

**CHALLENGES FACING TRADE UNIONS ON ACHIEVING  
WORKPLACE DEMOCRACY:  
A CASE OF TEXTILE INDUSTRY-A TO Z, TANZANIA**

**CHALLENGES FACING TRADE UNION ON ACHIEVING  
WORKPLACE DEMOCRACY:  
A CASE OF TEXTILE INDUSTRY-A TO Z, TANZANIA**

**By**

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**A Dissertation Submitted in Partial Fulfilment of the Requirements for the Award  
of Master of Science in Human Resource Management (MSc HRM) of Mzumbe  
University.**

**2015**

## CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled *Challenges facing Trade Union on achieving Workplace Democracy: A case of A to Z Textile Mill, Tanzania* in partial fulfilment of the requirements for award of the degree of Masters of Science in Human Resource Management of the Mzumbe University.

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Dean of School of Public Administration and Management

## DECLARATION AND COPYRIGHT

I, Pachi Ramadhani, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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## **DEDICATION**

I dedicate this research thesis report to my lovely father, Mr. Ramadhani Muhanga. Thanks for your unconditional support for my studies; thank you for believing in me and allowing me to further my studies. I am honoured to have you as my father. I am proud of you, and therefore this work is your reward.

## **LIST OF ABRIVIATIONS**

ALRN	African Labour Research Network
CCM	Chama cha Mapinduzi
ELRA	Employment and Labour Relation Act
ICCPR	International Convention on Civil and Politcal Right
ILO	International Labour Organization
JUWATA	Jumuiya ya Wafanyakazi Tanzania
NUTA	Natinal union of Tanganyika
OTTU	Organization of Tanzania Trade Union
SC	Solidarity Centre
TANU	Tanganyika National Union
TFL	Tanzania Federation of Labour
TFTU	Tanzania Federation of Trade Union
TUCTA	Tanzania Congress of Trade Union
TUICO	Tanzania Union of Industrial and Commercial Workers

## **ABSTRACT**

The study focused on challenges faced by trade unions on attaining workplace democracy at A to Z Textile Mill, Tanzania. Five research questions used to accomplish the study objectives were: What roles does trade union play in workplace democracy at A to Z Textiles Mills? How is workplace democracy implemented at A to Z Textiles Mills? What are the attitudes of stakeholders towards workplace democracy at A to Z Textiles Mills? What are the challenges facing trade union in achieving workplace democracy at A to Z Textiles Mills?; and What are possible solutions for the challenges which face trade union at A to Z Textiles Mills? It emerged from the study that Trade Union had been playing a great role in achieving democracy at A to Z Textile Mill. For example, it used to hold weekly meeting between workers and managers; there was a representation in the workers council and employees had freedom to select their own representatives. It is recommended that TUICO should find more financial resources in order to sustain its growth as a statutory vehicle for the articulation and protection of the collective interests of workers. Also, TUICO should provide more Training to its members for enabling them to be aware of their employment rights and conduct meetings regularly so as to know different problems of its members concerning their employment. Moreover, TUICO should establish anti-corruption committee for combating corruption particularly during elections so as to avoid management to plant its people in TUICO leadership that would be an obstacle for employees to achieve their interests. Furthermore, the government should make amendment in Employment Labour Relation Act of 2004 in order to allow for unconditional employees' unions and strikes. Further studies are called up to find out the best solutions to solve challenges faced by trade unions on attaining workplace democracy. There is also a need for broader studies to be conducted to include other organisations from other parts of Tanzania in order to draw a wider understanding about challenges faced by trade unions on attaining workplace democracy.

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# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND OF THE PROBLEM OF STUDY**

### **1.1 Background of the Problem**

Trade unions originated in the 19th century in European continent and United States as a result of industrial revolution. During industrial revolution era workers were exploited with poor working condition and high rate of unemployment which as a result of discovery of machines. As a result of poor working condition and unemployment workers united and formed trade unions as a mechanism to fight for their rights at workplace (Krieger, 1986).

The idea of trade unions was spread to other countries and by the mid of 19<sup>th</sup> century trade unions gained popularity and recognition throughout Western Europe and North America , thus more workers started to join and form trade union in order to protect their interest. Trade unions became workers' tool to fight for their right hence trade union started to gain more bargaining and political strength and many governments started to institutionalize organized trade union (Krieger, 1986). Trade unions became workers platform for protecting their economic and political interest in Europe and America.

In Africa trade union started as driving force against colonial rule after the Second World War. After Second World War colonial authorities intensified the exploitation in their territories, in the form of long working hours, low wages and heavy taxation. Consequently, African trade union started to emerge mainly in the public services and the public transport sector with the aim of improving the working condition and fight against colonial oppression. Workers from different sectors such as teachers, railways, port workers and in mining industries of countries like Zambia and in the plantation economy of East Africa formed trade unions to secure their interest and fight for the political liberation (Schillinger, 2005). After independence of African countries, trade unions become the sole platform for regulating industrial relations and protecting

workers interests against African government who were the main employer after independence.

Just like many trade union in Africa, the trade unions in Tanzania started during colonial era with the aim of improving working condition at workplace at the same time fighting for the political liberation of the country. In early 1930 various trade unions were formed with no intention of indulging into labour matter rather a social welfare of mutual help (Shivji, 1986). The modern trade union movement started to emerge in 1937 were 250 dockworkers at Tanga Port ceased working in protest against low wages and poor working conditions. In 1939, the casual workers in the dockyard in Dar es Salaam staged a strike for two days protesting against piece rates and demanding higher pay. In 1943 dockworkers at Mwanza and Lindi staged two strikes protesting against poor living conditions and meager pay. The dockworkers in Dar es Salaam did manage to organize a general strike in 1947 which spread like a bushfire throughout most of the towns (Mihyo, 1983)

In 1955, seventeen trade unions finally merged to create the Tanganyika Federation of Labour (TFL). After independence TFL arranged strikes against the government which was the sole employer. This led the establishment of National union of Tanganyika (NUTA) enacted by the Act no 18 of 1964. NUTA was mainly controlled by the government, the fundamental of freedom of association was no longer exist (ILO, 1994)

Due to various political and economic changes which took place in the country such as establishment of CCM as the sole political party, NUTA were integrated into state party. The change in political field required an establishment of new trade union. In 1979 Jumuiya ya Wafanyakazi Tanzania (JUWATA) was established in 1979 as a sole trade union in Tanzania. Establishment of JUWATA gave way to formation of OTTU in 1990 which was later replaced by Tanzania Federation of Trade Union in 1995 (TFTU) and later the Trade Union Congress of Tanzania in 2001 (TUCTA) which legally replace OTTU (Bana & Mukandala, 2006)

Furthermore trade union gained international recognition all over the world as the instrument for protecting employee rights. Article 22 (1) of The ICCPR and ILO declaration on Fundamental Principle and Rights at Work stipulate that every person has the right to freedom of association with others including the right to form and join trade unions for the protection his/her interests. Trade unions became the platform for protecting the interest of workers and the right to unionize was made one of the important political rights and many countries including Tanzania made freedom of association a constitutional right, article 20 of the constitution of United Republic of Tanzania 1977 as amended from time to time

With the help of these international conventional and domestic legislations, trade unions were given more power to help workers in protecting their interest such as improvement on existing working condition like salary, annual leave, working hours and health and safety measures which would be achieved through collective bargaining. Trade unions provide social, economic, political benefits to its members as well as providing platform for participation, making decisions in managerial functions by representing the interests of workers. This is more so that employers cannot bargain with a disorganized collection of employees (Fajana, 2000).

According to Knowles and Eade (2004) the core business of labor unions is to organize for fair terms and conditions of work, negotiate on behalf of the work force, provide services for members, network, and mobilize them. Trade unions become the combining forces of employees aiming to secure benefits for their members, such as financial gains like rise of wages, bonuses, various allowances insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work place recreational facilities and decreasing fear of employer, protecting employees from arbitrary management actions and participation through collective agreement which is the base for industrial democracy.

Trade unions therefore seek to improve the terms and conditions of employment of their members with the employer and promote industrial democracy by allowing workers to control management process and management decision which affects their lives through collective bargaining (Adefolaju, 2013). Thus collective bargaining is a threshold of workplace democracy because unions exercise real power over decisions making process at workplace. In the same line, trade unions represent and protect its member's interests through collective bargaining and collective agreements.

## **1.2 Statement of the Problem**

Trade unions are threshold of workplace democracy as they have been given mandate to represent and protect its member's interests through collective bargaining and representation in decision making and during labour disputes. Section 12 of Employment and Labour Relation Act (ELRA) no 6 of 2004 outlines the functions of trade union which include to defends or improve level of wages and working condition of their members through collective bargain and encourage employee participation in decision making and to safe guard against all sort of unfair management practices related to employees in the organization as well as to raise the level of status of workers in the organizations. Thus trade unions have a mandate to ensure individual matters at workplace are protected through collective agreement.

Despite all the effort made by the government to give power to trade unions in dealing with labour relations in both private and public sector some studies revealed that trade unions were not effectives and there was a limited or weak collective agreements which further weakened the power of trade unions (African Labour Research Network, 2003). Also the study done by Solidarity Center (2014) revealed that trade unions lacked capacity to negotiate effectively and carry out its functions given by domestic laws and international conventions. This necessitated the need to study challenges facing trade unions on achieving workplace democracy. Therefore this study proposed to find out challenges that limited trade unions on achieving workplace democracy in the selected manufacturing industries.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of the study was to determine challenges faced by trade unions on attaining workplace democracy in textile industries.

#### **1.3.2 Specific Objectives**

- i. To assess the role of trade union in workplace democracy at A to Z Textile mills
- ii. To assess the implementation of workplace democracy at A to Z textiles Mills
- iii. To examine the general attitude of stakeholders towards workplace democracy at A to Z Textiles mills
- iv. To assess challenges facing trade union on achieving workplace democracy at A to Z Textiles Mills
- v. To suggest solutions for the challenges facing trade union on achieving workplace democracy at A to Z Textiles Mills

### **1.4 Research Questions**

- i. What roles does trade union play in workplace democracy A to Z Textiles Mills?
- ii. How workplace democracy is implemented at A to Z Textiles Mills?
- iii. What are the attitudes of stakeholders towards workplace democracy at A to Z Textiles Mills
- iv. What challenges facing trade union on achieving workplace democracy at A to Z Textiles Mills?
- v. What are possible solutions for the challenges faced by trade union at A to Z Textiles Mills?

### **1.5 Significance of the Study**

- i. This study is useful in examining challenges which hinder trade unions in protecting workplace democracy.

- ii. This study is helpful in finding solutions to the challenges which are faced by trade unions.
- iii. This research work facilitates further studies by other researchers who have an interest in understanding the link between trade unions and workplace democracy.

### **1.6 Scope of the Study**

The study was conducted at A TO Z Textiles Mills in Arusha with the main focus on assessing challenges which are facing trade unions when achieving workplace democracy at workplace. Also the study was designed to assess workers' perception towards trade union and workplace democracy. The study focuses on the policies of the organization, and employee participation in decision making as well as activities of trade union in representing employees.

### **1.7 Limitations of the Study**

The study was limited by the following factors:

- (i) Some respondents were not willing to provide the requested information due to fear or lack of time.
- (ii) Some respondents were not willing to take part in the study

Both time and financial constraints limited the scope of the study.

### **1.8. Organisation of the Dissertation**

This Thesis is organized into six chapters. Chapter one is about the introduction, chapter two is about the literature review, and chapter three covers the research methodology. Chapter five covers analysis and presentation of the findings, chapter five covers discussion of the findings whereas chapter six covers summary, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter review literature on trade union and workplace democracy. Literature review is important since it assists in surveying the current state of knowledge on trade union and workplace democracy, identifying key authors, articles, theories, and findings on trade unions and workplace democracy. This chapter is divided into two major parts: Theoretical literature review and empirical literature review, and the second part describe the conceptual framework of the study.

#### **2.2 Theoretical literature review**

The purpose of this section is to review theoretical literature regarding trade union and workplace democracy. It focuses on the concept of trade union and workplace democracy, functions of trade union, collective agreements, recognition of trade union and the importance of trade unions. The section also presents forms of workplace democracy, principles of workplace democracy, importance of workplace democracy, trade union and workplace democracy and challenges facing trade unions.

##### **2.2.1 Concept of trade union and workplace democracy.**

###### **2.2.1.1 Trade union**

Employment and Labour Relations Act (ELRA) no 6 of 2004 defined trade unions as any number of employees associated together for the purpose, whether by itself or with other purpose of regulating relations between employees and their employer`s association to which employers belong. Trade union is an association of workers formed to their interests in employment situation.

Trade unions have specific objectives of seeking better wages, working conditions, job security and safeguard the interest of their employees as well as providing higher social

security, employment protection and employee participation in management activities (Graham & Bennett, 1986).

### **2.2.1.2 Function of trade union**

By making special consideration on the Employment and Labour Relations Act (ELRA) no.6 of 2004 in section 12 outlines the functions of trade unions

- i. To defend or improve the level of wages and working condition for their members through effective collective bargaining.
- ii. To replace managerial unilateral action by mutually agreed upon actions which satisfy the needs of both actors.
- iii. To provide and safeguards against all sorts of unfair management practices related to employees in the organization.
- iv. To ensure health and safety measures and conducive working conditions.
- v. To encourage workers participation in management and decision making on matters which have effects on their work performance
- vi. To provide chain of communication between management and employees.
- vii. To help the organization to arrange various services and welfare activities for employees.
- viii. To formulate policies and plans consistent with the objectives and plans of the organization
- ix. To improve communication network between the unions and their members.
- x. To raise the level of status of workers in the organizations.

Trade unions are given legal mandate to protect and to promote the interest and welfare of employees at workplace and secure better conditions of work. In order to achieve its function trade union adopt the method of collective bargaining as the tool to ensure better working condition.

## **2.3 Collective bargaining**

The Article 4 of the ILO Convention on the right to Organize and Collective Bargaining, (Convention no. 98 of 1949) defines collective bargaining as a voluntary negotiation between the employers or employers' association and workers' organization with a view of the regulating terms and conditions of employment by means of collective agreements.

The objective of collective bargaining is to ensure that the contents of agreements between employers and employees are maintained, create an enabling environment for better productivity and avoid more work disruptions that result from conflicts, provide better cooperation, as well as fair and reasonable protection of both employees and employers interest.

The union is a powerful tool which compels employer to accept the demands posed by the workers or take industrial action to compel employer to accept their terms.

### **2.3.1 Recognition of trade union as a bargaining agent**

According to section 45 of ELRA (2004) for a trade union to be able to represent the employees for the purpose of collective bargaining, such union must be recognized by the employer. For a trade union to be recognized by the employer as an exclusive bargaining agent of the employees, it should be a registered trade union and must be representing majority of employees in that bargaining unit. It's a legal requirement that a trade union has to be recognized by employer before entering to collective agreements.

## **2.4 Workplace democracy**

Penguin Dictionary of Sociology (2006) defined workplace democracy as the participation of employees in managerial decisions in areas which affects their working lives. The theory of workplace democracy focuses on participation, involvement and equal treatment of employees by employers at workplace. The practice focuses on involvement and structural arrangements which link organizational decision-making to

the interests and influence of employees at various levels (Petersson & Spängs, 2005). Workplace democracy encompasses employee empowerment, involvement and participation either by being represented by trade unions or by direct participation in making decisions which involve the sharing of authority and responsibility in the workplace and employee empowerment

#### **2.4.1 Forms of Workplace Democracy**

According to Adams and Hansen (1993) as quoted by Chapeyama (2002), workplace democracy can take two broad forms: representational democracy and direct democracy.

##### **i. Participative or direct democracy**

Participative or direct democracy implies that all power at the workplace is at the hands of the workers. When decision has to be made all workers are gathered together and participate in that decision making process. In this form of democracy there is no intermediary, each worker is treated equal and each workers is given a chance to directly influence the decisions at workplace. Regular meetings where workers have the chance to participate in activities at the workplace and receive information on the development of the organization include organization plans, financial state of the organization, and implementation of the organization strategies.

##### **ii. Representative workplace democracy**

Representative democracy is the second form of workplace democracy which places the representative between workers and management. Trade union or workers council is assigned with the task of representing the worker`s interests (Chapeyama 2002). Trade union represents the interest of workers and bargain with employers on behalf of its members. Trade unions negotiate with employers on wages, working hours and on a mechanism of employee participation. This study wills deals representative democracy as one of the role of trade unions.

## **2.4.2 Theories of workplace democracy**

Good studies of industrial democracy are usually based on general theories of democracy. Democratic theories include utopian, proletarian and pluralist theories.

### **i. Utopian theory of workplace democracy**

The theory was developed by utopian socialist, Robert Owen and De Saint Simon. The theory suggests that industrial relation should be regulated by democratic principles to create a peaceful working environment whereby various individuals or groups agree upon a means of coexistence in association together without destroying each other. And for employees and employers to co-exist peacefully should be participation mechanism which allow workers to participate in decision making at workplace (Walt, 2002).

### **ii. Proletarian theory**

This theory was developed by theorists like Karl Max and Michael Bakunin. The theory entails that there is a need to expropriate the means of production, therefore eliminating bourgeoisie control and place control to workers. Workers had to use their political organization to gain economic and political control or use trade union and strikes as a means of social revolution and gain control at workplace (Walt, 2002). The theory implies that workers through their organized trade union have the power to participate and protect themselves against arbitrary power of employers.

### **iii. Pluralist theory**

The theory stipulates that workplace as a unit should operates through competing interest groups. This is based on the assumption that the organization is composed of individuals who constitute distinct sectional groups, each with its own interests, objectives and leadership (Ratnam, 2007) since each group has its own interest conflict among workers and management is rational and inevitable. As each group have different interest no one group solution is to bargain and compromise (Haralambos & Holborn, 2000). Such interest groups involved in bargaining and compromise are trade unions as

well as employers association. As trade unions are the major groups that represent the interest of employees in any organization, they have been able to use the ideology of pluralism to integrate the working class into the capitalist society. The formation of workers interest group which are trade union to safe guard their interest is the beginning of workplace democracy.

### **2.4.3 Principles of workplace democracy**

#### **i. Sharing of information**

According to Bernstein (2012) Sharing of information is concerned with keeping the employees informed about the economic condition, the goals and the performance of the firm. This helps employees understand the big picture, the significance of their tasks and how they contribute to the larger goals. The sharing of expertise in the form of training firstly helps to ensure that employees know how to interpret, evaluate and implement the knowledge. Application of democratic principles in workplace entails that workers as members of a particular unit participate in decision making and the quality of decisions to be made will depend on the information available to decision makers.

There must be a system of sharing information and amount of information available to employees should be at least what they needed for making decisions or be able to participate in making decisions. Organization should establish a mechanism to keep all workers informed and to assist the utilization of the information obtained by workers. For instance written report on performance of each department and state of all enterprise should be available to all employees, financial information and information on corporate strategy should be available to all employees.

#### **ii. Equality**

Equality at workplace entails that all workers are protected against discrimination on any ground such as race, colour, sex, language, religion status and different opinion. It further requires the progressive elimination of the obstacles which hinder any groups or categories of workers from exercising a voice or participating in management on terms

of equality with others. Also special measures should be taken to correct existing inequalities at workplace and all employees should be treated equally. Employees participation in management processes and organization development at all levels must be regulated fairly and impartially and must avoid any discrimination, as well as the risk of intimidation by managers (Chapeyama, 2002).

Trade unions actively fight discrimination and help to promote equal opportunities at work. Union representatives are well placed to identify incidences of discrimination, and to work with employers to ensure that anti-discrimination policies are properly implemented.

### **iii. Independent disciplinary committee**

There must be an independent judicial procedure within a firm. The adjudicative system must be independent of all functions within the organization. Also employees should be included in disciplinary committee since employee will trust and be satisfied with the decision made by participatory system, thus the judgment will be fairly articulated by both sides as opposed to the decision made by managers which will tend to be on their favors. Also employees will have the chance to know how organization rules are applied, how basic rights are upheld and how the opportunities for participation are guaranteed (Bernestein, 2012).

## **2.5 Implementation of workplace democracy**

### **i. Collective Bargaining**

Collective bargaining is based on the experience that trade unions bargaining and grievances mediation, workers and their representative do participate in decision on company policy and company activities. Through continuous involvement in collective bargaining workers are better able to prevent and correct decision making that may be harmful to their co-workers. Is another trade unions are able to negotiate and seek for better working conditions, and great economic share for the labour and interest of workers is presented (Walt, 2002).

## **ii. Joint consultation**

Is another way of implementing workplace democracy where each worker has the same rights to voice his or her opinion in company policy as their representatives. In joint consultation there is an effort to get the workers opinions and to profit from the given opinion. Committee's representatives are the ones to represent workers opinion. In the joint consultation model the management consults with the workers representatives before taking decisions. The workers represent their view through Joint consultative Committees. This system allows workers participation, and protects their interest at workplace (Walt, 2002).

## **iii. Co- determination**

This is an institutionalized process of employees' information, consultation and decision making participation in the management. Co-determination gives employees unique participatory rights in the decision making process of companies. The modal allows for workers to participate and control of the company through representatives boards such trade union or workers council ( Michel, 2007) The individual employees is usually not in a position to defend his or her on equal level with the employer. This is why a board has to protect and defend worker interest on established level.

## **2.6 Importance of workplace democracy**

### **i. Right to self-determination**

Workplace democracy ensures and protects workers' right to self-determination and to the ownership of the fruits of their labor (Dahl, 1986). Wage labor is a transaction freely agreed upon by both workers and employers, then self-determination should not be restricted by employers and workers should not be subjected to any form of control. For example, the threat of being fired from a job is a powerful form of control that calls for job and a well-established rules and procedures to prevent unfair termination. It is upon the trade union to ensure individual right and interest.

## **ii. Fairness and equality**

Workplace democracy creates and increase fairness and equality especially in industries with great inequalities (Dahl, 1986). All workers should be treated equal and given equal chances in participating in decision making. When making decision what is required is for workers to recognize what decisions must be made collectively and which decisions ought to be delegated. When decision-making in a company is restricted to a small group with narrow interests, workers will in many situations view those decisions as illegitimate.

## **iii. Increase employee motivation and commitment**

Through employee representative such trade union, would create a partnership between management and organized labour which would result in a 'high-performance' workplace with mutual gains for both the organization and workers (Guest, 1995). This helps to make workplaces more attractive to workers improving staff retention, absenteeism and productivity as well as reducing management time spent addressing grievances.

## **2.7 Attitudes of workers and employers towards workplace democracy**

Attitudes towards workplace democracy differ between workers and management. Workers view workplace democracy as a platform for worker empowerment and protection of their rights at workplace, and management views workplace democracy as a method to enhance productivity (Collom, 2003). Managers tend to support workplace democracy since they believes that when workers have autonomy on production decisions such as scheduling, change in products had a greater sense of job satisfaction hence increase in performance and production.

Also other managers from countries where there is strong workplace democracy like German, views workplace democracy as the process undermines their ability to operate efficiently. They contend that the legally established industrial democracy hinder their management efforts (Luthan, 2006). The participation of workers in decision making slow the decision making process hence effects on organizational performance.

Workers from African countries have limited perception of the scope of workplace democracy due to ignorance or unwillingness of management to share decision-making roles. African workers have limited knowledge of workplace democracy (Adefolaju, 2013).

## **2.8 The role of trade union on achieving workplace democracy**

According to Aidit and Tzannots (2001) workplace democracy is practiced when workers voice their opinions and makes suggestions to the employers on issues which affect them in the organization and genuine concern for their right. Trade union has the duty to present workers interests and their opinion to employers

Trade unions at workplace have duty to protect worker's rights under the collective bargaining agreement. The union's job is to defend the interests of workers vis-à-vis management through negotiation and industrial action as well as representing workers in mediation. Through trade union workers can bargain about their working condition, salary, annual leave, sick leave, thus workers have control on matters concerning their working lives and protect their member's interest, ELRA (2004). According to Hirsch and Schumacher (2000) trade union's representation of its members in management activities and collective agreements provide workers with reliable degree of workplace democracy. Trade unions ensure collective voice, monitoring of working condition, protection from discrimination and enforcement of contractual provisions.

Aidit and Tzannots (2001) adds that trade union facilitate workers participation in decision making and enhance worker and management relationship in the workplace. Section 71 of ELRA 2004 stipulates that a recognized trade union and an employer or an employers association may conclude a collective agreement establishing a forum for workers participation in a workplace. Thus trade union has to provide the mechanism by which workers can have a real sensed participation in management decision, hence trade unions have been able to gain a weighty voice in decisions about job assignments, payment, grievance process, the pace of work, and even, in some cases (though rarely) the introduction of new technology.

The degree of labor union voice in the workplace seems to be related to the degree of union density in a country, the level of support by government for union demands, the economic sector involved, and the level of union militancy.

### **2.8.1 Challenges facing trade unions**

In industrial relations of any country there are three actors state which make labour laws and regulation, trade unions and employers or employers association. Each actor has important role to play in regulating working environment. Trade unions being one of the actors in industrial relations are faced with challenges which affect their performance on fulfilling their objectives.

#### **i. Company policy and structure**

Collective bargaining is another form of workers participation in management, but wide range of issues subject to collective bargaining may be contested by management as an invasion of managerial functions. Worker participation in decision making in private enterprises is strictly controlled by management, except where worker participation is provided for in a union contract or by government mandate. In private organization managers determine the range of issues for which workers voices are desired and decide to encourage participation or not. Top management sets the culture, prescribes appropriate behavior, makes all the decision in an organization and maintains a strong overview of all activities (Gunn, 1994)

#### **ii. State intervention**

State intervention in the form of legislation of minimum wages, working hours, annual leave, sick leave and maternity leave as stipulated under Employment and Labour Relation Act no 6 of 2004 has contributed to limited workplace democracy in managerial decision making process, whether or not the government intervention favoured workers or management is beside the point that worker`s trade union decided on these matters. Also ILO identifies a number of obstacles against workplace democracy in African countries.

It shows that collective bargaining agreements for the determination of wages and working conditions, working hours and annual leave are fixed by state where there are statute on restriction of wage increases imposed by economic development plans that limits the scope of wage negotiations and democracy at workplace (ILO, 1999).

### **iii. Globalization**

Globalization of the world economy has brought about heavy pressure on the local industries to become globally competitive. Heightened global competition has disposed enterprises to adopt greater flexibility in term of utilization and management has embarked on new strategies of creating cheap labor market to attain the objective of keeping low prices for their products while maintaining high profits leading one to think that labor have become commodity and not a partner for progress (Binghay, 2000).

### **iv. Lack of funds**

Good financial capacity is essences for the effective functioning of trade union. In the process of performing its services and achieving their goals trade union have to carry various activities like workshop, organize programmes which require funds. The primary source of income to the trade unions is contribution from trade union members which led trade union to suffer from inadequate funds and fail to perform its activities. Financial incapacity is one of the factors which limit functioning of trade union in many developing countries (Adefolaju, 2013).

Milanzi (1996) trade union in Tanzania have faced a lot of problem which make it fail to achieve its objective for instance there is a problem of financial problem that affect function of trade unions, as for trade unions to operate clear it needs financial support to organize its activity like payment conducted meetings and provide financial support to the members.

**v. High levels of unemployment and poverty**

High level of unemployment, which makes every formal job appear to be a privilege, is restricting the fighting spirit of workers, deteriorating working conditions and the decline of worker rights are tolerated without real resistance over a long period of time. Workers are fearful to participate in trade union activities and are subjected to management control due to the fear of losing the job (Schillinger, 2005). The result of unemployment and poverty is one of the reasons trade unions loses members.

**vi. Internal struggle**

Internal union structures are often weak and focused more on their own organizational survival rather than on servicing members. Frequently, they are characterized by low levels of inner-union democracy and accountability and, at times, suffer of doubtful legitimacy (Schillinger, 2005). Also trade union as any organization has its internal politics which affects its effectiveness. For instance trade union leaders contest and are elected through election which in most cases involves power struggles. Furthermore as the principles of democracy stipulates, trade union leaders can be removed from office by members at any point in time if the members lose confidence in the leader they have elected. This means that trade unions as organisations are inherent with internal conflicts arising out of power struggle and weak structure and poor leadership.

**2.9 Empirical literature review**

This section reviews what other researchers have observed regarding the objectives of this study in relation to the concept of trade union and workplace democracy.

The study done by Greenberg (1999) on Workplace Democracy in the Core Countries: Problems and Prospect revealed that workplace democracy in capitalist countries is not good. The study further revealed that for workplace democracy to flourish it requires an environment that is compatible with its core values, provides the infrastructure for optimal operation, and offers political support and protection for its fundamental needs and goals. Such an environment depends decisively on the ability of labor to exercise

significant power at the levels of the firm, the industry and the state. On-going developments in the world economy and the international system are, however, shifting the relative power balance between labor and capital to the advantage of the capital and the assault many workplace practices and public policies that have served to empower employees.

Also workplace democratic initiatives and experiments have been mainly about adding employee voices to the decision making process and not very powerful voices at all. Employee empowerment and participation schemes have been highly constrained, they tend to be arrangements in which workers are provided opportunities for adding input to decisions concerning a limited set of company and workplace policies without access to substantial power or responsibility.

The study which was done by Collom (2009 ) on *Clarifying the Cross-Class Support for Workplace Democracy*, portrayed that inside the working class, the most class conscious workers are union members and the most alienated dissatisfied workers are the most supportive of workplace democracy. Overall, workplace democracy is predominantly supported by those who are aware of and/or those who are disproportionately suffering from capitalism's relations. The study clearly suggests that the management do not support workplace democracy. Overall, capital and its managers are not supportive of workplace democracy and trade union activities and their contemporary rhetoric surrounding workplace participation appears to be merely a veiled attempt to further their most urgent goal which is the accumulation of capital.

ALRN (2003) revealed that trade unions in Africa are exposed to suppression and intimidation by employers and the state. Trade unions have often found themselves in conflict with the government and employers. The study explains that trade union in Ghana, Mali and South Africa are not effective and are characterized by weak collective bargain and resistance from the government which weaken workplace democracy in African countries. The study by Gokhan and Hayter (2011) revealed trade unions in Africa, like in other parts of the world as being losing members as global competition

forced employers and government to seek new ways of motivation techniques and denies other forms of workplace democracy which have benefit to workers.

## **2.10 Conceptual framework**

The aim of this study was to investigate the challenges which hinder trade union to achieve workplace democracy. Figure 2.1 presents a framework developed to show the relationship of the variables assumed to be relevant to the analysis of the factors inhibiting workplace democracy. Variables are attributes or qualities of the cases that are measured and recorded (Kombo & Promp, 2006). There are two forms of variables; the independent and dependent variables. The independent variable is the variable that effects/influences the dependent variable and dependent variable is the variable that depends or is the consequence of the other variable (Kothari, 2004). The dependent variable for this study is workplace democracy while the independent variables are laws and regulation, and managerial prerogative order.

### **(a) Laws and regulations**

Laws and regulations exert an inevitable influence on the emergence and development of a labour relations system. Laws can hinder or foster, directly or indirectly, the establishment of workplace democracy.

#### **i. Supportive legislations**

Supportive legislations simply imply legal backups. In this study supportive legislation aim to measure the extent to which government laws support workplace democracy Indicators that will be used to measure this factor includes:

- Whether there are laws or provision explaining about workplace democracy tax in existing laws.
- Whether trade unions are satisfied with labour laws

ii. Assurance of freedom of trade union

Laws and regulation should not interfere with freedom of trade union. Are the laws and regulation does not interfere with trade union activities. When laws and regulations give trade unions fully autonomy on carrying its function and protecting workers interest, workplace democracy will be achieved and when the laws interfere and limit the power of trade union, workplace democracy will be attained.

**(b) Company policy**

Company policies are rules and regulation which are set by a company to be followed when carrying its function and company. Organizations policies and managerial structure may hinder or facilitate workplace democracy. Good organization policies and structure which allows workers empowerment and autonomy will facilitate workplace democracy.

**i. participation**

Participation means involvement of workers in decision making. Company policies have a role to play in workplace democracy. The policies which allow and promote workers participation in decision making will facilitate workplace democracy. Company polices which support workers participation like supporting workers participation schemes such as workers council, joint consultation committee promote workers will be able to participate in decision making.

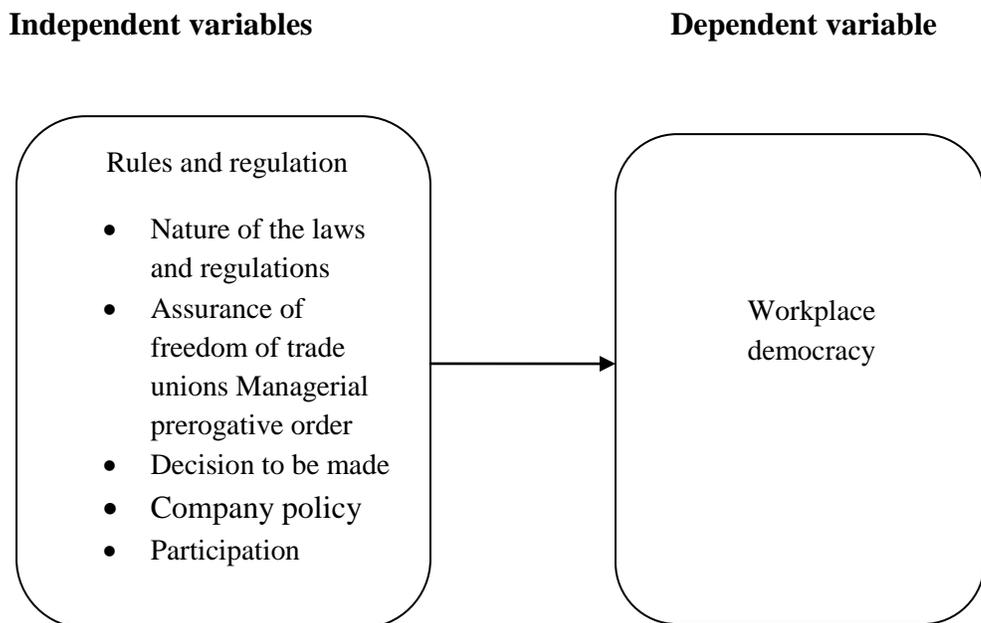
**ii. Managerial prerogative power**

This is the discretionary power that exceeds and unaffected by any other power. Management has prerogative power by virtue of their office. Managerial prerogative power may hinder workplace democracy, its absolute power and limit the room for negotiation.

### iii. Type of decision made by managers

The type of decision which managers make by using prerogative order will have effects on workplace democracy. If a manager use a prerogative power to make the decision which affect workers lives such as firing, this will hinder workers participation and workers autonomy. This will hinder workplace democracy.

**Figure 2.1: Conceptual framework on the challenges facing trade union on achieving workplace democracy**



**Source:** Literature reviewed (2015)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodologies used in this study. It describes research design, the study focus, sampling procedures, data collection methods and instruments as well as the data analysis method used in the study.

#### **3.2 Research design**

A research design refers to the way study is planned and conducted, the procedures and techniques employed to answer the research problem or research question (McMillan & Schumacher 1984). Raj (2005) adds that research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose. Thus research design is the conceptual structure within which research is to be conducted and provides a picture for the whole research project before starting of the research.

There are different types of research design depend on type of the study used which are case study/ exploratory design, descriptive design and experimental design. Descriptive design is the design which portrays the characteristics of a particular situation or groups in a large sample example survey. An experimental design is based on the control of the variable under study to ensure that result and findings are due to the manipulation of variable and nothing else (Raj, 2005). A case study is a small, inclusive and intensive study involving in depth investigation of an individual, group, institution or phenomenon within its real life context using multiple source of evidence (Robson, 2000). Thus case study is aiming to gain familiarity with a phenomena and gaining insights into the phenomena.

This study used a case study design since it sought to investigate a social unit in detail, in context and holistically.

This design was useful for a researcher to obtain detailed information on trade union and workplace democracy at A to Z textile mills, whose conclusion was drawn based on detailed information. The complete information about A to Z was studied. The design facilitated the use of various techniques in collecting data at A to Z, which include interview, questionnaires and documentary reviews

### 3.3 Area of the study

This study was done at A TO Z headquarters situated at Unga-limited Arusha. A to Z is a private owned factory which deals with manufacturing of clothes and synthetic utensils. A to z is located at Arusha municipality. The factory started to operate in 1966. The reason for conducting this study at A to Z was the fact that A to Z has been operating since 1966 and has been hiring a large population of skilled and unskilled workers, there is also a workers who are members of trade unions who can provide information to be used as primary data and accessibility of the data which relate to research topic.

### 3.4 Population of the study

According to Yin (2003), study population is a collection of element that share specific characteristics; it can be people or object from which a sample is to be drawn. The target population of this study was heads of department, trade union leaders and workers of A to Z textiles mills who constituted a population of 463 people.

#### 3.4.1 Units of inquiry

**Table 3.1: Unity of inquiry**

DEPARTMENTS	NUMBER OF WORKERS
Head of departments	8
Trade union leaders	5
Workers	450
Total	463

**Source:** A to Z Textile Mills (2015)

### **3.5 Sample size**

Sample is the selected members/units such as individuals groups, organizations which represent the study population (Tharenou & Donohue, 2007). According to Milanzi (2009) sample size is any subset of a population. It is a portion of the population that is studied to learn about something in the population. A sample is found where only a proportion of members of the whole population are measured. The portion chosen to represent the population becomes the sample size that a researcher used to obtain first-hand information. The researcher considered a sample size of 58 people which was drawn from the population of 463 people. The sex and age of were considered during selection of respondents into the study. The sample size was designed to be small due to the fact that the researcher intended to have in-depth study problem which could not easily be achieved with large sample. Prince (2005) argued that a sample of 30 elements and above is sufficient for the study. The researcher considered the sample sufficient to provide the information needed.

#### **3.5.1 Sampling techniques**

According to Tharenou and Donohue (2007), sampling involves selecting members/units such as individuals, pairs, groups, organizations from a population so that they are representative of that population. There are two type of sampling techniques, which are:

##### **(a) probability sampling technique**

Probability sampling is the type of sampling whereby every member in the population has a chance of being selected to form a sample (Kamuzora, 2008). Generally this is to say that probability sampling is where each unit in the population has an equal chance of being selected; this type of sampling gives every member of the population equal chances of being included in the study.

## **(b)Non-probability sampling**

According to Bhattacharjee (2012) non probability sampling is a sampling technique in which some units of the population have *zero* chance of selection or where the probability of selection cannot be accurately determined, non-probability sampling does not allow the estimation of sampling errors.

This study used both probability and non-probability sampling techniques. The researcher used probability sampling because Probability sampling enabled the researcher to generalize to the larger population and make inferences. Under probability sampling, simple random sampling was used to obtain a sample of employees who are members of trade union from all departments. This sampling technique was used to obtain 45 respondents to fill the questionnaires.

Also the study used a non probability sampling because enabled researcher to get a sample which was able to deliver the required data to answer research questions. Non probability sampling used to get 13 respondents from management and leaders of TUICO at A to Z textiles mills.

### **i. Simple random sampling**

According to Black (1976) Simple random sampling is the sampling technique in which there is an equal chance of including each element. Adam and Kamuzora (2008) adds that simple random sampling is a probability sampling where by all members in the population have equal chance of being selected into the study. The researcher chose to use probability sampling technique since it is not bias and gives each worker an equal opportunity of being represented into the study. A set of random numbers was generated and all workers in each department had equal chance to be represented into the study. 45 workers were selected out of 450 workers; a researcher put names of all 450 workers on the piece of paper and conducted a lottery. Therefore simple random sampling technique was appropriate since every worker who was a member of trade union had equal chance to be selected into the study.

## **ii. Purposive sampling**

According to Omari (2011), purposive sampling techniques involve picking units most relevant or knowledgeable in the subject matter and study them. Purposive sampling technique was used to select A to Z textile factory's heads of department and trade union leaders into the study. Eight (8) Heads of department and 5 trade union leaders were purposively selected into the study. Heads of departments were selected because they are decision making authority thus deemed to have important information for this study. Also, leaders of TUICO at A to Z textile mills were selected because they are thought to have all the information about the activities of the trade union.

### **3.6 Data collection methods**

This section describes the methods for data collection. In the course of data collection methods, the study employed both primary and secondary sources of data. Data from primary sources was collected by using questionnaire and interview tool while data from secondary sources data was collected through documentary review.

#### **3.6.1 Interview**

Krishnaswami (2003) define interview as a two way systematic conversation between an investigator and an informant, initiated for obtaining information relevant to specific study. Interview involves collecting data through verbal response. Interview was used to collect qualitative information that was used to supplement gathered data through questionnaires.

Face to face interview method was conducted to get information from Head of departments and leaders of TUICO. The interview was conducted in form of dialogue between interviewee and interviewer using both structured and un-structured questions. The researcher had chosen to use interview since it allowed more clarification of questions which made the subject matter to be clear to respondents hence more information for the study was obtained. Interview guides were attached as Appendix ii and iii.

### **3.6.2 Questionnaire**

According to Rwegoshora (2006), questionnaire is a method which uses a set of questions for collecting data from the respondents. A series of written questions are prepared to be completed by the respondent. Questionnaires (appendix i) were used to obtain data from workers in various departments. Both open and close ended questionnaires were employed, whereby respondents filled the empty space by giving their own opinions, also by ticking against one of the proposed answers. The researcher had chosen to use questionnaires to get information from respondents because it is not the bias and more information was obtained and respondents were free to fill in information at their convenient time and place.

### **3.6.3 Documentation**

Documentation refers to data which have been collected and compiled for another purpose (Saunders, 2000). The data can be obtained through documentation method or reviewing existing documents and reports about the subject matter. The researcher obtained some important data from documents such as management meeting, board meeting reports and scheme of services. This source of data provided contemporary events and helped in understanding how the events took place and if the events allowed workers' participation.

### **3.7 Data analysis and presentation**

Data analysis involves a number of closely related operations that are performed with the purpose of summarizing the collected data and organizing them in such a manner that they yield answers to the research questions (Kumar, 2002). Thematic analysis technique was used to analyse the qualitative data, while quantitative data were analysed by using descriptive statistics employing computer software of Statistical Package for Social Science (SPSS) version 16.0 and the data was presented in tabular forms, with frequencies and percentages being calculated for drawing up conclusion on particular observations.

### **3.8 Reliability**

Reliability refers to the consistency or dependability of a measurement technique, and it is concerned with the consistency or stability of the score obtained from a measure or assessment over time and across settings or conditions (Bhattacharjee, 2012). Research is said to be reliable, when if it is repeated under identical research conditions identical results will be achieved. Reliability is important if generalizations are to be made. The reliability of this study considered the following:

Measurements strategies that were used to measure the variables that were consistent administered to all the participants of the study. Second, efforts were made to ensure that data were recorded, compiled and analyzed accurately. Third, clarity on the statement of the problem and objectives was ensured.

### **3.9 Validity**

According to Hamersley (1992) validity means the extent to which an account accurately represents the social phenomena to which it refers. To ensure validity in this study triangulation of methods of data collection was used. The researcher used questionnaires, interview and documentation to facilitate critical analysis of the data in terms of comparing and questioning the validity and searching for convergence.

### **3.10 Ethical considerations**

Ethical standards were observed in the planning and conducting of the study. The researcher secured research clearance from Mzumbe University. The researcher also requested for research permit from the management of A to Z Textile Mill. The study was conducted with the consent of the respondents after they had been informed about the purpose of the study. It was, however, their choice to participate. The researcher observed the right to privacy of the respondents and the confidentiality of their information.

## **CHAPTER FOUR**

### **ANALYSIS AND PRESENTATION OF THE FINDINGS**

#### **4.1 Introduction**

This chapter is organized into two parts: the first part presents the findings on demographic characteristics of the respondents of the study. The second part presents findings and analysis with respect to the purpose of the study, research objectives and research questions. Quantitative data analysis was done by using the Statistical Package for Social Science (SPSS) for window software package version 16.0. Frequencies were run to determine the percentage of responses for various items. Qualitative data on other hand was conducted through thematic analysis. The purpose of the study was to determine challenges faced by trade unions on attaining workplace democracy at A to Z Textile Mill, Tanzania

#### **4.2 Demographic characteristics of respondents**

The demographic characteristics of respondents examined were age and sex.

##### **4.2.1 Respondents distribution by age**

The age of respondents was categorized into four age groups: 18-29, 30-49, 50-59, 60 years and above. The findings in Table 4.1 show that the majority of respondents were those aged between 30-49 years (48.9%) and 18-29 years (45.5%) years which constituted 48.9 %.

##### **4.2.2 Respondents distribution by sex**

The findings in Table 4.1 show that thirty five respondents (77.8%) were females while ten respondents (22.2%) were males.

**Table 4.1: Respondents distribution by Sex and Age**

<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>		
18-29	7	45.5
30-49	16	48.9
50-59	22	5.6
Total	45	100.0
<b>Sex</b>		
Male	10	22.2
Female	35	77.8
Total	45	100.0

**Source:** Research data (2015)

### **4.3 Findings and analysis**

This section analyses and presents the data collected in the field which attempt to address the three research objectives of the study. The respondents who turned up in the study total to 58. Therefore, analysis of the findings will base on 58 respondents (8 head of departments, 5 Trade Union leaders and 45 workers).

#### **4.3.1 The role of Trade union in workplace democracy**

The first objective of this study was to assess the role of trade union in workplace democracy. The study strived to evaluate the role of Trade Union at workplace democracy, A to Z Textile mills. The interview with Heads of Departments and Trade Union leaders revealed that TUICO has been conducting election at A to Z Text mills, where by employees who are members of Trade Union (TUICO) have been selecting their own branch leaders. Also, TUICO has been ensuring that employees' representatives are involved in every decision making by the management which has impact to employees.

One of Heads of department had the following to say:

*TUICO has been giving us a room to select our own leaders; every member is eligible to contest for any post at branch level, District level, Regional level and National level. TUICO leaders at District and Regional level used to come and conduct meetings here at our branch, every member participate, many decisions that have been made by TUICO at Regional level starting from branch level... I mean the decisions might have our blessings. Also, TUICO had been representing employees in collective bargaining about salary and other benefits such as improvement of working environment.*

Another Trade Union leader had the following to say:

*Many companies have a distinct separation of power between management and workers; however, here at A to Z Textile Mills there is different story! TUICO has ensured that there is active employee involvement in every decision made by the management. TUICO has helped to open the lines of communication between supervisors and employees. I believe that the good relationship that employees have with the management is because of TUICO; now many employee representatives participate in the decision-making process. TUICO has made more employees to have the self-confidence in speaking up for themselves about their employment rights.*

Moreover, head of production department had similar remark as following:

*TUICO has been playing the great role to make sure that democracy at A to Z Textile Mill is achieved, because they have made several meetings and all employees were involved in making different decisions concern their part. Also, TUICO has been supervising election of leaders at branch level, and all the time we have witnessed open and fair elections.*

Also, the questionnaire data from majority of respondents (82.2%) agreed that Trade Union helps to achieve democracy at A to Z Textile Mill as shown in Table 4.2. Moreover, 66%, 84%, 97% and 89% of respondents explained that Trade Union supporting democratic activities at A to Z by involving Trade union members in decision making, conducting meeting, conducting election and training for empowering employees with confidence and awareness about their employment rights respectively as shown in Table 4.3.

**Table 4.2: Trade Union Helps to Achieve Democracy at A to Z Textile Mill**

Response	Frequency	Percentage
Yes	37	82.2
No	8	17.8
Total	45	100.0

**Source:** Research data (2015)

**Table 4.3: Democratic Activities at A to Z Conducted by Trade Union**

Activities	Frequency	Percentage
Involvement of Trade Union members in decision making	30	66.0
Conducting meetings to discuss issues concerning employment rights	38	84.0
Conducting Election for new Trade Union leadership	44	97.0
Conducting training for empowering confidence to employees and awareness of employment/ employees right	40	89.0

**Source:** Research data (2015)

### **4.3.2 The implementation of workplace democracy**

The study attempted to unveil major implementation of workplace democracy at A to Z Textile mills. The interview with Heads of Departments and Trade Union leaders revealed that there is implementation of work place democracy at A to Z Textile Mill.

One of the Trade Union leaders had the following to say:

*A to Z has been listening to its workforce, and helped to resolve any problems. There are weekly meetings between workers and managers. Trade union is free to organize amongst the workers, and the regional TUICO representatives come to the factory regularly to meet employees and management, to raise issues of concern, and to provide training sessions.*

Another Trade Union leader had the following similar remark:

*I think that A to Z is one of the good factories in Arusha... We have been allowed to conduct meetings with employees in the premises of the factory; the management has given to us full furniture offices. We have many representatives in the workers council, more than the number of representatives in other companies. The weekly meeting between managers and employees has increased the participation of employees in decision making; the meetings have been deciding and solving different issues concerning employees. I believe that A to Z is a good employer, with good management that treats its employees well. This is why TUICO has harmonious relations with the factory management.*

One of the Heads of departments commented as follows:

*We apply democracy in our factory, almost every day... Employees have been free to conduct election to select their representative. There is participatory structure in A to Z which was created in agreement between Management and TUICO. There is workers council which is participatory and has representatives of our employees. Beside workers council there is another participatory event, we call it general meeting of all employees and management which is conducted every week to discuss current problems in the factory. The management has solved many workers' problems... we provide higher salary level in relation to other manufacturers; good working conditions in which health and safety issues are taken very seriously, thus few complaints from workers.*

Another head of department had the following to comment:

*I can say that all work place democracy is implemented to great extent in our organization, and this is the willingness of the management, that is why we have Open door policy for promoting open communication among all staff, because we need all employees in our organization to have freedom of speech.*

Questionnaire data from workers proved the interview findings; where by majority of respondents (68.9%) as shown in table 4.4, admitted that there is implementation of democracy at A to Z Textile Mills. Also, 64%, 78%, 100%, 87% of respondents confirmed the implementation of workplace democracy at A to Z Text Mills by explaining that the management has been providing employees with company policies to raise their awareness about the company, management and Trade union have been

conducting meetings with employees. Responses also indicated that employees have been allowed to involve in trade union activities and that Trade union conduct election in the premises of the factory as shown in table 4.5. Moreover, 33% of respondents explained that Open door policy, Human Relation and Industrial Relation Policy support workplace democracy at A to Z Textile Mills as shown in table 4.6.

Furthermore, the documents were reviewed to find whether there were meetings conducted at A to Z Textile Mills which incorporated employees. The data from documentary review in Table 4.7 shows that several meetings which incorporate employees have been conducted at A to Z Textile Mills, whereby in the general meeting, employees and their managers have been meeting to discuss the issues related to employment. Also, Trade Union meetings have been conducted; Trade Union leaders and employees (Trade Union members) tended to meet and discuss several issues concerning their employment rights. Moreover, Workers council; Management and employees' representatives have been meeting thrice a year to discuss different issues concerning organization and employees' right.

**Table 4.4: Democracy is implemented at A to Z Text Mills**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	31	68.9
No	14	31.1
<b>Total</b>	<b>45</b>	<b>100.0</b>

**Source:** Research data (2015)

**Table 4.5: Evidences on Implementation of workplace democracy at A to Z Text Mills**

<b>Evidences</b>	<b>Frequency</b>	<b>Total</b>	<b>Percentage</b>
1.Provision of company policies to employees to raise their awareness about the company	29	45	64.0
2.The management and Trade union have been conducting meetings with employees	35	45	78.0
3.Employees are allowed to involve in trade union activities	42	45	100.0
4.Trade union conduct election in the premises of the factory	39	45	87.0

**Source:** Research data (2015)

**Table 4.6: Policies Supporting Workplace Democracy at A to Z Textile Mills**

<b>Policy</b>	<b>Frequency</b>	<b>Percentage</b>
Open door policy	15	33.3
Occupational Health and Safety Policy	4	9.0
Human Relation and Industrial Relation Policy	15	33.3
Training need Assessment Policy	11	24.4
<b>Total</b>	<b>45</b>	<b>100.0</b>

**Source:** Research data (2014)

**Table 4.7: Meetings Conducted at A to Z Textile Mills**

<b>Event</b>	<b>Time</b>	<b>Participants</b>
1.General meeting	Every week	All employee and Managers
2.Workers Council	Three times a year	Employees representatives and Managers
3.Trade Union meeting	Every month	Trade Union leaders and Employees (Trade Union Members)

**Source:** Research data (2015)

### **4.3.3 The attitude of stakeholders towards workplace democracy**

The study focused to show attitude of stakeholders towards workplace democracy at A to Z Textile mills. The interview with heads of departments and Trade Union leaders revealed that all stake holders (Trade Union, Employer and Employees) have positive attitude towards workplace democracy. The head of financial department had the following remarks:

*The management upholds the freedom of association and recognize workers' right to collective bargaining, workers' representative are not subjected to discrimination, the management has provided full furniture offices for Trade Union branch leaders. A to Z management has been positive toward the activities of Trade Union, because Trade Union leaders have been free to conduct different activities such as meetings and election in the premises of the Factory.*

One of Trade Union Leaders had the following to say:

*I can say that all stake holders support work place democracy at A to Z. If management had negative attitude toward work place democracy it would have been not implementing Open door policy for promoting open communication among all staff, including employees, middle managers, senior managers and director, also there could be no any support to Trade Union... Trade Union is fully supported by management, whereby we do our activities freely without any interference from the management. Also, employees have been involving in election conducted by TUICO, whereby they have been contesting for various posts, and all employees contribute fund to support Trade Union every month through deduction from their salaries.*

The Questionnaire data from workers verified that all Stake holders (Employees, Employer and Trade Union leaders) have positive attitude towards workplace democracy. Majority of respondents; 95%, 100% and 67% acknowledged that Employees have positive attitude toward workplace democracy, as they attend meeting with Management and Trade union leaders, support trade union with membership fees and participate in selecting Trade union leaders as shown in Table 4.8. Trade union leaders also have positive attitude toward workplace democracy, as majority of respondents 91%, 95% and 100% acknowledged that Trade union leaders conducted meetings with Trade union members, participated in different meeting with management on behalf of employees and trade union leaders conducted election in every five years to select new leadership respectively as shown in Table 4.9. Moreover, 91%, 95% and 100% of respondents explained that Employer has positive attitude towards workplace democracy, whereby Employer has been providing offices for Trade union activities, allowing employees to participate in trade union activities and involving employees in the process of decision making through their representatives respectively as explained in Table 4.10.

**Table 4.8: Employees' attitude towards workplace democracy**

Attitude	Frequency	Total	Percentage
Attending meeting with Management and Trade union	43	45	95.0
Supporting Trade Union with membership fee	45	45	100.0
Participating in selecting Trade Union leaders	30	45	67.0

**Source:** Research data (2014)

**Table 4.9: Trade Union leaders' attitude towards workplace democracy**

Attitude	Frequency	Total	Percentage
Trade union leaders conduct meeting with Trade union members	41	45	91.0
Trade Union leaders participate in different meetings with management of A to Z Textile Mills	43	45	95.0
Trade Union leaders conduct election after five years to select new leadership.	45	45	100.0

**Source:** Research data (2014)

**Table 4.10: Employer's attitude towards workplace democracy**

Democratic activities	Frequency	Total	Percentage
Employer provide offices for Trade union activities	45	45	100.0
Employer allows employees to participate in Trade union activities	42	45	93.0
Employer involve employees in the process decision making in the organisation	34	45	75.0

**Source:** Research data (2015)

#### 4.3.4 Challenges facing trade union on achieving workplace democracy

The study intended to reveal challenges facing trade union on achieving workplace democracy at A to Z Textile mills. The interview with Heads of Department and Trade Union leaders revealed that Trade Unions faced financial constraints, Corruption and strictly condition imposed by Employment Labour Relation Act (2014) for strike. One of Trade Union leaders had the following to comment:

*When we want to strike, we face strict conditions imposed by the law... Employment Labour Relation Act of 2014 allows the right to strike on the one hand, and indirectly takes away the right by imposing strict conditions, which workers must follow before they strike. For example, Section 75 of the Act gives employees the right to strike but the right is in line with limitations. Before engaging in a strike, the dispute should go through mediation and remains unresolved after mediation. The law also calls for a trade union to approve the strike through a ballot conducted under union constitutions. The prevailing legal discrepancy is costly to the employees especially when engaging in disputes, because failure to meet the conditions necessary to the strike might be taken to mean violation of laws, therefore civil or criminal proceeding might be taken against them.*

Another Trade Union leader had the following to say:

*Corruption is problem among us... some leaders; especially in top positions have been alleged for corruption particularly when we plan for strikes, that allegation is true because our plan for strikes have been unsuccessful... Although the management has improved working condition and raised salary but we are not satisfied, we think that the only way to get good salary and better working condition is through strike. But our leaders! They betray us through corruption. Also we face problem of fund, the amount of money contributed by our members is not adequate to conduct Trade Union activities; we need to train our employees about their employment rights so as they become sensitive when their rights are violated but we fail to do everything because of financial constraints.*

One of the heads of departments commented as follows:

*The major challenge facing TUICO is in adequate fund; we have been supporting them but not every time... But what we help them in order to reduce cost is to train our employees about their employment rights; we have provided a hand book to every employee that explains different organization policies and the employment rights...*

The Questionnaire responses from workers revealed several challenges facing Trade union towards attainment of workplace democracy, whereby 89%, 71% and 60% explained that corruption, in adequate fund and limited commitment of Trade union leaders respectively have been obstacles for Trade union leaders (TUICO) to practice work place democracy as shown in Table 4.11.

**Table 4.11: Challenges Facing Trade Union on Achieving Workplace Democracy**

Challenges	Frequency	Total	Percentage
Corruption	40	45	89.0
Inadequate fund	32	45	71.0
Limited commitment of Trade union leaders	27	45	60.0

**Source:** Research data (2015)

#### **4.3.5 Solutions for the challenges facing trade union on achieving workplace democracy**

The study strived to show the solutions for the challenges facing trade union on achieving workplace democracy at A to Z Textile mills. The interview with Heads of Departments and Trade Union leaders revealed that TUICO can solve its challenges by finding more financial resources, establishment of anti-corruption committee and provide more training to its employees for raising their awareness on employment rights, also increasing commitment to its members on participating in Trade Union activities. One Trade Union leaders had the following to comment concerning solutions to challenges facing TUICO:

*We have to find more financial resources in order to sustain growth of our Union as the statutory vehicle for the articulation and protection of the collective interests of workers, We should provide more Training to our members for enabling them to be aware of their employment rights and conduct meetings regularly so as to know different problems of its members concerning their employment. We need mechanism in TUICO for combating corruption particularly during elections so as to avoid management to plant its people in TUICO leadership that would be an obstacle for employees to achieve their interests.*

Another Trade Union leader had the following to say:

The only solution that could help TUICO to achieve its goals is to develop solidarity among its members at A to Z Textile Mills, so as to avoid betrayal during strikes. Also TUICO should establish anti-corruption committee that will be responsible with probing on corruption allegation and taking discipline

measures upon its corrupt leaders. Also, the government should make amendment in Employment Labour Relation Act of 2014 so as to allow strike for employees without any condition such approve of the strike through ballot.

The findings from Questionnaire responses showed that 89%, 64% and 60% of respondents explained that in order to solve challenges facing TUICO at A to Z Textile Mills, corruption should be abolished, there should be committed leaders to safeguard employment right and to raise membership fee for trade union respectively as shown in Table 4.12.

**Table 4.12: Solutions to challenges facing trade union for workplace democracy**

Solutions	Frequency	Total	Percentage
Abolition of corruption	40	45	89
Committed leaders to safeguard Employment rights	29	45	64
To raise membership fee	27	45	60

Source: Research data (2014)

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Introduction**

This chapter presents the discussion of findings of the study in relation to research objectives. The findings were generated through an in-depth interviews and questionnaires. The main objective of the study was to determine challenges which faced trade unions on attaining workplace democracy at f A to Z Textile Mill, Tanzania

#### **5.2 The role of Trade union in workplace democracy**

The findings show that Trade Unions were playing a great role in achieving democracy at A to Z Textile Mill. Employees have been involved in selecting their own branch leaders. Every member was eligible to contest for any post at branch, District, Regional and National levels. TUICO leaders at District and Regional levels used to come and conduct meetings at the premises of A to Z. TUICO helped the increase of number employee representatives in workers council. The employees have been getting training from TUICO to gain confidence to speak up for themselves and their fellow workers when their employment rights were not fulfilled. Also, TUICO helped to open the lines of communication between supervisors and employees.

The findings imply that, employees at A to Z might be motivated and their job satisfaction is high, also there might bring about improvement in production. The same observation was done by Newstrom (2004), who argues that participation tends to improve motivation because employees feel more accepted and involved in the situation. Their self-esteem, job satisfaction and cooperation with management may also improve. The results often reduced conflict and stress, and thus increase more commitment to goals, and better acceptance of change. Turnover and absence may be reduced because employees feel that they have a better place to work and that they are being more successful in their jobs. The findings are in line with the study by NASUWT (2007) on

the role of Trade Unions. The study revealed that, where trade unions are organized, there is more participation of employees in decision making, whereby they have been benefiting from more favourable pay and conditions of service (including pay, pensions, holiday and flexible working entitlements), lower rates of absence due to sickness, accidents and injury at work, access to more and better training opportunities and enhanced job satisfaction. In the same view, Aidit and Tzannots (2001) argue that, Trade Union gives workers voice to speak their opinions and makes suggestions to the employers on issues which affect them in the organization and genuine concern for their right since Trade union has the duty to present workers interests and their opinion to employers.

Moreover, Hirsch and Schumacher (2000) illustrate that trade union represents its members in management activities and collective agreements provide workers with reliable degree of workplace democracy. Trade unions ensure collective voice, monitoring of working condition, protection from discrimination and enforcement of contractual provisions. Furthermore, Walt (2002) argues that Proletarian theory implies that workers through their organized trade union have the power to participate and protect themselves against arbitrary power of employers.

### **5.3 The implementation of workplace democracy**

The findings showed that Democracy is implemented at A to Z Textile Mills. Whereby there was weekly meeting between workers and managers, the management had given to TUICO the offices with full furniture and the Union was free to conduct meetings with workers in the premises of the factory. The regional TUICO representatives came to the factory regularly to meet employees and management to raise issues of concern and to provide trainings to its members. There were many representatives in the workers council, more than the number of representatives in other companies in Arusha region. Employees were distributed with hand books which have detailed information about company policies, workers' right and employees' welfare. Employees had been free to select their own representatives (TUICO branch leaders). The findings in Table 4.1 show

that majority of employees at A to Z Textile Mills were those aged between 30-49 years (48.9%) and 18-29 years (45.5%) years which constituted 48.9 %. The findings imply that majority of workers at A to Z Textile Mills are youths who are ambitious about work place democracy.

The findings in this study is in line with the study by John (1994) on work place democracy which revealed that, youth employees had great contribution to growth of democracy in many organization due to the pressure they have been exerting upon management through strikes. Also, the findings summarised in Table 4.1 show that thirty five respondents (77.8%) were females while ten respondents (22.2%) were males. This implies that there is great number of female employees at A to Z Textile Mills who might me sensitive on any decision made by the organization, and therefore demand to be represented during decision making. This is consistent with Gill (1987)'s study on Measuring gender difference, the study revealed that women are more concerned with uncertainty, doubts, and the dynamism that are involved in the decision; they are more concerned about the consequences that may derive from the decision, no matter whether these affect them or other people.

The findings in this study are consistent with Kester (2006)'s study about Trade Unions and workplace Democracy in Africa. The study denotes that there is democracy in many organizations in Tanzania. Also, Tanzania Labour law of 2004 in section 14 (9) states that every employee has the right to freedom of association, to form and join a trade union; to participate in the lawful activities of the trade union.

#### **5.4 The attitude of stakeholders towards workplace democracy**

The findings show that all stake holders (Trade Union, Employer and Employees) had positive attitude towards workplace democracy. The management had been supporting the freedom of association and recognizing workers' right to collective bargaining, providing fully furnished offices for Trade Union branch leaders. Trade Union leaders had been also free to conduct different activities such as meetings and election in the premises of the Factory. There had been implementation of Open door policy for

promoting open communication among all staff, including employees, middle managers, senior managers and director. Also, employees have been involving in election conducted by TUICO, whereby they have been contesting for various posts, and all employees contribute fund to support Trade Union every month through deduction from their salaries.

The findings are in line with ILO's (2004) study on Organizing for Social Justice. The study revealed that Employees and Employers in Brazil, Hungary and United Republic of Tanzania have positive attitude toward Trade Union and Workplace democracy. Also, Collom (2003) demonstrates that Managers tend to support workplace democracy since they believe that when workers have autonomy on production decisions such as scheduling, change in products had a greater sense of job satisfaction hence increase in performance and production. Moreover, the study which is done by Collom (2009) on Clarifying the Cross-Class Support for Workplace Democracy, portrayed most of Trade Union members are conscious and supportive about work place democracy. Overall, workplace democracy is predominantly supported by those who are aware of and/or those who are disproportionately suffering from exploitation and oppression of employers

### **5.5 Challenges facing trade union on achieving workplace democracy**

The findings show that Trade Union faced challenges in achieving work place democracy at A to Z Textile Mills. TUICO has been facing financial constraints and limited commitment of its members, whereby it fails to conduct meetings regularly and to provide enough training to its members about their employment rights. Corruption is another challenge facing TUICO, whereby TUICO leaders are bribed by management to avoid strikes, but unfortunately the employees' demands remain unfulfilled. Also strict conditions were imposed by Employment Labour Relation Act (2004) for strike had been a challenge facing TUICO.

The Law allows the right to strike on the one hand, and indirectly takes away the right by imposing strict conditions which workers must abide to before they strike.

For example, Section 75 of the Act gives employees the right to strike but the right is in line with limitations. Before engaging in a strike, the dispute should go through mediation and remains unresolved after mediation. The law also calls for a trade union to approve the strike through a ballot conducted under union constitutions. The prevailing legal discrepancy is costly to the employees especially when engaging in disputes, because failure to meet the conditions necessary to the strike might be taken to mean violation of laws, therefore civil or criminal proceeding might be taken against them. The findings imply that TUICO leaders are weak due to different challenges facing TUICO; therefore there is possibility of failing to stand for the interest of the employees.

This is in line with the observation by Ibreck (2009) who argues that a weak leader is not able to influence and enlist the aid and support of others in the accomplishment of a common task. The findings are in line with ILO's (1999) view that there is number of obstacles that face Trade Union face toward workplace democracy in African countries. It shows that collective bargaining agreements for the determination of wages and working conditions, working hours and annual leave are fixed by state where there is statute on restriction of wage increases imposed by economic development plans that limits the scope of wage negotiations. Adefolaju (2013) argues that, the primary source of income to the trade unions is contribution from trade union members which led trade union to suffer from inadequate funds and fail to perform its activities. Financial incapacity is one of the factors which limit functioning of trade union in many developing countries. Moreover, Milanzi's (1996) study indicates that Trade Unions in Tanzania have faced a lot of problem which make it fail to achieve its objective for instance there is a problem of financial problem that affect function of trade unions, as for trade unions to operate clear it needs financial support to organize its activity such as meetings.

## **5.6 Solutions to challenges facing trade union on workplace democracy**

The findings of this study show that Trade Union could solve its challenges at A to Z Textile Mills on achieving workplace democracy if more financial resources were found to sustain its growth as the statutory vehicle for the articulation and protection of the collective interests of workers. Adefolaju (2013) argues that the primary source of income to the trade unions is contribution from trade union members which led trade union to suffer from inadequate funds, therefore finding more sources of income will solve financial problem facing Trade Unions.

In this light, TUICO should provide more Training to its members to enable them be aware of their employment rights and conduct meetings regularly so as to know different problems of its members concerning their employment. Milanzi (1996) shows that Trade Union members can be aware of their employment rights if are provided with more trainings. This further requires TUICO to establish anti-corruption committee for combating corruption particularly during elections so as to avoid management to plant its people in TUICO leadership that would be an obstacle for employees to achieve their interests, also the government should make amendment in Employment Labour Relation Act of 2004 so as to allow strike for employees without any condition such approve of the strike through ballot.

## CHAPTER SIX

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 6.1 Introduction

This chapter presents a summary for the study, conclusion and recommendations based on the findings presented and discussed in chapter four.

#### 6.2 Summary of the study

The study focused on challenges which faced trade unions on attaining work place democracy at f A to Z Textile Mill. Five research questions used to accomplish the study objectives were: What roles does trade union play in workplace democracy at A to Z Textiles Mills? How workplace democracy is implemented at A to Z Textiles Mills? What are the attitudes of stakeholders towards workplace democracy at A to Z Textiles Mills? What challenges face trade union on achieving workplace democracy at A to Z Textiles Mills? And what are possible solutions for the challenges faced by trade union at A to Z Textiles Mills?

A case study research design was applied, drawing from both primary and secondary data collection methods in order to achieve the study objectives. Data collected were analyzed by using various statistical techniques and presented in tables, percentages and frequency distribution. The qualitative data were presented using direct quotation. From the analysis of data collected, the following are the findings of the study:

In respect to the research objectives, the study focused at assessing the role of trade union in workplace democracy at A to Z Textile mills. The findings indicate that Trade Union had been playing the great role in achieving democracy at A to Z Textile Mill. Employees were involved in selecting their own branch leaders. TUICO helped the increase of number employee representatives in workers council; it provided several trainings to its members, and helped to open the lines of communication between supervisors and employees. Also, the study focused at assessing the implementation of

workplace democracy at A to Z textiles Mills. The findings indicated that Democracy was implemented at A to Z Textile Mills. Whereby there was weekly meeting between workers and managers, there were many representatives in the workers council. Employees had been free to select their own representatives. Moreover, the study focused at examining the general attitude of stakeholders towards workplace democracy at A to Z Textiles mills. The findings show that all stake holders have positive attitude towards workplace democracy. Lastly, the study focused at interrogating solutions for the challenges facing trade union on achieving workplace democracy at A to Z Textiles Mills. The findings show that Trade Union can solve its challenges at A to Z Textile Mills on achieving workplace democracy if it will find more financial resources, providing more training to its members and conduct meetings regularly so as to know different problems of its members concerning their employment. TUICO should establish anti-corruption committee for combating corruption particularly during elections. The government should also make amendment in Employment Labour Relation Act of 2004 so as to allow strike for employees without any condition such approve of the strike through ballot.

### **6.3 Conclusion**

Based on findings for every research objective presented, analyzed and discussed in this research report, the study draws the following:

#### **(i) The role of Trade union in workplace democracy**

Trade Union has been playing the great role in achieving democracy at A to Z Textile Mills. Employees have been involved in selecting their own branch leaders. TUICO has helped the increase of number employee representatives in workers council and employees have been getting training from TUICO to have the confidence in speaking up for themselves and their fellow workers when they employment rights are not fulfilled. Also, TUICO has helped to open the lines of communication between supervisors and employees.

**(ii) The implementation of workplace democracy**

Democracy is implemented at A to Z Textile Mills, as there was weekly meeting between workers and managers; the management had given to TUICO the offices with full furniture and the Union was free to conduct meetings with workers in the premises of the factory; the regional TUICO representatives come to the factory regularly to meet employees and management to raise issues of concern, and to provide trainings to its members. There were also many representatives in the workers council. Employees have been distributed with hand books which have detailing information about company policies, workers' right and employees' welfare. Employees have been free to select their own representatives.

**(iii) The attitude of stakeholders towards workplace democracy**

All stake holders (Trade Union, Employer and Employees) had positive attitudes towards workplace democracy. The management had been supporting the freedom of association and recognizing workers' right to collective bargaining and providing full furniture offices for Trade Union branch leaders. Trade Union leaders had also been free to conduct different activities such as meetings and election in the premises of the Factory. The organization had been implementing Open door policy for promoting open communication among all staff, including employees, middle managers, senior managers and directors. Also, employees had been involved in election conducted by TUICO, as they were given room to contest for various posts, and all employees contribute fund to support Trade Union every month through deduction from their salaries.

**(iv) Challenges facing trade union on achieving workplace democracy**

Trade Union faced challenges in achieving work place democracy at A to Z Textile Mills. TUICO had been facing financial constraints and limited commitment of its leaders, as it failed to conduct meetings regularly and to provide enough training to its members about their employment rights. Corruption is another challenge which faced

TUICO, whereby TUICO leaders are bribed by management to avoid strikes, but unfortunately the employees' demands remained unfulfilled. Also strict condition imposed by Employment Labour Relation Act (2004) for strike had been a challenge which faced TUICO. The Law allows the right to strike on the one hand, and indirectly takes away the right by imposing strict conditions, which workers must follow before they strike.

#### **6.4 Recommendations**

Based on the study findings, the following recommendations are put forward:

##### ***To A to Z Textile Mills:***

- i. The study hereby recommends that the company do not interfere Trade union election by bribing trade union members to select leaders who will stand for the interest of the management. The management should however support the Trade union with harmonious environment during election.
- ii. The company should create awareness to the employees on the rights, duties and responsibilities as required by Employment and Labour Act (2004). This will help to improve industrial relationship at A to z textile Mills.

##### ***To Trade Union (TUICO):***

- i. The study hereby recommends that TUICO should find more financial resources in order to sustain its growth as the statutory vehicle for the articulation and protection of the collective interests of workers.
- ii. TUICO should provide more training to its members for enabling them to be aware of their employment rights and conduct meetings regularly so as to know different problems of its members concerning their employment
- iii. TUICO should establish anti-corruption committee for combating corruption particularly during elections so as to avoid management to plant its people in

TUICO leadership that would be an obstacle for employees to achieve their interests.

***To the government:***

The study hereby recommends that the government to make amendment in Employment Labour Relation Act of 2004 so as to allow strike for employees without any condition such approve of the strike through ballot.

***To individual employees:***

The study hereby recommends that the individual workers who are member of Trade Union (TUICO) remain faithful to TUICO particularly during election to avoid corruption that may lead them to select leaders who may not stand for protecting their employment rights.

**6.5 Area for further research**

This study was specifically carried out at A to Z Textile Mills, and was meant to examine challenges which faced by trade unions on attaining workplace democracy in textile industries. However, further studies are needed to find out the best solutions to solve challenges faced by trade unions on attaining workplace democracy. The study also recommends that a broader study be conducted to include other organizations from other parts of Tanzania to have wider understanding about challenges which are faced by trade unions on attaining workplace democracy.

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## APPENDICES

### Appendix 1

#### QUESTIONNAIRE

Dear Respondent:

My Name is Pachi Ramadhani a student of Mzumbe University, Pursuing a Master's of Science in Human Resource Management (MSc HRM). I am conducting a study on the Challenges Facing Trade Union on Achieving Workplace Democracy at A to Z Textile Mills in Arusha. Kindly I am requesting to assist in filling in this questionnaire with accuracy so as to enable me to reach at the reliable and validity conclusion. The questions asked in this section will be used for academic purposes only. The information gathered will be treated confidential and will not be used for any other purposes.

#### Instructions:

- Please put  $\surd$  where appropriate

#### A: Demographic characteristics of respondent

##### 1. Gender

Male	Female

##### 2. Age ( In Years)

18-29	30 - 49	50-59	60 and above

3. Education Level

Primary education	
Secondary education	
Certificate	
Diploma	
Bachelors' degree	
Masters' degree	

4. Occupation (state).....

5. For how long have you been a member of a trade union?

1-3 years	4-6 yeras	7-9 years

6. (a). Does Trade Union help to achieve democracy at A to Z Textile Mill?

Yes	
No	

(b) If yes, how does Trade Union help to achieve democracy at A to Z?  
 .....

7. (a) Democracy is it implemented at A to Z Textile Mills?

Yes	
No	

(c) If yes

Give evidences .....

8. (a). Is there any policies used to support workplace democracy?

Yes	
No	

b) Mention the policy/policies?

i. ....

ii. ....

iii. ....

9. What is your opinion regarding workplace democracy?

- i. ....
- ii. ....
- iii. ....
- iv. ....

10. (a) Does management support Trade Union activities at your workplace? If yes, what support?

.....  
.....

(b) Do Employees involve in Trade Union activities at your Work place? If yes, which activities?

.....  
.....

(c) Do Employees support Trade Union activities? If yes, what activities?

.....  
.....

(d) Do Trade Union leaders support work place democracy? If yes, which activities which show that Trade Union leaders support work place democracy?

.....  
.....

11. What factors hinder trade union on implementing workplace democracy?

- i. ....
- ii. ....
- iii. ....
- iv. ....
- v. ....

12. What do you think should be done to eradicate the challenges?

i. ....

ii. ....

iii. ....

iv. ....

**Interview guide for Management**

(Heads of departments)

**A. Demographic characteristics**

**1. Sex**

1. Male	2. Female

**2. Age (in year)**

(a) 18-29	(b) 30 - 49	(c) 50-59	(d) 60 and above

**3. Position**

Head of department	Trade union leaders

**4. Level of education**

Primary education	
Secondary education	
Certificate	
Diploma	
Bachelors' degree	
Masters' degree	

5. How often is trade union representatives represent the members on management?
6. Is there any company policy which promote workplace democracy
7. How is workplace democracy implemented at A to Z textiles mills?

8. What procedures are followed when making decision?
9. What is your opinion about workplace democracy?
10. What are challenges facing Trade union on implementing workplace democracy?
11. What do you think should be done to eradicate the challenges?

**Interview guide for trade union leaders**

**Interview guide for Management**

(Trade Union leaders)

**A. Demographic characteristics**

**4. Sex**

1. Male	2. Female

**5. Age (in year)**

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**6. Position**

Head of department	Trade union leaders

**4. Level of education**

Primary education	
Secondary education	
Certificate	
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Bachelors' degree	
Masters' degree	

5. Are the laws giving absolutely power to trade union on protecting workers' rights?
6. Are labour laws and regulations good enough to guarantee workplace democracy?
7. How often is trade union representatives represent the members on management?
8. Is there any company policy which promotes workplace democracy?

8. Is the policy sufficient to guarantee workplace democracy A to Z?
9. How is workplace democracy implemented at A to Z textiles mills?
11. What procedures are followed when making decision?
12. What is your opinion about workplace democracy?
13. What challenges hinder trade union on implementing workplace democracy?
14. What do you think should be done to eradicate the challenges?