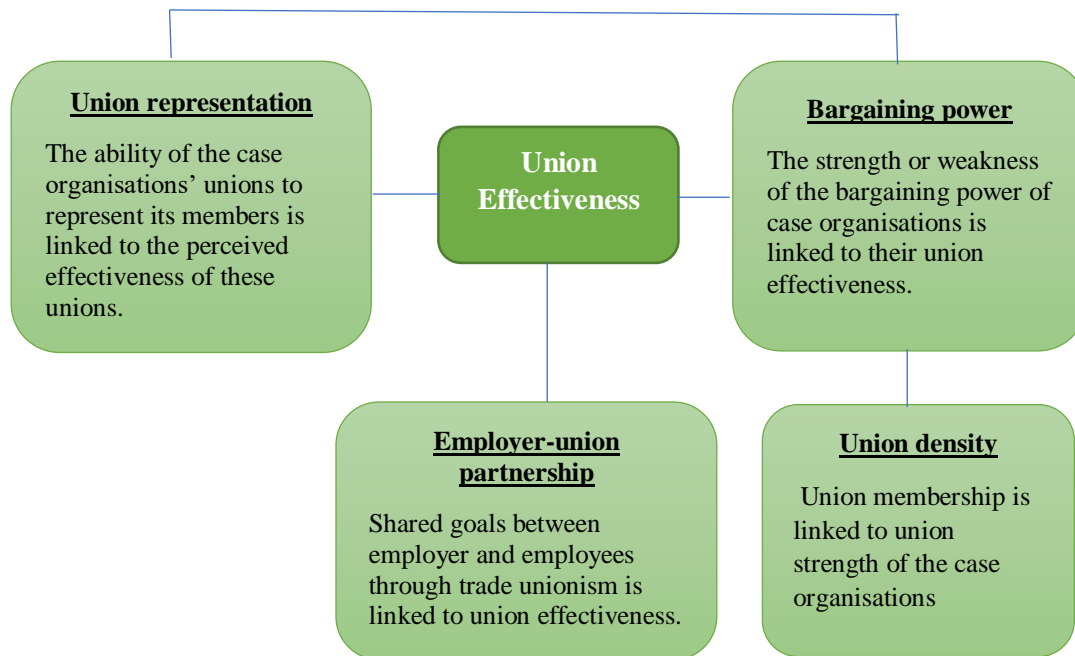
Thus, this study posits that collective bargaining played a crucial role in how participants perceived the effectiveness of unionisation in their organisation. As the employees' primary concern for joining unions was to have their demands met and since these were not realised due to weak bargaining power, their expectations, therefore, failed, seeing the union as a weak mechanism of power. Participants from five hotels with waning unionisation perceived that union effectiveness was non-existent and could not be relied on. The opposite of this was true for participants from two hotels with the strong union as collectively bargained agreements allowed their demands to be addressed. In these hotels, collective bargaining was shown to be of valuable mechanism that affects the terms and conditions of employment (Bryson, 2003; Zagelmeyer, 2005). This scenario shows the accuracy of Bryson's (2003) claim that participating in decisions that have a direct impact on employees is one of the expectations that employees have from trade unions and if this is not met, they would view the union as ineffective. On the other hand, witnessing the union bargain and negotiate on their behalf makes them view it as an effective instrument of the decision-making process within their organisation. As a trade union factor affecting union effectiveness, the ability to bargain collectively is an element which trade unions are commonly known for. Mobilising workers into a collective whole requires union strength.

6.1.6 Proposed Conceptual Framework of Union Effectiveness

The study proposes a conceptual framework, presented in the figure below. It shows the interplay between various elements, specifically union representation, bargaining power, union density, and employer-union partnership. The framework suggests that unions can only be effective in the seven

hotel organisations if they have strong union representation, bargaining power, union density, and partnership with employers.

Figure 7. A conceptual framework of trade union effectiveness applied to the case organisations

Union representation

The ability of the case organisations' unions to represent its members is linked to the perceived effectiveness of these unions.

Union Effectiveness

Bargaining power

The strength or weakness of the bargaining power of case organisations is linked to their union effectiveness.

Employer-union partnership

Shared goals between employer and employees through trade unionism is linked to union effectiveness.

Union density

Union membership is linked to union strength of the case organisations

The main idea of this framework focuses on the union as a workers' organisation, which enables worker power and a worker-powered industrial environment within the hospitality sector in the UK. It is grounded on the ultimate goal of protecting and advancing workers' living standards and working conditions.

Workers' levers of power are based on the levels of bargaining power and representation of the union, which ultimately offer strategies to leverage sources of potential power for workers (e.g. Edralin, 2016; Moeti-Lysson, 2011).

The constructivist nature of the present study limits the applicability of the proposed conceptual framework only to the seven studied hotels. Thus, the framework does not cover the entire UK hospitality industry. The proposed framework shows the relevance of union representation, which is dependent on bargaining power, which in turn requires union density, as

well as a necessity for employers and unions to collaborate for union effectiveness to heighten.

Union Representation

The lines linking union representation to bargaining power, as well as union density to bargaining power in the conceptual framework, signify the interconnectedness necessary to ascertain union effectiveness. As Bryson (2003) posited, union effectiveness illustrates the union's ability to fully represent its members (union representation) and how well the union performs its functions as required by members, i.e. collective bargaining and negotiation (Babalola and Ishola, 2017; Charlwood, 2004; Zagelmeyer, 2005). The goals of union representation are achieved through organisational attributes and activities defining union effectiveness. In turn, union effectiveness involves union organisational effectiveness which deals with the union's ability to fully represent its members (Bryson, 2003). Contrarily, the lack of union representation negatively affects union effectiveness (Nickson, 2013).

Moreover, union representation, as embodied in the proposed framework, is linked to the responsiveness of the union to achieve key objectives which the members value, such as improved remuneration and working environment (Burchielli, 2004; Moeti-Iysson, 2011; Tarumaraja *et al.,* 2015). Without such responsiveness, union density might decline, as enshrined in the previous experiences of many workplaces (e.g. Moeti-Lysson, 2011). Several authors have posited that union effectiveness is diminished due to deteriorating working conditions, a lack of a concrete culture, and reduced bargaining power (Burchielli, 2004; Gall and Fiorito, 2016). Essentially, union density allows the union to promote employee relations in an organisation, thereby fostering union effectiveness (Moeti-Lysson, 2011) and preventing employers to obstruct union activities (Heery and Simms, 2009).

Union Density

The proposed conceptual framework highlights the importance of union density as a significant element of bargaining power in the seven hotels. As the framework shows, bargaining power is linked to union density, which is exemplified by the line connecting them. A strong union should necessarily have huge membership and provide an idea of strength, which is the basis of its bargaining position (Moeti-Iysson, 2011). The literature emphasised that union organising and

membership recruitment are important factors of union effectiveness which can lead to strong collective bargaining power, resultantly yielding positive outcomes (e.g. Charlwood, 2004; Hammer and Wazeter, 1993; Jordhus-Lier, 2015; Willman, 2005). Various authors referred to union density as members' unity, members' participation in union activities, negotiation, commitment to collective bargaining, and local leadership' (Fiorito *et al.,* 1993; Hammer and Wazeter, 1993). The same notion of union density is applied to the case organisations in this study through the proposed framework. Some studies link union density to members' participation (Tarumaraja *et al.,* 2015), recruitment, responsiveness to members, and achievement of union objectives (Burchielli, 2004). The importance of recruitment as an aspect of union density is seen in union survival, growth, and strength. On the contrary, the inactivity of trade unions and unions' reliance on management are the main obstacles to trade unionism (Crounch, 2017).

Low recognition of union presence is a key factor linked to very low union membership in the UK hospitality sector (Lucas, 2009). Moeti-Lysson and Ongori (2011) stressed that union membership increases when the union works for the interest of its members rather than the interest of the society in which it operates. Otherwise, it would not operate according to expectations of its members, which may lead to decline in membership. With strong union density, the management is not likely to dictate the union which it normally does through its account of efficiency and efficacy. Huge membership, cohesion, and the ability to wield pressure are important for the union to operate continuously in the case of organisations. This is also the essence of having strong bargaining power. With cohesion, the union helps workers to obtain job security and gain benefits (Baral, 2018). The need for a strong density of the union is even more highlighted in the current shift in union relevance in the UK owing to changes in political will and economic policy approaches, caused by the effects of globalisation (Lutzenberger, 2017; Lelly, 2012; Uys, 2011). Union density also counters employer hostility against the union (e.g. Cullinane and Dundon, 2014).

Bargaining Power

Bargaining power remains to be the ultimate determinant of union strength, which is the reason why it is also embodied in the proposed framework. Bargaining power is an element of increased union effectiveness (Gall and Fiorito, 2016). Unionism involves compromise through collective bargaining, which leads the union to collaborate with the organisation and promote

industrial democracy through the direction of the workers (Durlauf and Blume, 2008; Levinson, 2003; Vanaele, 2017). Since trade unions in the seven organisations demonstrate their effectiveness by resolving labour disputes, failing to address deteriorating working conditions could lead to a decline in membership, and ultimately, in collective bargaining power (Gall and Fiorito, 2016; Moeti-Lysson, 2011). Collective bargaining involves defending union members on issues that directly affect them, a duty that members expect from the union (Babalola and Ishola, 2017; Charlwood, 2004; Zagelmeyer, 2005). This allows the union to be responsive to the demands of the members, enabling it to achieve the key objectives valued by members (Moeti-Iysson, 2011). A lack of bargaining power means that employers have no reason to negotiate with the union (Waddington, 2013).

Employer-Union Partnership

The literature shows the relevance of employer-union partnership with the presence of the union, justifying why it is included in this conceptual framework (e.g. Barth *et al.,* 2020; Gill, 2009; Morikawa, 2010; Mwathe, 2018). For example, the development and application of human capital allow the union to collaborate with the management for organisational competitiveness (Gill, 2009), productivity (Morikawa, 2010; Mwathe, 2018), increased tenure and returns of investment (Barth *et al.,* 2020), better psychological contract (Guest and Peccei, 2001), and an active union involvement in dialogues confronting the firm (Totterdill and Exton, 2014). As a collaboration between the union and the management ensues, the union resultantly increases its effectiveness (Bryson, 2003). On the contrary, the management's constraints on the union and the union's reluctance to enter into a collaborative relationship with the management threatens the union's effectiveness (Gill, 2009). The partnership between employers and trade unions leads to mutual benefits (Munro and Rainbird, 2004) and can enable the union to have greater involvement in the management and promote workplace representation rights (Wills, 2004), which is opposed to non-partnership, where non-union firms function only as free riders (D'Art and Turner, 2005). On the contrary, union density offers a stronger and more dynamic bond between employees and employers, as emphasised by several authors who identify the union's role in accelerating a cooperative relationship between employees and employers towards shared goals (e.g. Brown and Oxenbridge, 2004; Cullinane and Dundon, 2014). This is called institution-building process (D'Art

and Turner, 2005; Munro and Rainbird, 2004). Unions are also likely to be more successful when the management is supportive rather than antagonistic (Heery and Simms, 2009).

6.2 Working Conditions

Participants were mostly receptive to union membership because of its capacity to address their poor working conditions. Burchielli (2004) cited improved working conditions as one of the main goals that unions aim to be responsive about. This is the reason why representative effectiveness is considered to exceed other union effectiveness measures such as membership and participation in union activities. Moreover, it allows for achieving outcomes that respond to the needs of the members. Additionally, it should be noted that poor working conditions such as a lack of job security and professional development served as participants' springboards to seek resolution from their union organisations. Most participants, especially those in rank-and-file positions, shared a common experience of poor working conditions, which the literature referred to as workplace injustices (Kelly, 1998; Moeti-Iysson, 2011; Tapia, 2010). Their experiences of unfair labour treatment led them to seek union membership, especially those employed in strongly unionised hotels like Hotel 1 and Hotel 3. As specified in the interview data, many participants went through a long and delayed period of temporary employment before being permanent employees, which violated the terms and conditions of their contracts. Additionally, they perceived job-related unfairness corresponding to this, such as unpaid overtime hours, lower remuneration, and the lack of training opportunities, hindering them to upgrade their skills. For example, a porter of Hotel 1 relayed his experience and those of his colleagues about working beyond the two-year contract which was specified to them at the beginning, denoting that they kept on receiving the same level of job treatment in those extended years, causing job dissatisfaction. This scenario proved common in the seven hotels regardless of whether they were weakly or strongly unionised. The only difference was that participants from strongly unionised hotels expressed their appreciation for their unions for enabling them to be lifted from their previous deprivation, while participants from weakly unionised hotels were discouraged by their union's lack of ability to bargain on their behalf. This led some of them to turn to management efficacy to resolve work-related pressures and cooperate with the management to improve their working conditions. Conversely, participants from strongly unionised hotels like Hotel 1 and Hotel 3 appeared not to be swayed by management's persuasion. This was opposed to some participants from weakly unionised hotels

who were beginning to be swayed – or was already swayed – towards seeking management-sponsored resolutions over union representation in resolving issues related to working conditions. Correspondingly, this raises a question concerning further union decline or potential union reigniting, depending on which action workers would take. One thing is certain, though – that increased union membership and responsiveness lead to union effectiveness, as several authors have noted (e.g. Aslan and Wood, 1993; McMenmin, 2017). Schurriman and Eaton (2012) also stressed that unionised workers tend to experience job security (through collectivised action) more than non-unionised workers.

As may be observed, injustice is a core concept in many studies aiming to understand union activity (e.g. Pearson *et al.,* 2010; Gahan and Pekarek, 2013). A range of studies has also considered attributing unfair work conditions and other injustices to certain specific people, as a precondition for workers taking action (e.g. Buttigieg *et al.,* 2008; Simms and Dean, 2015). Healy and Kirton (2013) examined workers' ideological motives to join unions and used the term 'mobilisation' to indicate 'moving into activity'. Accordingly, mobilisation is a necessary ingredient of an effective union, as it involves the union's capacity to fully represent its members (Bryson, 2003).

As noted in the previous chapter, participants from weakly unionised hotels were either not willing to recruit new union members or were planning to withdraw their union membership because of a loss of confidence in the union. Their reasons were justified, including not being effectively represented - or not being represented at all - at the bargaining table due to the receding bargaining power of the union. On the other hand, seeking to change their poor working conditions might not be dealt with effectively if they were to completely turn away from the union and not help to revive it. Manky (2018) observed in his work that workers joined trade unionism intending to improve their working conditions and to have a better life. In much the same manner, Leschke and Vandaele (2018) reported that union membership is positively related to workers' aim for improved working conditions. Collectivisation was also identified as a means to have their grievances addressed (Angrave *et al.,* 2015). Therefore, turning their backs on the union essentially means giving up every opportunity to have their concerns resolved. If workers only seek a strong union to ensure that their demands are effectively bargained for, then every weak union will eventually meet its demise. Alternatively, if workers collectively take action to revive their union, it will open an opportunity for the resolution of their grievances through collective

bargaining arrangements. This is because their perception of their working conditions is enough for them to seek membership retention (Bryson and Freeman, 2012; Okechukwu, 2016). While employers may offer alternative mechanisms to address workers' concerns, the reality that they will continue to protect their interests over those of the workers remains. Unionism remains to be a viable option for employees experiencing poor working conditions in the workplace (Toubol and Jensen, 2014).

Moreover, reviving a weak union or letting it decline spells a corresponding impact on bargaining power and consequently, on the scope to protect employees. As Vanaele (2017) pointed out, collective bargaining is one of the union's strengths that allows reaching a resolution for employees' concerns. If employees choose to dismiss their union for lack of bargaining power, then their poor working conditions will prolong. If one considers the significance of union power as a guide to action and a barometer for membership retention, then every increase or decrease in union power will influence a corresponding increase or decrease in membership, consequently allowing or disallowing the improvement of working conditions. Richardson (2003) stressed that the notable contribution of trade unions is the ability to institute a set of agreements to regulate working conditions in the workplace. They have done this by utilising bargaining power where workers not only secure their standard remuneration but also instill cooperation for industrial progress. A range of studies provides a scholarly consensus that increased union strength reduces inequalities in pay and benefits (Han and Castater, 2016; Herzer, 2014). It indicates that decreased union strength results in increased inequalities - or retained state of inequalities – in the workplace. Withdrawing membership in the union and unwillingness to encourage colleagues to participate in unionism are the likely consequences of this, as demonstrated by the interview data. Conversely, Herzer (2014) reported that an increase in unionisation leads to reduced income inequality and subsequently, higher inequality results in lower unionisation rates.

A union representative of Hotel 1 claimed that poor working conditions such as low pay and the lack of benefits catalyzed for workers to seek union membership. Being in a strongly unionised hotel, interview participants in Hotel 1 were jubilant about having their employment contract renewed to a permanent one and they attributed this to union strength. According to Nickson (2013), strong unions may turn the negotiation towards their end even if employers oppose the idea. It in turn allows unions to demonstrate their effectiveness, which attracts the participation of members and even non-members. Nickson also stressed that collectively bargained

agreements have led unions to help secure standard working conditions in many industries. Conceivably, this is exactly what unions in Hotel 1 and Hotel 3 are expected to move forward to.

Further, the importance of trade unionism in influencing working conditions is highlighted by the fact that it reduces employee turnover through improved wages and other factors impacting working conditions (Martin, 2003). A range of studies point to the relevance of unionism in today's hospitality workplace (Goerke and Madsen, 2003). The presence of unionism is necessary for the hotel industry since this industry is considered at the lower edge of the labour market and is marked with flexible working arrangements and low wages (Bianchi, 2015; Goerke and Madsen, 2003). It denotes that these characteristics of the hotel industry urge its employees to take an active collective stance and negotiate with employers to end their experiences of workplace injustice.

According to Visser (2006), collective bargaining measures the degree to which salaried workers undergo union-negotiated arrangements with the employer. Union density, on the other hand, measures the union's potential power to bargain for employees. Both collective bargaining and union density impact the union's ability to influence working conditions. Taking this equation into consideration, participants from strongly unionised hotels can obtain their demands of improved working conditions because of strong collective bargaining power and strong union density. Conversely, participants from weakly unionised hotels had difficulty obtaining similar demands because of weak collective bargaining power and weak union density. Being discouraged by the union was a common response – and perhaps a natural one – however, given the nature of the hospitality industry as earlier mentioned, counting on the efficacy of the management to make their working conditions favourable might just generate a parallel effect as turning away from unionism.

Furthermore, although the working condition was not identified in this study as a factor of union effectiveness, it contributed to the workers' perception of the need for a collectivised action. Discontent in the workplace spurred them to take such action, without which could have been difficult for unions to recruit members and expand membership.

6.3 How an improvement in trade union effectiveness may benefit employers and employees
6.3.1 Benefits to Employers
In the interview data, it was shown that union effectiveness can be improved through employee representation in the union, access to information, employee-employer relationship, and successful

collective bargaining that leads to job security and protection of employees' rights and welfare. Union presence in an organisation is not without benefits to employers, as much as to employees. The literature abounds with studies detailing how workforce productivity may be improved by the union's presence (Damiani and Ricci, 2011; Hubler and Jirjahn, 2003; Lucifora and Origo, 2015; Morikawa, 2010; Mwathe, 2018). The literature also contains empirical evidence of the relevance of unions to the effective adoption of high-performance work practices (Gill, 2009); the unions' capability to give voice to workers, which may ultimately generate returns of investment for the firm (Barth *et al.,* 2020); and the unions' adequate power as a means to elicit higher employee trust in the management (Bryson, 2001; Gill, 2009; Holland *et al.,* 2012). Mwathe's (2018) findings about the positive impact of unionisation on employees' welfare are worth mentioning. In particular, he found a positive relationship between employees' participation and productivity. He also found a positive relationship between the protection of employees' rights on one hand, and productivity, on the other.

Union Representative 1B stated that he will do his best to help negotiate with the management on employees' working conditions, which he viewed will eventually lead to higher productivity. With the union having a strong union power, he was confident that the workers, represented by the union, would be able to successfully bargain for their demands, indicating union effectiveness. On the other hand, while the hotel had strong unionisation, there were still certain employee issues that should be necessarily dealt with, such as the lack of opportunities for advancement, which the participants themselves identified to be resolved through periodic training and promotional programmes. The employees of Hotel 1 appeared not to be satisfied with their present condition in terms of promotion, which is exemplified by the fact that vacant senior positions are often filled by hiring externally instead of internally due to 'employees' lack of competence'. Relating to the claims of many studies on the benefits that employers can obtain from unionisation, the management of the hotel appears to be not fully aware of the importance of motivating the workforce to join the union.

According to studies, employees' job competence will in turn lead to job satisfaction (Hewagama *et al.,* 2019; Wen-Hwa, 2012) and ultimately, to organisational commitment (Ozturk *et al.,* 2013; Shu-Hsien *et al.,* 2009). However, the situations in the seven hotels were not harmonious with these findings, drawing from the responses of participants. In particular, the organisations extended the number of years for a casual contract employee to remain in their posts

beyond what their contracts specified. As exhibited by participants, they were dissatisfied with their jobs as a result, and although some of them relied on the unions to change their situations, the unions were not strong enough to represent them, specifically those with waning collective bargaining power. Hence, their perception of the poor condition in their hotel organisations sustained. On the other hand, while some participants from hotels with strong unionisation also experienced extended contracts beyond what was specified, the unions fought for them through collectively bargained agreements and changed their contracts into permanent contracts, thereby indicating union effectiveness. Union Representative 3B cited a time when the union once served as an instrument for the modification of his contract from temporary to permanent, indicating union effectiveness. He stressed that if their union continued to have its current level of strength, it can be one of the top unions in the UK hospitality sector. Better pay and benefits, coupled with a sense of job security, led employees to be satisfied with their jobs. All participants unanimously claimed that they joined their respective unions to have an improved working environment, better remuneration, and job security. This picture of employees, having been assisted by unions and ultimately having better working conditions as a result, indicate a prospect of organisational growth through a motivated and satisfied workforce. This has been likewise highlighted in the literature (e.g. Hewagama *et al.,* 2019; Ozturk *et al.,* 2013).

Union Representative 4B posited that effective improvements in the labour market of the hospitality sector equate to developments in hospitality organisations. Union Representative 4B stated this in the context of the union serving as an avenue for effecting improvements in the labour market of the hospitality sector. Hence, protecting the employees and providing job security to them would be beneficial to hospitality organisations. Union Representative 5B, a union member from Hotel 5, expressed that as a whole, entry-level employees experience harassment from the management as well as a lack of job security. Not only are the employees hurt by this setting but the employers as well as this could lead to loss of productivity (Mohsin *et al.,* 2013). Union Representative 5B acknowledged the furtherance of trade union decline in their organisation, which he said can be resolved only if union membership increases. He pointed out that this will make the union become truly empowered in the workplace. It harmonises with the literature's claim that a union's bargaining power is the source of union effectiveness (Brandl and Kildunnne, 2018; Chaudhry *et al.* 2013) and this can only be achieved by increasing union membership (Ferus-Comelo, 2015; Hammer and Wazeter, 1993). The advantage of increasing the number of

union members has been similarly tackled in the literature (Bishop and Chan, 2019; Bryson, 2003; Farnham, 2015; Witz, 2013). As earlier mentioned by Bishop and Chan (2019) and Farnham (2015), a decreasing number of union members may further impact negatively the bargaining power of unions, which happened in five hotels with waning union power. This will expectedly cause existing members to further lose confidence in the union. On the other hand, Union Representative 6B suggested that more than the pay, employees want to be fairly and respectfully treated on the job because it is in the working environment that they spend most of their time in. Thus, when they are confronted with poor working conditions in the workplace, they tend to join the union to change their situation.

Even in hotels with strong unionisation like Hotel 1 and Hotel 3, participants noted that permanent employees were better treated than casual ones, which would mean that there was more likelihood for permanent employees to experience job satisfaction than casual employees. Porter 1 of Hotel 1, for instance, mentioned that his organisation's treatment of him as a casual employee was poor. On the other hand, Kornfield (1993) found that unionised employees receive higher remuneration than non-unionised ones. Unionised employees also tend to have a pension plan and defined benefit pensions compared to non-unionised employees (Wiatrowski, 2006). As Kodz *et al.* found, it would benefit workers to be in an unionised firm than to be in a non-unionised firm, as attested by an average of 5.5 extra days of difference. Drawing from these findings, the situation of employees in the hotels might have been worse had they not been unionised. The situations shared through the interviews were bad enough, imagine how bad these would be without the unions. For example, Assistant Chef 7 related that although temporary contract employees and permanent ones perform the same job, the former receive lower pay than the latter, adding to the fact that the former has lesser opportunities for training and promotions compared to the latter. Billing Executive 1 mentioned that since casual contract employees might leave the organisation anytime because of the temporary nature of their jobs, the organisation then gives preference to permanent employees in terms of pay and benefits.

Even in Hotel 1 and Hotel 3 where union power is strong, temporary contract employees still experience unfair treatment. This would correspondingly give way to an idea that these unionised organisations have not fully made use of union presence to increase organisational commitment and productivity through an empowered workforce. This is even though Supervisor 1 disclosed that their organisation exercises equal treatment of all employees. On the other hand,

the opposite was what the actual workers related. Supervisor 1's mention of the management talking to employees about issues confronting them and taking appropriate action would indicate that the management exerts efforts to make employees rely on managerial efficacy even when employees would generally seek union representation to address their issues.

On the other hand, although the literature showed how trade unions can benefit an organisation, there are also studies which say otherwise, such as that of Denny's (1997) in his investigation of an economic crisis, where a higher level of productivity was identified, rather than trade unions, for why firms recovered. This is clearly in contrast with other findings that say trade unions help boost productivity (e.g. Morikawa, 2010; Richardson, 2003). In addition, union recognition may stifle investment (Metcalf, 2002; 2005) but if density bolsters, this negative effect will be offset (Metcalf, 2002). This potential of unions to stifle investment is caused by the rent-seeking propensity of unions (Barth *et al.,* 2020). In contrast to Bart *et al.* (2020) that unionisation is positively related to returns on investment, Wadhwani (1990) found no significant relationship between unionisation and investment, given a differential productivity growth. While several studies affirmed the positive effects of unionisation on a firm's level of productivity, a contrary result was indicated by Chih-Yang and Meng-Wen (2018) who found that the impact of unions on the productivity of firms became negative in succeeding years. In the same vein, Metcalf (2002) reasoned that if union presence results in a pay hike, there is a prospect that financial performance will worsen unless productivity increases. On the contrary, the participants did not mention anything that deals with the worsening of financial performance in their organisation as a result of union presence. Instead, their narratives covered only their experiences of improved working conditions, promotion to a permanent position, and better pay and benefits as a result of collectively bargained arrangements with the management. This is true even for those whose unions have waned their power, as when these unions were still strong, they were also able to bargain effectively for workers and made changes to their contracts and remunerations. Conversely, as had been noted, there were still feelings and perceptions of unfairness among some employees. Casual employees were the most adamant to seek union membership amongst these employees, having in mind the prospect of becoming permanent contract employees, in the long run, to maintain their jobs and receive better remuneration.

Further, employees are benefitted from trade unions by making them achieve common goals in key aspects of employment, such as remuneration, working conditions, and working hours

(Legrand et al., 2013). Albeit workers were thoughtful mainly of their situations, the positive effect of their resultant job satisfaction and organisational commitment extends to their respective organisations, translating into productivity growth (e.g. Damiani and Ricci, 2011; Hubler and Jirjahn, 2003; Lucifora and Origo, 2015; Morikawa, 2010; Mwathe, 2018) and higher employee trust in the management (Bryson, 2001; Gill, 2009; Holland *et al.,* 2012). If the contrary results were to be considered (Chih-Yang and Meng-Wen, 2018; Metcalf, 2002) – that no such impact is found as a result of unionisation, at least the mainstream human resource literature verifies the positive impact of a motivated workforce on a firm's productivity (e.g. Al-Jasmi, 2012; Konrad and Mangel, 2000). Additionally, if union density increases, firm productivity also increases. Unions are also able to recover added productivity through a higher wage premium from larger firms with more productivity, which is consistent with rent-sharing (Barth *et al.,* 2020).

Furthermore, participants from Hotel 1 and Hotel 3 expressed their lack of intention to de-register from the union. Those who have not registered yet were planning to register with their respective unions. The reason for this is apparent, and that is because union membership gives employees more advantage over non-membership. On the other hand, as discussed previously, participants from the rest of the hotels expressed their interest to de-register and those who have not registered yet were not planning to register anytime soon, nor were they willing to promote their respective unions to their friends and colleagues. Why they had this disposition because they did no longer see their respective unions as something that they can effectively rely on, nor did they see that their unions can represent them effectively in collective bargaining agreements anymore. Alternatively, unionised organisations are geared towards improving the conditions in the workplace through collective bargaining (Bengtsson, 2013; Mwathe, 2018). In the aforementioned scenarios, one would see that many studies' claims about the benefits that employers may gain from trade unions may occur in Hotel 1 and Hotel 3 only as they are the only ones with strong unionisation. The rest of the hotels, on the other hand, would necessarily and expectedly derive organisational productivity and other potentials through managerial efficacy as respective unions are not strong enough to derive these potentials. However, as had been noted, there are some studies which do not share the same findings as these authors, thereby discounting the benefits which employers can gain from unionisation.

The value of strong unionisation is indicated in Sengupta (2008) as he observed that firms whose unions cooperate with employees in terms of shared ownership agreements tend to have

higher productivity. Some participants' perception of close coordination between the labour market and the hospitality industry seems to affirm this. For example, Chef 4, Bartender 4 and Waiter 4B – employees from Hotel 4 – believed that this coordination between the labour market and the hospitality industry is effective and they acknowledged the role of employees as a major factor for growth. According to them, this caused hospitality firms to secure their people resources and ensure good working conditions for them. Given that Hotel 4 has a declining unionisation, it was not made clear whether this coordination which Chef 4, Bartender 4 and Waiter 4B of Hotel 4 were saying was with the help of the union or not. If with the help of the union, the claims of many studies that unions help firms generate organisational productivity and growth is acknowledged. If not, then the benefits that unions can bring to employers were not acknowledged in Hotel 4.

Head Server 2 server and a union member from Hotel 2, claimed that the management is indirectly discouraging employees from joining the union; however, since the union is no longer active in their organisation, it is now insignificant to the eyes of the management. Hotel Executive 4 stated that their management was reluctant and unhappy that employees were joining the union and this attitude has not changed over the years. Waiter 2 stated that the management dissuaded the employees to join the union because it does not want to increase the union's bargaining power. Nickson (2013) drew attention to the fact that the decreasing role of unions in workplaces, resulting in union decline, may be attributed to legislation. By contrast, the legislation also promotes union recognition, such as the Employment Relations Act (1999 and 2004), even if employers may insistently oppose their presence.

More so, based on the responses of participants, the management of the seven hotels appeared to be generally oblivious to the benefits that unionisation can bring to their respective organisations. This would explain the management's tendency to be indifferent to the idea of employees joining the union or participating in its activities. The management seemed to be unaware of the findings of several studies about the benefits which union presence can bring to them. This would mean an aversion to an opportunity that will allow for growth in productivity and higher employee trust in management. The union executive stressed that it is every employee's right to join the union and that the management should have nothing to say about it. Hotel Executive 2 however pointed out that indeed, it is a fundamental right of every human being to

join a union and while the management may not encourage it, the management should not discourage it.

Additionally, Morikawa (2010) concluded that union presence positively influences firm performance in terms of productivity and profitability. However, there are also other studies which found contrary results, such as that of Doucouliagos and Laroche (2003) where unions and productivity were found to be negatively associated. Moreover, given that unions are inclined to be rent-seeking, investing in membership in a more productive organisation would be more advantageous, considering that union membership may be based largely on the potential rents to be obtained. This explains why unions often choose more productive firms for their expansion and membership (Barth *et al.,* 2020).

6.3.2 Benefits to Employees

Unions at the prime of their popularity certainly demonstrated their effectiveness, such as enabling job security for employees and improving their pay and benefits, as well as their work hours. Collective bargaining power was witnessed not only in hotels with strong unionisation, specifically Hotel 1 and Hotel 3 but also in the other five hotels with waning union power when their unions still had strong power. Boxall and Haynes (1997) stressed that social and ideological factors led to the weakening of the union's long-established collectivist tradition. Thus, unions must recover their declining popularity and develop union effectiveness; otherwise, they will be faced with inevitable consequences. The lack of proper and prompt solutions to employees' needs could result in a loss of members' confidence in the union, which is what took place in the five organisations in this study. The unions should therefore leap forward to revive their past glory by recruiting members as an initial step.

Mwamadzingo and Dorkenoo (2015) pointed out that improving employees' living standards is the main objective of trade unions and this can only take place if the job market creates decent jobs and generates wealth. It has long been established that high productivity results in higher standards of living through wealth creation, which means that an increase in productivity would lead to a corresponding increase in the workers' standard of living. Hotel Executive 7 stressed that their organisation welcomes collective bargaining and the union's presence, stating that collective bargaining yields good benefits for employees as employees receive their rights due to them. What could be appreciated from this is the position to cooperate with the union instead of

competing against it; to welcome its function in the organisation instead of rejecting it. Cohen-Rosenthal and Burton (1993) emphasised that cooperation between the union and management yields mutual gains. Taking the perspective of these authors, one would infer that union-management cooperation, which Hotel Executive 7 advocates, will generate benefits for both the hotel and the employees in the long run. Stances like Hotel Executive 7's could help the union recoup its losing union power. Incidentally, Hotel 7's union power is also currently waning. Moreover, participants from five hotels with waning unionisation were completely aware that their respective unions were not being responsive to the needs of workers. Whether it is intentional or unintentional is not the point, since a lack of responsiveness to the concerns and demands of union members would be an effect of a union losing its collective bargaining power. Participants were however aware that their respective unions were slowly diminishing their collective bargaining power, which would one way or another, make them rationalise why the unions are no longer quick to respond to their petitions. On the other hand, it is also observed that active union members such as union representatives, would not allow their respective unions to wane their power completely and just witness the unions' final demise. Instead, owing to their position, union representatives were very much willing to encourage as many workers as possible to register with the union for the apparent reason that this is the only way to regain its collective bargaining power. For example, Union Representative 2B highlighted that the union should be more persistent in recruiting new members, which is a way to develop union effectiveness. Union Representative 3B stated that through the union, labour conditions in their organisation have improved. Employees' demands for regular and fair salary increases and other demands were met. Union Representative 1B emphasised that all employees of the hotel should join the union because of the many benefits that they can receive as members, and even those who are now permanent employees should join. Union Representative 5A mentioned that previously, their union was very effective; it can improve employees' working conditions and receive better and fair salaries. However, this is no longer the case at present, but they are hoping that the glorious days of their union will be recovered through their concerted efforts. Union Representative 6B stated that all employees of their organisation, regardless of contract type and organisational role, are welcome to become members of their union. Union Representative 7A stated that the reasons why employees join the union are mainly a lack of satisfactory working conditions, low remuneration, and a lack of job security. However, he pointed out that despite this situation that engulfs employees, those joining the union are still very

few. Other participants from Hotel 7 also aired their lack of willingness to join the union or their intention to de-register from it because their well-being was not being protected enough by the union in collectively bargained arrangements. This syndrome which came first – waning membership that led to waning union power or waning union power that led to waning membership – becomes an unresolvable vicious cycle. If employees in these hotels with losing union power bickered about the unions' current lack of effectiveness and if they refused to continue being union members, then, they will only be hurting themselves, if we were to consider the gains that can be acquired from having a strong union. Participants themselves even recounted the days when their union on its heydays enabled them to receive what they once clamoured for.

While several studies point to generating productivity as an outcome of union presence, Mwamadzingo and Dorkenoo (2015) emphasised that productivity improvement does not automatically lead to improvements in the living standards of all workers because there are other things to consider. Some of these considerations are wealth distribution in the country and the workplace. If a majority of workers and senior managers are entitled to a share in the revenue of a firm, albeit disproportionately, then increased productivity would denote improved living standards for a few. This is the reason why unions should not just engage in productivity improvement but also in how the fruits of higher productivity should be shared, to the point that every worker should benefit from them (Mwamadzingo and Dorkenoo, 2015). According to Morikawa (2010), unions positively affect wages. Pan (2015) also found through an importance-performance analysis (IPA) that wages are the top concern of employees of a tourist hotel. Ciarli *et al.* (2018) stressed that adjusting the wages should be done by firms so as not to lose their best talents to competitors, which is attuned to Bennett and Taylor (2001) who mentioned that union density may be credited to such factors as global competition and changes in demography. Psychogios *et al.* (2014) also stressed that employers often invest in the development of their employees, since there is less likelihood for employees to leave their employers this way.

Both the literature and the interviews attest to the truth that weak unions are negatively correlated to employees' perception of management (Bryson, 2001). The same was indicated by Gill (2009) who found that working condition tends to be perceived as poor if employees' perception of the management is that it is opposed to union presence in the organisation. Similarly, participants aired their dislike of the management with its direct and indirect discouragements from joining the union. In addition, employees tend to not trust the management if they perceive that

the union is ineffective. In contrast, employees tend to trust the management if they perceive that the union is effective (Gill, 2009).

Another benefit of unionisation to employees is its ability to secure standard working conditions and standard wage rates, which are often obtained through collectively bargained arrangements (Richardson, 2003). Not only do unions enable workers to receive better pay and benefits but it also enriches workplace health and safety (Litwin, 2000). Unions also enhance job security to prevent organisations from dismissing workers (Bennett and Kaufman, 2008). It is important to note that enabling good employee benefits remains to be an important union activity in the UK (Richardson, 2003). Unionisation likewise leads to a reduction in turnover (Martin, 2003), and this is attributed to the union's capacity to bring about improved working conditions. Unionisation can also ultimately allow an employee to experience job satisfaction through their high-quality service which is necessary for ascertaining organisational success (Pichler and Wallace, 2008). Employees also benefit from high-performance work practices, making the unions keep their relevance (Pichler and Wallace, 2008). Unionised employees are also able to receive their demands on work schedules, such as flex-time practices. They also perceive that unions bargain for them effectively and enforce collectively bargained agreements with management (Berg *et al.,* 2014). Kodz *et al.* (2003) also found that unionisation lessens the number of overtime hours and that union presence and reduced work hours are positively related. Incidentally, long working hours, low wages, and lack of job security characterise the hotel sector (Bianchi, 2015). Indeed, employees obtain advantage from trade unions through their collective power (Bengtsson, 2013). The importance of a high level of collective bargaining is similarly indicated in Mwathe (2018) as he found a positive relationship between collective bargaining and productivity. Since strong unionisation results in lower levels of inequalities in the workplace, specifically in terms of remuneration, employees become protected by the presence of the union. This is likewise coherent with Martin (2003) who argued that wage inequality declines as union workers' shares increase. Also, firms faced with closure or downsizing may have employees register for union membership because of the likelihood of unions providing legal assistance and related services (Martin, 2003). Even if the hospitality sector embodies flexible working arrangements, this sector is also characterised by economic restructuring due to globalisation, which leads to a decline in wages and working conditions. Thus, the presence of the union in a hotel organisation counters this.

The seeming animosity between management and the union is shown in a meeting between the senior management of Hotel 5 and six union representatives, presented through a meeting observation in this study (See Chapter 4). A senior manager declared that in the newly opened hubs of Hotel 5, only fresh college graduates and even students will be employed, not giving prioritisation to existing employees and that the employees' collective bargaining is not feasible. Here, one would see the management's motive as to why they preferred fresh graduates and students for employees whose wages and benefits are far below the usual standards. This is even though existing employees could increase the momentum in the newly developed hubs. This meeting ended with an assurance of the senior managers that things will only get better in the future and that wages and benefits will be raised too, leaving the union representatives to hope that the managers will live to their words. It was also observed that the union representatives did not have the opportunity to have their voices heard. The such occurrence could be a manifestation of the weak bargaining power of the union represented by the six union representatives. As can be seen, they could not present their case insistently, owing to the weakness of their declining union. On the other hand, a meeting between the senior managers and union representatives of Hotel 6 was different, there was no apparent effort to disregard the union representatives. Instead, their meeting ran through with cooperation and clarity (See Chapter 4). For example, when one of the senior managers stated that they also needed to consider the internal organisational factors in raising the pay and benefits of employees, the union representatives insisted on having the pay and benefits be increased since along with improving the working conditions and technological training of employees, these would transform to improved competence and performance. The senior managers considered this and mentioned that the trade union will be appropriately informed of all future developments in Hotel 6's new hotel branch. It may be noted that even though Hotel 6 has a waning union power, the union's voice through the union representatives was still acknowledged by the management. In a similar vein, Rose and Woolley (1992), the positive attitude of both management and unions towards collective bargaining positively affects firm performance. Also, unions promote an independent voice to workers in a way that cannot be replicated by management; hence, it is a unique advantage of unions (Legrand et al., 2013).

Moreover, taking a universalistic approach, migrant workers are viewed by unions as *workers* rather than *migrant workers,* with attached systems of oppression (Alberti *et al.,* 2013). In the same way, Union Representative 6B emphasised that migrant workers who were not treated

well in the organisation received their due rights upon having their cases presented to the union and the union bargaining for them, showing inclusivity and fairness in securing employees' welfare, regardless of whether they were migrant workers or not.

6.4 Differences Between Union and Non-Union Models

The union model and non-union model have different features of industrial relations. In a non-union model, workers seek the aid of management efficiency or labour courts to resolve disputes concerning wages, work hours, and other working conditions. However, this is not the case with a union model. Workers' reliance on trade unionism had been mentioned repeatedly in industrial relations literature (Avdagic, 2005; da Conceicao-Heldt, 2014). Significantly enough, no one amongst the participants had initially sought the aid of management efficiency or labour court to have their issues addressed. Instead, they turned to the union, demonstrating how much they relied on collective bargaining to have their situations changed. Indirectly, employees' discontent with contract-led working conditions affected union effectiveness positively because of the propensity of the workers to seek union representation. Some of them had concerns about temporary contract statuses, which were addressed through collective bargaining, eventually releasing them from the manacles of the temporary contract. This conflict resolution through collective bargaining created a picture of union effectiveness. The union became a viable channel for promoting employment rights and even social justice (Vishweshwaraiah, 2001; Walters, 2016). By contrast, a non-union model does not promote collective action but individual action through an available grievance channel. The research participants were generally aware that unionisation is all about collective action rather than individualised efforts.

Furthermore, the literature presents evidence of a non-union model of working in organisations, where unions are not desired (Dundon, 2008; Mooney, 2005). In these organisations, a union-free employment relationship exists without fear of public disapproval or media backlash (Mooney, 2005). By contrast, in a union model, the presence of a union with strong bargaining power helps employees change their working conditions. A participant's experience of being paid for extra hours of work due to the union's help showed what the extent of union representation can do. Of note, union representation was understood based on the strength of membership rather than as an inherent element of the union. Without adequate size and strength, union representation could not positively contribute to union effectiveness. It is therefore variable,

rather than a constant factor of union effectiveness. Having known the importance of collective action, workers can become empowered from having adequate representation and voice. Alternatively, HR reforms aiming to develop longer-term relationships with employees suggest that there is no reason why employees should seek to become union members since the organisation can address their concerns (Weddington, 2013). In the present study, some participants from weakly unionised hotels believed that only the management can change the unfair working conditions in their organisation. This reflects a lack of confidence in the union, apparently due to weakening union power. Thus, unions should be characterised by strong density, cohesion, and the ability to wield pressure to appropriately defend employees' rights (Lashley, 2017).

Other studies found no difference between unionised and non-unionised workers in terms of job satisfaction (Bryson *et al.,* 2004; Laroche, 2016) although dissatisfied workers tend to seek union representation (Green and Heywood, 2010; Laroche, 2016). Likewise, participants who were on temporary/casual employment contracts immediately sought union representation, while most participants in managerial or executive posts did not bother to join the union. In the study, joining the union seemed an initial recourse for temporary employees, and this was common in all seven hotels. Based on the testaments of the participants themselves, joining the union allowed them to become permanent employees much sooner. Healy and Kirton (2013) revealed that participation in unions is usually grounded on social identification with fellow employees than merely on organisational injustices, and this is attributed to the influences of political activism of their participants. Healy and Kirton also argued that by foregrounding injustice, ideology is underplayed. This leads us to the relevance of the delivery effectiveness of the union, which means that the union should be able to address workers' grievances and concerns (Bryson, 2003).

6.4.1 Lessons Learned from Hotel 1 and Hotel 3

There were many lessons learned from Hotel 1 and Hotel 3. One of these was to ensure that union representation, collective bargaining power, and union density were strong enough to ensure the effectiveness of the union. The unions in both hotels showed that employees' concerns were quickly and adequately resolved by bargaining with the management. Union responsiveness was an element present in the unions of these hotels, which was lacking in five other hotels. Another lesson was that the union's voice was louder when it had strong bargaining power, compared to

when it had weak bargaining power. Securing greater employer legitimacy can help unions to operate properly and sustain union density. However, it requires strong union power.

Another lesson gained from Hotel 1 and Hotel 3 was that union presence was beneficial to employees who were experiencing unfair labour treatment (e.g. Burchielli, 2014; Moeti-Lysson, 2011). Based on how they defined and described what union effectiveness should comprise, participants from Hotel 1 and Hotel 3 were aware of how the union should function. It was also necessary to ensure that the union had collective strength. The importance of organised labour was demonstrated by employees turning to the union for help when faced with labour-related adversaries.

Participants from Hotel 1 and Hotel 3 recognised the importance of keeping union membership at an increasing rate as this would resultantly lead to stronger collective bargaining power. This was likewise the reason why amidst the declining popularity of their unions, union representatives from five hotels with declining power still recruited new members. They were aware that educating employees on the importance of consolidation in the union will strengthen its bargaining power. Similarly, the literature emphasised the role of bargaining effectiveness in the perception of union effectiveness (Charlwood, 2004; Fiorito *et al.*, 1993).

6.5 Summary

This chapter discussed and analysed the collected data from interviews, document analysis, and meeting observation, aiming to answer the research questions. It specifically analysed the factors affecting the effectiveness of trade unions in the UK hospitality industry, which include internal organisational factors and trade union factors. Based on the data, the internal organisational factors were identified as the approach/attitude of the management towards the union and technological revolution within the hospitality organisation. On the other hand, the trade union factors are union representation, the extent of union membership, and the failure or success of collective bargaining agreements. It also analysed the working conditions within the seven hotels as well as how improvement in trade union effectiveness may benefit both employers and employees by discussing these benefits.

CHAPTER 7. CONCLUSION

7.1 Summary of Findings

This study explored trade union effectiveness in the UK hospitality sector, with a specific focus on seven hotels in the UK. The research questions that it aimed to answer were: How do internal organisational factors and trade union factors affect the effectiveness of trade unions in the UK hospitality industry? How can improvement in the effectiveness of trade unions benefit employers and employees in the UK hospitality industry? To address these, the study employed the qualitative design and conducted semi-structured, in-depth interviews of employees and managers of seven unionised hotels in the UK, which were then analysed using a thematic approach. The study identified certain specific themes from the interviews, meeting observations, and document analysis. The findings addressed each research question by focusing on the factors that affect union effectiveness. These factors were: union representation, the approach/attitude of the management towards the union, the extent of union membership, failure or success of collective bargaining agreements, and technological revolution within the hospitality business. A framework of trade union effectiveness is the main outcome of this study. This framework involves the elements of union effectiveness in seven hotels. These are union representation, bargaining power, technological revolution, management attitude, and union density.

Although only one union operates in the seven hotels, the key findings revealed that trade union factors affected union effectiveness in these seven hotels differently. Only two of the studied hotels were characterised by strong unionism while the rest had weak unionism. This led to having strong bargaining power for the two hotels, leaving the rest of the hotels with weak bargaining power. It then followed that the two hotels with union strength and collective bargaining power had stronger union representation compared to the other five hotels. This drew an inference that union strength and union representation were connected across the seven hotels being studied. Moreover, union presence in the two hotels was more stable than in the five hotels. Participants in the two hotels aimed to maintain this stability of union presence while participants in the five hotels, albeit discouraged by their union's performance, wanted the presence of the union in their respective organisations to increase. Moreover, the two hotels with strong unionism had an increasing membership size, in contrast to the five hotels with waning union power whose

membership size was declining due to members' discouragement. Resultantly, they were not eager to maintain their membership with their union and planned to de-register from them. They were also unwilling to encourage colleagues to join the union, thereby affecting the recruitment prospects of these unions. This was different from the propensity of participants from two hotels with strong unionism, who were inclined to maintain their union membership and encourage others to join. Increased membership played an important role in the union's ability to bargain for employees.

When employees perceived that their union started to wane its bargaining power and fail to represent the employees, they tended to lose their confidence in it and perceived that it was declining in its effectiveness. The interviews pointed out that participants from seven hotels wanted their union activities to continue increasing, which meant that those from the waning union were still hopeful to recoup the strength of their union, despite its ineffectiveness. On the other hand, irrespective of whether their union was strong or weak, participants were optimistic about their union's prospects.

Furthermore, having strong union power and bargaining power, employees from the two hotels derived support from their union through union representation, denoting the extent of effectiveness of their respective union. On the contrary, employees from the five hotels derived support from managerial efficiency, seeing their respective unions undependable in representing their causes across the bargaining table. Alternatively, employees from the five hotels used to witness their union's successful bargaining agreements with the management when their union still had strong bargaining power. Participants across the seven hotels had a common perception that the management discouraged them from joining the union and from participating in its activities. However, it appeared that this did not have much effect on union effectiveness, particularly in the two hotels.

Moreover, perceived union effectiveness led employees to continue to turn to the union for their individual and collective demands. The opposite of this was true for perceived union ineffectiveness where employees turned to the management instead to have their concerns addressed. Through the help of the union, participants from two hotels had their employment status shift from temporary to permanent, albeit with some delays in the shift. On the other hand, many participants from five hotels had their contracts changed through their initiative as they could not

rely on their union to help them. The inability of the union to help employees with their concerns was a result of receding collective bargaining power, which denotes union ineffectiveness.

Furthermore, while the management of the seven hotels was optimistic about the technological revolution that was about to take place or was already taking place in their respective organisations, participants were mostly threatened by the potential adverse impacts of this development on jobs and union operations. On the lighter side, the union can utilise technology for recruitment and ease of communication, which can positively improve operations. However, the union was threatened by a potential decrease in membership as a result of increasing technological adoption in the workplace.

Further, concerning the second research question, which is about how improvement in the effectiveness of trade unions can benefit employers and employees alike in the UK hospitality industry, the study revealed that union effectiveness can be enhanced through employee representation, employer-employee relationship, access to information, and successful collectively bargained arrangements. The study revealed that the presence of a union in an organisation may improve workforce productivity. It may contribute to the effective adoption of high-performance work practices as well as generate returns of investment for the firm and drive higher employee trust in the management. These would correspondingly increase the effectiveness of the union. In effect, the lack of opportunities for advancement, such as training and job promotion, which were common across the studied hotels, ran in contrast to bring workforce productivity. An increase in union density leads to an increase in productivity.

Additionally, employees could benefit from trade unionism by achieving common goals in key aspects of employment, such as pay and benefits and working conditions. Through union efforts, employees can attain their demands, resultantly leading them to develop organisational commitment and job satisfaction, which could translate to productivity growth and higher trust in the management. The stance of employees in the two hotels with strong unionism to encourage more members, hence intensifying union strength, denotes the capacity of the union to enable these benefits. Union effectiveness plays a significant role in this process.

These findings denote that union effectiveness is a product of strong union power, strong bargaining power, large or increasing union membership, and effective union representation.

The study identified some contributions to the research. These are the relevance of unionism in the current digital age and the midst of reforms in human resource management, insights on the current picture of unionism in this industry, the applicability of unionism in the changing phases of industrial relations in the UK hospitality industry, identified factors for strong and weak unionism, an investigation into the plight of service workers in an industry that suffers from historically low wages and benefits, a research area that has not been fully explored from this perspective, and benefits of an effective trade union to both employees and employers.

7.2 Theoretical Contributions of the Research

The study contributes to theory on union effectiveness by proposing a conceptual framework for the case organisations. It contributes to previously published frameworks by offering the element of employer-union partnership. While some authors have doubted this partnership (e.g. Brown and Oxenbridge, 2004), many authors have argued that it is workable from the perspective of unitary philosophy (e.g. Behrens and Dribbusch, 2020; Guest and Peccei, 2001; Cullinane and Dundon, 2014). From the union effectiveness perspective, this partnership makes the proposed framework different from previously published ones.

Some authors conceptualised a similar framework to help make unions more effective. Gall and Fiorito (2016) proposed the *schematic goals-systems framework of union effectiveness* to address and resolve the conceptual and theoretical maladies of union effectiveness. They claimed that the union may exert external influence that can directly impact its ability to exert leverage and recruit members. This claim is related to *union density* in the proposed framework. The proposed framework posits that the union should appropriately attend to the members' concerns on time as a measure of union effectiveness (Moeti-Iysson, 2011). *Union effectiveness dimensions* in Gall and Fiorito's framework are related to *bargaining power* in the proposed framework. The unions in the case organisations cannot effectively represent the members if their bargaining power is weak (e.g. Jordhus-Lier, 2015; Willman, 2005). The relevance of large membership for union effectiveness anchors on the notion that union organising can lead to robust collective bargaining power, yielding positive outcomes (Charlwood, 2004). Gall and Fiorito's framework is different from the proposed framework in that it focuses on internal union democracy, internal functional efficiency, work-related concerns, and collectivisation of member resources for a union to become effective,

While the proposed framework focuses on union representation, bargaining power, union density, and employer-union partnership.

Another set of authors who developed a union effectiveness framework is Levesque and Murray (2010b). From their *enhanced capacity union effectiveness framework,* power resources and capabilities work together to form union capacity. Their framework differs from the proposed framework in that it involves four different kinds of capabilities contributing to union capacity - namely, framing, learning, articulating, and intermediating. By contrast, the proposed framework does not mention such propensities as a factor for making the union more effective. In particular, it considers the capacities of the union based on the strength of its bargaining power, union representation, and union density. The similarity between the two is that both consider union capacity although Levesque and Murray's explanation of union capacity is largely about administrative operations. While both frameworks tackle power resources, Levesque and Murray highlight union capacity to refer to it, whereas the proposed framework highlights bargaining power. Several studies cover the importance of mobilising power resources for the union to become effective (e.g., Holgate et al., 2018; McGuire, 2014; Brookes, 2015; Schmalz and Dorre, 2013).

Further, the union effectiveness framework developed by Willman and Cave (1994) stressed the importance of representative effectiveness and administrative effectiveness. This framework shows Quadrant A indicating high effectiveness in both administrative and representative dimensions. This quadrant depicts unions with effective management. By contrast, Quadrant D is the worst of all unions and indicates a union in crisis. The proposed framework's *union representation, bargaining power, and union density* would fall under the *representative effectiveness* aspect of Willman and Cave's framework. Burchielli (2004) argued that representative effectiveness is the most dominant measure of union effectiveness. Lévesque and Murray (2010b) also claimed that increasing the representative effectiveness of the union can build union density. Willman and Cave's framework contains the factors identified in the proposed framework. Except for employer-union partnership, these are what makes the two frameworks similar. Their difference is that while Willman and Cave's framework uses quadrants to assess the position of the union, the proposed framework focuses on identifying the internal organisational and trade union factors for union effectiveness.

Furthermore, Quinlan and Lever-Tracy's (1990) model of union strategy aligns with the reformulation of established union strategies mentioned in the literature (Frege and Kelly, 2003; Gahan, 1998; Grabelsky and Hurd, 1994). The model focuses on the administrative and representative dimensions of union operations, on which other studies are also emphasised (e.g. Ewing, 2005; Jarley et al., 2017). The centrality of arbitration and negotiations in Quinlan and Lever-Tracy's model is similar to the proposed framework's *union representation* and *bargaining power*. Many authors agree that negotiations, union activities, members' participation, and commitment to collective bargaining are dimensions of union effectiveness (e.g. Fiorito *et al.,* 1993; Hammer and Wazeter, 1993; Willman, 2005; Zagelmeyer, 2005). Quinlan and Lever-Tracy's model differs from the proposed framework in that it concerns the administrative functions of the union, While the proposed framework concerns internal organisational and trade union factors. On the same note, Gahan's (1998) conceptual framework of union strategy is similar to Quinlan and Lever-Tracy's model of union strategy as both examine union strategy. Gahan's framework differs from the proposed framework as it focuses on objectives, methods, tactics, and levels of implementation to study union strategy, While the proposed framework is factor focused. Such difference does not, however, discount the fact that elements like strategies and methods are necessary for an effective union.

Moreover, the union effectiveness framework proposed by Tattersall (2013) centres on evaluating union-community coalitions and how different coalition types provide various possibilities to enhance union power. It is similar to the proposed framework in that both consider enhancing the power of the union. The difference is that while Tattersall's framework focuses on coalition building to boost union power and effectiveness, the proposed framework does not include coalition as a factor for the union to be effective. The trade union literature also cites the relevance of coalition building as a way to enhance the power of unions (e.g., Frege et al., 2004; Ibsen and Tapia, 2017).

Additionally, the theoretical framework developed by Ross (2007) systematically analyses the variations of social unionism for union renewal. It is similar to the proposed framework in that both acknowledge the value of collective action. However, Ross' framework draws attention to the legitimisation of rationale using collective action to formulate objectives that define the interests and identities of workers, as well as on "internal organisational practices and power relations within union structures" (p. 18). The proposed framework, conversely, draws itself away

from engaging in rationale legitimisation or internal power relations. It focuses instead on identifying the factors affecting union effectiveness in seven hotel organisations. Collective action through organising to seek union renewal is also the subject of the study by Klaus et al. (2009).

Having presented the differences between the proposed framework and the past published frameworks, it may be inferred that these differences make the present study offer a new direction for research to draw relevant knowledge and insights on how unions can operate more effectively. The differences also allow it to magnify what has already been found in the existing literature and offer a new direction.

7.2.1 Factors Affecting Union Effectiveness in UK Hospitality Industry and Its Implications for Hospitality Organisations

Revisiting the factors affecting union effectiveness presented in Chapter 2, the main contribution of this study lies within the determination of internal organisational factors and trade union factors affecting union effectiveness in the UK hospitality industry, and resultantly, the patterns of trade union practices carried out by trade unions within the UK hotel organisations. The suggested framework adds to the existing literature as it provides a multi-dimensional approach to union effectiveness. This multidimensional approach is seen in the framework's consideration of union factors and internal organisational factors which contribute to the effectiveness of the union in the seven hotel organisations. In particular, it highlights the partnership that should be created between the employer and employees (represented by the union) for a healthy con-existence within the workplace, backed by the literature on the benefits of union presence for employers and employees alike (Damiani and Ricci, 2011; Lucifora and Origo, 2015; Morikawa, 2010; Mwamadzingo and Dorkenoo, 2015; Mwathe, 2018).

The framework is expanding the existing literature by highlighting partnership working between employers and the union. It focuses not just on the classic relevance of bargaining power, union representation, and union density as factors for robust trade unionism, but also the shared goals between employer and the union. Partnership working as a strategy in employee management relations has already been explored in many studies (e.g. Haynes and Allen, 2001; Saif et al., 2013) and is being expanded in the present study. The literature has provided strong evidence of the similar goals of both the union and the employer for improving the workplace organisation by improving employee welfare to improve employee productivity (e.g. Ciarli *et al.,* 2018; Damiani

and Ricci, 2011; Hubler and Jirjahn, 2003; Lucifora and Origo, 2015), for which cooperation between the union and management is found to yield mutual benefits (Rosenthal and Burton, 1993).

Moreover, the evidence pointing to union representation as a requirement of union effectiveness was well-emphasised (McMenmin, 2017; Schurriman and Eaton, 2012). Responding to employees' disquiets in the workplace necessitates strong collective bargaining power, union representation, and union density, thereby making employees turn to the union, rather than to employers, for solving their issues. As the study explained the magnitude of engagement that workers may take in the face of workplace adversities, the relevance of union power to maintain this inclination for action was established. In the study, unions with diminishing density could not resolve employees' concerns via collectively bargained actions. The approach of the management towards the union had resultantly impacted the effectiveness of the union. The interviews revealed that the management had mixed behaviour towards the unions – some managers encouraged joining, while others disproved it. On the other hand, the interview data showed that employees who planned to de-registering from the union and those who did not want to encourage colleagues were not merely due to fear of the management but to disappointments with the union's failure to bargain for their welfare. Of important emphasis, Haynes and Allen (2001) found that the partnership between the employer and the union is dependent upon a strong workplace organisation. In the proposed framework, union representation, bargaining power, and union density are elements that support both employer- union partnership and workplace organisation through improved employee welfare.

The framework also expands the existing literature on employee management relations by accentuating employee trust in management. The literature previously revealed that employees' positive or negative perception of the management is dependent upon the management's engagement with the union (e.g. Bryson, 2001; Yarrington et al., 2007). Hence, incorporating employee-employer partnership within the framework is a valuable contribution to the literature, which can ultimately improve their coexistence and employee-management relations.

In the framework, the concept of union effectiveness indicates how well unions perform to attain their goals, emphasising the use of several elements (e.g. bargaining power, union representation, and so on) to ensure union effectiveness. The importance of a union's effectiveness is critical to the achievement of members' needs in the workplace. After assessing the actual

condition of union effectiveness in the seven case organisations, the suggested framework can offer a consensus of union effectiveness which may be applied in these organisations. Of important note, the framework is driven by evidence concerning the relevance of employer-union partnerships, which is seldom tackled in the literature. Union density, which suggests strength in the unity and collectivism of workers (Chilala, 2015), is an element that the framework emphasised as a contributing factor for intensifying union strength amidst positively growing adversities.

Lastly, all unions across the seven hotels were alarmed by what technological revolution can do in their respective hotel organisations. They were aware that it would affect jobs, union membership, and union operations, which in turn could negatively impact union effectiveness. On the other hand, they were optimistic about the benefits that technology can bring, which could be maximised to the union's advantage, such as ease of recruitment, communication, and coordination within the union. Thus, the conceptual framework can be used to advance the pursuit of trade unionism in the seven hotels to continuously protect the well-being of employees. This will likewise allow employers to benefit from organisational competitiveness, enhanced productivity, and returns of investments as outcomes of motivated employees (e.g. Barth *et al.,* 2020; Gill, 2019; Mwathe, 2018).

7.3 Implications of Research

7.3.1 Practical Implications

Having identified the factors affecting union effectiveness in the hospitality industry, the study can establish that the perception of the union being effective or ineffective is affected by internal organisational factors, specifically management attitude and adoption of technological revolution, as well as by trade union factors, specifically union representation, union membership, and collective bargaining power. It illustrates how trade unions operate in the workplace and the extent of support given to them by their members, based on their ability to represent employees' demands. This way, the study can demonstrate the importance of bargaining power as a prerequisite for maintaining union power and to resultantly obtain the confidence of union members and further increase its membership size.

Moreover, the study can establish the important role of unionism in upholding employees' rights and improving working conditions. It can show that diminishing union power is equivalent to the withdrawal of member support, which can eventually put the union to an untimely demise.

Furthermore, it drew new insights for industrial relations in the sense that a strong employee-employer relationship through unionism can reap positive outcomes for both the employee and the employer, as well as for individual workers and as a collective. An implication of this for theory and research in industrial relations is that unionism would be viewed anew - as a guardian rather than an adversary – by employers, which can then lead to changes in workplace practices and management's approach to trade unionism. The theory and research on industrial relations can be further advanced by the notion that the magnitude of union support can be achieved through a demonstration of union power, and this power is a crucial element of whether the union would be perceived as effective or ineffective. The qualitative character of the study enabled it to explore in-depth the factors affecting union effectiveness, thereby providing a new way of understanding unionism within the hospitality industry.

Further, the present study can contribute to existing research on trade unionism by identifying the factors affecting union effectiveness. As inferred, union representation, collective bargaining, and union membership form the trade union factors affecting union effectiveness. Across the data, union representation pertained to the extent to which unions can bring employees' demands, concerns, and grievances to management. The study can establish that union membership is linked to the failure or success of collective bargaining agreements. Unions with strong power were proven to represent employees better than unions with weak union power. This, in turn, influenced the extent of the effectiveness of the unions. Hence, unions with strong union representation were shown to be effective unions.

On the same note, the extent of union membership influenced union effectiveness in the seven hotels. Since unions with strong power had larger and increasing membership compared to unions with weak power, the latter can represent employees more effectively and hold bargaining agreements in favour of employees. In effect, these unions (Hotel 1 and Hotel 3) were more effective than the rest of the unions in the study.

Resultantly, the failure or success of collective bargaining agreements affected union effectiveness in a way that unions which can consistently show strong bargaining power were viewed as reliable and effective, such as Hotel 1 and Hotel 3, while those which showed otherwise were viewed as unreliable and ineffective, such as the rest of the hotels.

Moreover, an implication for the hospitality industry is the study's established idea that union effectiveness is a product of strong unionism and bargaining power, effective union representation, and adequate or increasing recruitment. However, internal organisational factors also play a crucial role in union effectiveness, such as management attitude towards trade unions and the adoption of a technological revolution in the workplace.

Another implication for the hospitality industry is that sustaining a union's ability for representation and negotiation would resultantly lead to better union density. On the contrary, the inability to sustain union representation and effective bargaining would lead to a smaller membership size. Employees would also seek organisational solutions to resolve their issues. The hospitality industry is positioned within increasingly progressing technological developments, which could be an advantage in terms of hotels' operational efficiency. On the part of hotel organisations that seek to cease cooperating with unions, this technological advancement could be a favourable upshot. However, given this case, the hotel organisations would not be able to reap the benefits that could spring up from union presence, such as those mentioned earlier.

Another implication for the hospitality industry is the potential beneficial impact of unionisation on the hospitality organisation. Although debates prevail concerning union presence and improved firm performance, capitalising on the positive findings of some studies would help the hospitality organisation to see the potential good outcomes of unionisation in a more magnified manner.

This potential can spell an opportunity for unions to improve their effectiveness.

Further, the study could bring awareness to managers, employees, and hotel owners concerning common work conditions that hamper employee motivation, which can thus affect organisational productivity and firm performance negatively. This reality should not be brushed off by management and hotel owners since it is the organisation which will be ultimately affected by the impact of these conditions. The union's intervention as an advocate of employees' welfare will allow employees to attain their demands through negotiations, which can positively affect job performance and organisational outcomes alike. This positive domino effect provides a valuable insight that after all, unionisation is a good agent of change for both employees and employers. This will in turn contribute to the union's increased effectiveness.

Certain practical implications also include realising the importance of strong union power to enable the union to become effective; recognising the significance of strong bargaining power for effective union representation; and maintaining union density to show union strength; as well as the importance of union responsiveness to cause members to place their confidence in the union. This placed confidence will in turn serve as an enabling capacity for the union to maintain its presence within the hospitality industry. Viewing the union as a campaigner of employee well-being rather than an antagonist to the employer opens an opportunity for the hospitality organisation to benefit from the positive effects that unionism may bring, such as workforce productivity and improved firm performance (Morikawa, 2010). This openness of the management may in turn foster union effectiveness.

Additionally, having established the relevance of union representation and collective bargaining power in stimulating effective unionism, relevant legislation can be carried out for the further promotion of employee welfare. Relevant guidelines for management action can also be made into effect as a practical implication, where management's intervention in employee mobilisation will be delimited, which could consequently increase union effectiveness.

Similarly, employees would be encouraged to join trade unions, being aware of the advantages of union membership and the importance of sufficient membership size for bargaining capabilities. The study promotes increased awareness of the relevance of union membership to enable the union to develop strength, enough to negotiate successfully for employees' interests. The effect of this could be intensified union effectiveness and increased productivity in the hospitality sector.

7.4 Research Limitations

There were certain aspects of the study which were beyond the control of the investigator, putting limitations on it. These were conditions or shortcomings that restricted the chosen methodology, thereby affecting the results of the study (Bryman, 2016). These limitations were the use of qualitative research design and the ensuing use of a non-positivist research paradigm, adoption of an inductive approach, interview method, and thematic analysis method. The study was limited to 70 participants who were also employees and/or managers in seven hotel organisations in the UK. It was also limited to analysing how internal organisational factors and trade union factors affect the effectiveness of trade unions in the UK hospitality industry, as well as how improving union

effectiveness can benefit both employees and employers. The study saw it fitting to utilise NVivo 12 to analyse the dataset thematically. (See Appendix 2 for a sample of NVivo outputs).

Why the present research opted to limit the research design to qualitative methods rather than employ quantitative and/or mixed methods because a comprehensive analysis of the research problem with the use of an interpretive and inductive approach was considered the most appropriate. Drawing from the nature of the research questions, the use of quantification was not needed. Rather, it was deemed necessary to investigate the topic in-depth; thus, the limitation of the use of in-depth interviews and meeting observations only. However, there were similar studies that used quantitative methods (Adeyemi and Algbavboa, 2018; Napathorn, 2011) but with a different focus on research questions from the present research.

The use of in-depth interviews in the present study was preferred over other qualitative data collection methods such as focus groups because interviews would make the participants share their specific workplace-related experiences more comfortably, without fear of possibly being identified, unlike in focus groups where participants face each other in a discussion. There could also be some personal matters which participants might have decided to just conceal had another method been used.

Moreover, the involvement of 70 research participants was not to seek generalisability since it is not the business of qualitative research to seek generalisability as it is in quantitative research. Rather, this number arose from interviewing seven hotel organisations where ten interviewees were targeted to be drawn from each hotel. Interviewing a total of 70 participants was time-consuming, especially since each participant had to be interviewed individually at their most convenient hour. Had the study used a quantitative technique, such as the survey technique, data collection would be less time-consuming. However, the study's research design had to be primarily considered in choosing the appropriate data collection method.

Furthermore, the research setting was limited to the UK hospitality industry and did not cover other sectors or country settings. The findings and conclusion were therefore relevant only to this setting and did not include the hospitality sector of other countries. The organisational culture and the nature of the hospitality industry in the UK could be diverse from those of other countries; thus, a separate study should be carried out for them to find out if similar findings could be drawn. It is important to point out that the need to be specific in scope was the reason why this limitation was set for the UK hospitality industry only.

Additionally, in terms of overall findings and conclusion, the impact of the chosen research design was emphasised on credibility, transferability, and trustworthiness. The study did not seek to establish reliability and validity, which quantitative studies often seek to establish, owing to the qualitative nature of the present study. The study's impact concerning theory-building was not to test the theory but to generate a new theory emerging from the data. From this, it can establish that internal organisational factors, such as management attitude and technological adoption, as well as trade union factors, such as union representation, collective bargaining, and membership size, impact largely on the effectiveness of unions in the UK hospitality sector.

7.5 Suggestions for Future Research

Drawing on the findings and conclusion, certain specific suggestions were drawn for future research. One of them is to conduct an empirical study on the link between union presence and worker productivity. This will focus on the positive impact of union presence on employees and how it may affect higher employee productivity. Another is to carry out a study on the association between union density and firm performance. This will focus on how union density may drive the performance of the firm forward or backwards, which could either support or oppose the findings of this study.

Additionally, future research is suggested for conducting a comparison of the hospitality industry and other industries in the adoption of trade unionism. This will contribute to establishing the role of organisational culture and the nature of business operations in differences in trade union functions. Future research is also directed to an investigation of the role of globalisation in the changing functions of trade unionism, whether it has a significant influence on its weakening trend or whether new trends in industrial relations and human resource management have superseded the importance previously placed on trade unions. The conceptual framework of the study may be further tested through future research using a positivist approach, as differentiated from its use of a constructivist approach. Further research may also include external factors to propose a more holistic framework of factors influencing TU effectiveness.

Moreover, future research should focus on theory adoption in investigating union effectiveness applied to the UK hospitality context. Specific directions for theoretical underpinning are management attitude, union representation, collective bargaining, and union density. Theories explaining these concepts of unionism will fortify the union effectiveness

literature. Theory perspectives for justifying the impact of the technological revolution on unionism should also be the subject of further research.

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APPENDICES

Appendix 1. Interview Questions

Interview Questions 1: Hotel executives

TYPES OF EMPLOYMENT CONTRACTS

1.   What type of employment contract exist in the organization?

2.   Which one is the most favourable for employees in terms of their pay?

3.   Which employment contract has the most employees under it registered with trade unions?

4.   Does the nature of employment contract restrain an employee from joining a union?

REVOLUTION IN PRODUCTION TECHNOLOGIES

1.   Specific to the hospitality sector, how have production technologies evolved?

2.   How has this affected the employee's work?

3.   Has this affected employee attitudes towards the nature of their work?

TRADE UNION ORGANIZATIONAL ABILITY

1.   How would you describe the relationship between the trade union and your organization?

2.   What does TU effectiveness mean to you? Please give me an example of a time when you think that the TU has been effective?

3.   How has the organization changed its approach on employees joining trade unions over the years?
4.   How do you rate the organizational ability of trade unions?

COLLECTIVE BARGAINING

1.   Do you think collective bargaining should be encouraged in this organization?
2.   Would you say the trade unions has been effective in promoting collective bargaining? Why? Explain
3.   What are some recent issues that you negotiated with the trade union and how effective was the process?

Interview Questions 2: Union representatives

Background Information

1.   What are your current responsibilities?
2.   How long have you been working as a trade union representative? Tick appropriate box

Below 12 months

1 – 2 years

2-5 years

bove 5 years

TYPES OF EMPLOYMENT CONTRACT

1.   Do trade unions represent employees of all forms of contracts?

2.   Which contract type has the most employees as trade union members?

3.   Would you urge all employees regardless of contract type to join trade unions?

REVOLUTION IN PRODUCTION TECHNOLOGIES

1.   How has evolution in production technology in the hospitality sector affected TU membership?

2.   How many employees are members of this trade union? Are more or less employees in this organization members of trade unions?

3.   How has the trend of joining trade unions been across the years? can you explain this trend?

TRADE UNION ORGANIZATIONAL ABILITY

1.   What does TU effectiveness mean to you? Please give me an example of a time when you think that the TU has been effective?

2.   Has there been a decrease in membership over the years? If yes, why? If no, why?

3.   What are some of the challenges that trade unions have faced in representing the rights of its members?

4.   Is there government influence in the operations of the union?

COLLECTIVE BARGAINING

1.   In your position, what is your opinion on how effective the trade union management has been in the past five years? What is the prediction into the future?

2.   As trade union representative, what is your role in advancing collective bargaining?

3.   In your opinion, does employees joining trade unions imply lack of satisfaction with their working conditions?

4.   What your opinion on this: Trade union member is a good move for hospitality industry employees since it fights to their rights as employees? Agree? Disagree? Why?

5.   Do you have items that can be negotiated locally? Or are all items negotiated nationally?

6.   What would you recommend trade unions to do to counter the decreasing membership numbers which have been witnessed across the years?

 Interview Questions 3: Human Resources Personnel

TYPES OF EMPLOYMENT CONTRACTS

1.   What type of contracts do you offer employees?

2.   What is the criteria for allocating these contracts to employees? Is it based on time spent with the organization or expertise?

3.   What employment contract types have the most employees registered with trade unions? Why is this the case?

4.   Do the contract types encourage or discourage employees to join trade unions?

TRADE UNION ORGANIZATIONAL ABILITY

1.   What is the form of relationship between trade unions and your organization?

2.   What does TU effectiveness mean to you? Please give me an example of a time when you think that the TU has been effective?

3.   What are the processes/procedures that need to be followed for an employee to join the TU?

COLLECTIVE BARGAINING

1.   What is this hotel's organizational structure?

2.   Does the organization encourage employees to seek membership in trade union? If no, why not?

3.   Do you think the organization promotes collective bargaining?

4.   Do you think employees join trade unions to access better collective bargaining?

5.   From the perspective of the hospitality sector, do you think employees should seek membership into trade unions anyway or are their needs fully catered for?

6.   From a professional perspective, what would you expect from a trade union, assuming you were a member.

Interview Questions 4: Hotel Employees

Your cooperation is fully solicited for carrying an effective research

BACKGROUND INFORMATION

1.   What is your current position in this organization?

2.   How long have you been working in this organization? Tick appropriate box

        Below 12 months

        – 2 years

        5 years

        bove 5 years

3.   What are is type of contact?

□ Full time □ part-time □ others (mention)

TYPES OF EMPLOYMENT CONTRACTS

1.   What types of employment contracts exist?

2.   Do you think the organization treats employees better based on their type of contracts?

3.   Within this period, how do you feel the organization has performed in regards to your work rights as an employee (poorly, fairly, moderately, or exceptionally)? Why?

TRADE UNION ORGANIZATIONAL ABILITY

1.   Are you a member of a trade union? If no, why not? If yes, why?

2.   What does TU effectiveness mean to you? Please give me an example of a time when you think that the TU has been effective?

3.   Have you signed any form of contract with the organization?

4.   What was your motivation to join a trade union? Is it due to lack of satisfaction with your working conditions?

5.   Does the organization encourage employees to seek membership in trade union? If no, why not?

6.   Based on the services delivered to you by trade unions, would you encourage a colleague to seek membership?

COLLECTIVE BARGAINING

1.   What are some of the things you would like to see change in the manner trade unions are run in future?

2.   Do you think senior management in this company has a role to play in ensuring better working condition to employees?

3.   Does this organisation support TU membership? What impact does this have on your willingness to participate in trade unions?

4.   Under what work circumstances would you consider de-registering from a trade union?

5.   What would encourage you more to join a trade union; its effectiveness or the effectiveness of your organization in handling your HR needs?

Interview Questions 5: Union Executives

TYPES OF EMPLOYMENT CONTRACTS

1.   How many employment contracts do the employees you represent classify into? What are they?

2.   What type of employment contract has the most employees as union members? Why is this the case?

3.   From your opinion, does the nature of employment contract restrain an employee from joining a union?

4.   Do you choose to register employees into the trade union based on their nature of contract?

REVOLUTION IN PRODUCTION TECHNOLOGIES

1.   How have production technologies affected the trade union and membership?

2.   Has this affected employee attitudes towards registering into a union?

3.   Have you introduced an online platform for submitting registration requests? How has this affected membership?

TRADE UNION ORGANIZATIONAL ABILITY

1.   How would you describe the relationship between organizations in the hospitality sector and your union?

2.   What does TU effectiveness mean to you? Please give me an example of a time when you think that your TU has been effective?

3.   What are the attitudes of organizations about employees joining trade unions over the years?

4.   How do you rate the organizational ability of trade unions?

COLLECTIVE BARGAINING

1.   Do you think collective bargaining is fully catered for in organizations within the hospitality sector?

2.   Do you think senior management in this company has a role to play in ensuring better working condition to employees?

3.   Would you say the trade unions has been effective in promoting collective bargaining? Why? Explain

4.   What are some recent issues that you negotiated with the trade union and how effective was it?

5.   Please explain the declined membership numbers over the years? Does it reflect decreased trade union effectiveness?

6.   How will you approach this issue? How will you restore membership statistics into the trade union?

Appendix 2. Sample NVivo Output

Working conditions	<Files\\Interviews\\EMPLOYEE 1-PORTER> - § 3 references coded [9.26% Coverage] Reference 1 - 4.27% Coverage The labour market in the hospitality sector seems to lack coordination in the past and the present also. Organisation is not providing the requisite training to upgrade skills to get promoted to the next skill levels. The job security is still a cause of concern with the axe of firing hanging over the unskilled employees all the time. Reference 2 - 2.84% Coverage At the entry-level three years before, I signed the casual contract. There was an oral confirmation of being promoted to the next level after two years. But it is three years now and there is no sign of me getting promoted. Reference 3 - 2.15% Coverage Though the supervisors and department heads help to some extent, it is only the senior management level which could change the working conditions better for the employees <Files\\Interviews\\EMPLOYEE 2 - WAITER> - § 2 references coded [4.33% Coverage] Reference 1 - 2.92% Coverage customer scolded me lot for unsatisfactory food quality during that time, manager convinced customer and explained this is not related to me during that time I feel organisation protect employee rights. Reference 2 - 1.41% Coverage senior management needs to focus collective bargaining approach for improving wages of employees. <Files\\Interviews\\EMPLOYEE 3 - BARTENDER> - § 1 reference coded [1.51% Coverage] Reference 1 - 1.51% Coverage Senior management need to consider difficulties of employees and offer effective working environment.

Appendix 3. Sample Meeting Observation Report

Hotel 1

The researcher observed a meeting at the Hotel 1 in London involving seven union representatives and two senior managers. The topic of their meeting was the December 15 closure of Hotel 1 in which 102 employees would be severely affected. The 128-bedroom hotel will be handed over to a US-based hotel chain, which remained silent on the issue. The decision to close the hotel was due to internal organisational factors like location and hand-over of the property to the lesser. The union representatives were concerned about the looming gloomy Christmas and a bleak future confronting the affected employees. On the other hand, the two senior management representatives appeared to be composed and ready to answer all the questions that would be thrown at them. That meeting had no younger union representatives who might bring in vigour and determination and could be game changers with the guidance of older, experienced representatives.

The first to speak in that meeting was the oldest of the union representatives. He began talking about the importance of securing the interest and the future of 102 employees by the hotel management. He reminded them of these employees' long years of stay with the hotel and their contributions to its profitability and success. Another elder representative stressed that amidst the hotel's business decision is the necessity to address the concerns of the affected employees. Not many issues like wage increase, better benefits, or working conditions were discussed in that meeting.

A senior management representative assured them that the management will take all the necessary actions to address the employees' concerns. He mentioned that with Brexit soon to be decided upon, the concerned employees will certainly land on good employment and have better opportunities in the UK. Another representative, also an elderly, seconded this and stated that the hotel will comply with the government policies on closure. The meeting then focused on the Brexit and the UK hospitality industry in general, on which different views were exchanged between the two parties. The meeting was then concluded and everyone went their way.

Appendix 4. Sample Document Analysis

Hotel 2

- **Hotel 2's Employees and Procedural Agreement**

A letter of understanding between the chain of Hotel 2 in Canada and its local chain in the UK was signed on 27 October 2016. It contains 33 articles agreed by both parties effective 1 September 2016 to 31 August 2019. It will then continue on a year-to-year basis until termination by giving notice of a maximum two months' period.

1. In article 3.08 of the Procedural Agreement, which deals with Violence in the Workplace, there is a list of actions to be performed by the employer. 3.08 states s that the article does not limit the management's ability to discipline its employees. It further continues that any employee found guilty of making any such false allegations of violence in the workplace may be subject to discipline and could be dismissed from the organisation.

However, the union's part in the process is not mentioned.

2. In Article 7, which is about Management of Employees, the employer reserves all prerogatives in the management of business. It is also made clear that the union shall not interfere with these prerogatives unless clearly and explicitly granted to the union by a collective agreement. The prerogatives of the management include the methods and means of operations for conducting the business.

On the other hand, the legal position of the union in cases that the business operations may affect employee rights is not specified.

1. Article 11, which is about Discipline and Discharge, states that the union acknowledges that a probationary employee may be dismissed for reasons less serious than would justify the dismissal of an employee on the seniority list.

However, the Agreement does not identify what those "less serious reasons" are which could lead to the dismissal of a probationary employee.