

**THE ROLE OF TUICO IN ENHANCING WORKERS
WELLNESS IN TANZANIA**

**THE ROLE OF TUICO IN ENHENCING WORKERS
WELLNESS IN TANZANIA**

By

Anatory G. Maige

**A Dissertation Submitted in Partial Fulfilment of the Requirement for the
award of the Degree of Masters of Public Administration of Mzumbe
University.**

2013

CERTIFICATION

We, the undersigned certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “The role of TUICO in enhancing Workers Wellness in Tanzania” in partial fulfillment of the requirement for the award of the degree of Masters of Public Administration of Mzumbe University.

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DEDICATION

This work is dedicated to my late mother Elizabeth Gabriel Migongwa who sacrificed her life in fighting for the workers rights as a trade unionist; also I dedicate this work to my beloved wife Edith Chihimba and our son Elvin Anatomy.

LIST OF ABBREVIATION

ILO.	International Labour Organization.
JUWATA.	Jumuiyaya Wafanyakazi Tanzania.
NUTA.	National Union of Tanganyika Workers association
TFL.	Tanganyika Federation of Labour.
TFTU.	Tanzania Federation of Free Trade Unions
TTCL.	Tanzania Telecommunications Company Limited.
TUCTA.	Tanzania Congress of Trade Unions.
TUICO.	Tanzania Union of Industries and Commercial Workers

ABSTRACT

This study sought to make an assessment on the role of TUICO as a trade union in enhancing workers wellness in Tanzania. The study examined the functions of TUICO in addressing employees wellness in Tanzania, assessed the strategies employed by TUICO in addressing employees wellness in Tanzania, examined the challenges facing TUICO in enhancing workers wellness in Tanzania, and lastly the study recommended feasible alternatives to improve TUICO performance. In research methodology the targeted sample was 60, which include staff from TUICO head office and members from different sectors. However the research focused on the staff from various departments/units operating at TUICO and on members side in Dar es salaam as the matter of fact Dar es salaam is the main actor and all of the head office is located there from the union to the members office.

The findings of this study revealed that, TUICO is playing a great roles in enhancing workers wellness in Tanzania although as a union is facing a number of challenges and obstacles in addressing workers issues. The study reveal that TUICO is employing different techniques in enhancing workers wellness in Tanzania such as, training, visiting, representation in disputes, representing workers in collective bargaining with the management which brings positive changes to the workers.

The study recommends that, TUICO in order to succeed they must increase the number of membership due to the fact that, the union is facing a great challenge of lack of enough capital to support its activities, so by increasing and having a strong membership base, it will help the union to accumulate huge amount of money as a deduction dues each month as the result of having many members who are contributing union dues. This will help the union to become strong and powerful financially which lead to easy the process of serving members and facilitate other union activities. Being strong financially will solve even other problems because they are rising as the result of financial inability of the union to deal with them.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

According to Hyman R. (2001) the origins of unions' existence in Europe can be traced from the 18th century, where the rapid expansion of industrial society drew women, children, rural workers, and immigrants to the work force in numbers and in new roles. This pool of unskilled and semi-skilled labour spontaneously organized in fits and starts throughout its beginning, and would later be an important arena for the development of trade unions. Trade unions as such were endorsed by the Catholic Church towards the end of the 19th century. Pope Leo XIII in his "Magna Carta"—*Rerum Novarum*—spoke against the atrocities workers faced and demanded that workers should be granted certain rights and safety regulations. Industries like textile mills and railways companies had started in the latter half of the 19th century, also were the reasons for the rise of trade unions. (Pope Leo xiii, 1891)

In the early 19th century, many men from large cities put together the organization, which we now call the Trade Union Movement. Individuals who were members of unions at this time were skilled, experienced, and knew how to get the job done. Their main reasoning for starting this movement was to put on strikes. However, they did not have enough men to fulfil their needs and the unions, which began this trendy movement collapsed quickly. The Mechanics' Union Trade Association was the next approach to bring workers together. In 1827, this union was the first US labour organization, which brought together workers of divergent occupations. This was the first citywide federation of American workers, which recognized that all labour, regardless of trades, had common problems that could be solved only by united efforts as a class. This organization took off when carpentry workers from Philadelphia went on strike to protest their pay wages and working hours. This union strike was only a premonition of what was to come in the future. (ILO, 2005).

Apart from a few exceptions (e.g. Tunisia, South Africa and the British colonies of Sierra Leone and Gambia), the formation of trade unions of indigenous African

workers only started during and especially after the Second World War, when the colonial administrations both in British and French Africa put in place the legal prerequisites for the creation of indigenous labour organizations. In the absence of a significant manufacturing sector, African trade unions emerged mainly in the public service and the public transport sector, mostly for teachers, railway and port workers. Trade unions were also formed in the export enclaves of the mining industry (e.g. in Zambia, the then Northern Rhodesia), and, to lesser extent, in the plantation economy of East Africa. Only little has changed in this regard over the past sixty years, despite all attempts to initiate process of state-led industrialization through import substitution in the first two decades after independence. To date, African labour unions are still dominated by civil servants. They represent population groups that, according to their income levels and as employees in the modern or formal sector, do not automatically belong to the poorest strata in African societies. (Charles A.1966).

Historically, trade unions activities in Tanzania started way back during colonial era as a result of oppressive and exploitative economic structure by the colonial masters in 1920s. The native workers employed in the harbours, sisal estates, mines and other productive sectors organized themselves to fight for improved social and working conditions. The trade unions ordinance in 1932 legalized the formation of trade unions, thereafter, trade union membership and activity in Tanzania by then Tanganyika increased. The Tanganyika federation of labour (TFL) was formed in 1955 boldly took on a political and development dimension by active participation in the struggle for political independence, which was gained in 1961. (ILO, 1997).

Soon after independence in 1961 a number of laws was enacted including the NUTA ACT NO, 18 of 1964 which brought a sudden end to the limited autonomy of the TFL had so far enjoyed. The Act established the National union of Tanganyika workers Association (NUTA), in 1977 the government took further step to curtail trade union autonomy by transforming the trade union into “Jumuiya ya wafanyakazi Tanzania” (JUWATA), and became one of the five mass organizations of the newly formed ruling party “chama cha mapinduzi” during 1990s when the country was

transforming into multi-party democracy, there was an increase pressure from union members to allow trade unions greater autonomy and these reforms led to the formation of the OTTU/ Tanzania Federation of free trade unions (TFTU) in 1955. The federation composed of 11 sectoral trade unions and headed by the general secretary and the two deputies one from Zanzibar and another from mainland Tanzania. TFTU had a general council composed of representatives from all sectoral trade unions, chaired by the secretary general, the general secretary council is the highest policy making body of the federation.

In 1998, the government passed the trade union Act No. 10 that became effective in July 2000; the significance of this Act was that it provided the formation of free association of trade unions of both employees and employers on mainland Tanzania. Acting on the basis of these provisions, the 11 sectoral trade unions of TFTU formed a congress in April 2001 the Trade union congress of Tanzania (TUCTA). Under TUCTA, most of the existing sectoral trade union structure as well as organization modalities remained the same. (ILO, 1997)

1.2 Statement of the problem

Trade union in Tanzania plays an important role in improving communication between employees and employers so that employees can understand and become active to the organisation's objectives, negotiations helps to improve payments and working conditions which help employees to that feel more satisfied at work, Trade union also is acting as a positive force for change by winning employees' support to the introduction of new technologies and work organization. According to voice of TUICO magazine which is published by TUICO after every three months, it showed that, for the past one year more than 10 employees from different sectors have been reinstated in their position after been terminated without proper procedures. This is due to good representation members are getting from TUICO legal department concerning their cases. The United Republic of Tanzania enacted the Trade Union Act of 1998 in order to accommodate the demand for independent trade unions. The act became operational 1st July 2000. Despite of having this Trade Union Act of 1998, employees are still working long hours (especially in industries), paid low

salaries, poor working conditions and many of trade unions in Tanzania, are still facing enormous challenges such as, Lack of commitment from some affiliates to contribute dues to the national trade union umbrella, TUCTA, where by those dues are the ones which are used to run the congress for paying employees salaries, different bills, Lack of regular communication between the top levels of the union management and the workplace level, there is a weak membership base and inadequate services to the members, poor participation in the tripartite dialogue and the national political debate on major issues, there is an increase demand of high quality for the documents contents used in negotiations and presentation, many private companies fail to take the unions serious, and most new employers are against trade unionism with many threatening to lay-off employees who are members of, or who want to join, trade unions, and also lack of transparency and democratic internal procedures within some unions appears to be a major problem to members. (Mlawa et al, 2005)

1.3 Objective of the study

1.3.1 General objective

- The main objective of this study was to assess the role played by trade unions (TUICO) in enhancing workers wellness in Tanzania.

1.3.2 Specific objectives

The specific objectives of this study were;

- To identify functions of TUICO in addressing employees wellness in Tanzania
- To examine strategies employed by TUICO to address employees wellness in Tanzania
- To address challenges facing TUICO in enhancing workers wellness in Tanzania.
- Recommend feasible alternatives to improve TUICO performance.

1.4 Research questions.

- What are the functions of TUICO in addressing employee's wellness in Tanzania?
- What are the strategies employed by TUICO to address employees wellness in Tanzania?
- What are the challenges facing TUICO in enhancing workers wellness in Tanzania?
- What should be done to improve TUICO'S performance in Tanzania?

1.5Significances of the study

The findings of this study were significant in the following ways;

The institution (TUICO), which the study conducted, was to benefit from the study through recommendations and finding given by the researcher.

This research was also important due to the fact that it helped the policy makers especially the ministry of work to identify different workers problems and solutions through findings and recommendations by the study

This research was also an important scholarly work as it was submitted in partial fulfilment of the award of a degree of masters of Public Administration of Mzumbe University.

1.6Scope of the study.

The study limited to Trade union boundaries which TUICO and the members of the union, also the study covered Dar es Salaam TUICO's office and members whereby the study took three months to be accomplished. This was due to the fact that its help to concentrate on important issues only.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will presents, definition of key terms, theoretical framework, and conceptual framework.

2.2 Historical background of trade union in Tanzania.

Trade unions activities in Tanzania started way back during colonial era as a result of oppressive and exploitative economic structure by the colonial masters in 1920s. The native workers employed in the harbours, sisal estates, mines and other productive sectors organized themselves to fight for improved social and working conditions. The trade unions ordinance in 1932 legalized the formation of trade unions, thereafter, trade union membership and activity in Tanzania by then Tanganyika increased. The Tanganyika federation of labour (TFL) was formed in 1955 boldly took on a political and development dimension by active participation in the struggle for political independence, which was gained in 1961. (ILO, 1997).

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Wage setting in Tanzania is conducted largely through the process of collective bargaining under the auspices of the employment and Labour Relations Act NO.6 of 2004. Every employer is required by the law to enter into recognition agreement with the union, which his/her employees belong and the employer is required by the law to enter into collective bargaining with the union that has the majority of 50% of the members. Under this agreement, the employer does not simply acknowledge the existence of such trade union, but more importantly undertakes to accept the Union as a bargaining partner. The agreement is a pre-requisite for regulating the collective relationship of the employer and the trade union. Similar relationships are required to be established between the employer's organizations and the trade unions as may exist. (Aloyce, 2004)

2.2.1 Definition of key terms

2.2.2 Trade union

Trade union (or labour union) is an organization of workers who have banded together to achieve common goals in key areas, such as working conditions. The trade union through its leadership bargains with the employer on behalf of union members (rank and the file members) and negotiates labour contracts (collective bargaining) with employers. This may include the negotiation of wages, work rules, complaints procedures, rules governing hiring, firing, and promotion of workers benefits, safety at work place and policies. The agreement negotiated by the union

leaders are binding on the rank and file, members and the employer and in some cases on the other non-member workers. (Lesson, 1971)

2.2.2 Workers wellness

Workers wellness, broadly defined, as the improvement of labour conditions and job efficiency through the cooperative efforts of employer, labour unions, and employees. It includes compensation, working hours, labour insurance, education, vacations, employment services, and union organization. (ILO, 1997)

2.3 Theoretical framework

Increasing in the number of trade union in Tanzania leads to improved working conditions, poor contracts, low salaries which helps to improve workers wellness. Therefore, impacts of improved workers wellness are supposed to reflected in the changes of individual worker wellness explained by improved working conditions, workers are receiving standard salaries, they have better contracts and their life are changing positively. One way of improving workers wellness by Trade unions is through helping workers to understand different aspects such as; helping workers to improve their working conditions, advocating and solving laments of workers, provision of all information about trade union to workers, provide education and the importance of being a member of Trade union. The combination between Trade union and workers will provide positive results, which leads to better and improved condition of workers wellness.

Class conflict and communist manifesto theory. This is the theory, which was developed by the German philosopher on trade union activities. The theory was developed in 1864 in London. According to Karl Mark trade union is the natural income of capitalism. They perform a necessary and useful task in protecting wages and improper working condition. They should not limit themselves to these goals rather they should also use their power to emancipate and help the working class in developing new skills and techniques of life after retirement by putting an end to the capitalist system. Mark believed that the labour movement was pure and simple trade union, with workers remaining subordinate to the owners of the industry. He

emphasized a role for intellectual, to imbue and inspire in workers a class and political consciousness, outside the economic struggle, and outside the sphere of relation between works and employers. The so-called intellectual have however failed in providing the kind of leadership expected of them not only in economic, but also in the political share. In India the trade union leadership was largely from among the individual and elite group of the society. Max insisted on the other task of trade union apart from the core activities such as bargaining, representation. Union must also prepare workers with life after retirement, so trade union must help members to depend on their self after employment they must be aware of the environment and challenges their going to face after employment so what are they going to do so as to survive without employment, so there is a need of techniques on how to survive either through business, agriculture. So trade union should not deal with workers only during the employment time they must help them with other alternatives, and this will only be successive if trade union will decide to conduct training, seminars to its members. In relation to Tanzania, it is true that our trade unions do not prepare workers with life after retirement due to the fact that they only deal with workers problems during employment period, so they must change and act for the workers wellness. (Karl max, 1864).

According to British philosopher husband and wife Sydney and Beatrice Webb, 1894 in their theory of the Socialist Pattern of Society. The Webb's viewed the role of trade unions as more than first winning economic benefits of the members. They saw a role for unions to socialism through political action. The Webb's too, like Marx observed that the market pressure on workers to organize into unions to protect their workers interests. The chain of bargains that linked the manual worker, the capitalist employer, the wholesale trade, the shopkeeper and the customer determined the condition of employment. Like Marx the Webb's too were opposed to the capitalist system. They advocated different paths to bring its downfall. Mark alone with Engels played a key role in drafting the communist manifesto in Germany. The Webb's played an instrumental role as intellectual's leader of the labour party in Britain, drafting the socialist manifesto for converting capitalist Britain into a mixed

economy, thus laying the foundation for the nationalization of major industries. (Sydney & Beatrice Webb, 1894).

Under Robert Hoxie, 1902 American economist with his theory of Unions under the American capitalist system. Robert Hoxie is among the earliest to have argued that unions evolve differently across social Psychological environment context. He considers American unions less dogmatic and more pragmatic and opportunist. He identified five functional types of unionism.

Business unionism

Business unions are trade conscious rather than class conscious, the immediate goals and display an instrumental orientation. Such unions ask for more and more focusing an improvement wages, working and working conditions and pay little attention if any to political & social action. They seek to achieve their goals primarily through collective bargaining and industrial (strike). Hoxie distinguishes between business unionism and company for the union's survival. Friendly or uplift union unionism the goal of such unions is to elevate the moral, intellectual and social life of the worker. Their means of action include collective bargaining and political action.

Revolutionary Unionism

These unions are class conscious rather than trade conscious. They follow Marx's dictum and reject private ownership of productive resources and condemn the wages system. Industrial and political action combined with violence is the dominant means whereby such unions achieve their objective.

Hoxie divided revolution unions into two subtypes

- 1 Focusing socialist (unionism) ideals.
- 2 The often-perpetrating unionism through strike, sabotage and violence.

Predatory unionism

Such unions are leader based not member based. While attempting to secure higher wages and other benefits for their member, they employer fight to squeeze out unions competition for mutual company benefit.

2.4 Comparative study

Trade unions struggle started a long way back before the industrial revolutions in Europe. And different studies have been done trying to show how trade unions are working since then, according to Dine, (2007) in his paper challenge of trade unions in the new era. Trade unions are facing various challenges and hence weakening of the union, some of the problems being faced by trade unions are challenges such as globalization, revolution in production technologies and new management styles, the introduction of machines and computers lead to use few workers due to the fact that computer or machine can perform a job which 20 to 50 people perform for a very short time, so to simplify job many employers decide to use machines resulting to unemployment of many workers, things like splintering, changing mentality, mismanagement of funds, lack of innovations and visionary leadership are a big handicap. Most unions are grappling with the democratization of social and political arena besides government interference, (Dine, 2007).

Furthermore, Panitch et al, (2007) looked on the challenge facing trade unions such, as lack coherent national policy on employment. The same situation is caused by lack of genuine political will and commitment on the part of government. Obsolete labour laws and inadequate regulations in place, which do not conform to international labour standards and therefore cannot, meet the present employment challenges. Lack of credible legal system, weak enforcement of laws and ineffective labour inspections. Retrenched workers are not paid in time and the take home package is little and injustice in all aspects. Casualization of the labour force, outsourcing and practice of short term contracts plus the earlier stated problems have resulted in great loss of trade union members and revenue to sustain trade union activities which make the fighting for economic development of workers to be much harder. Collective bargaining is weakened and discouraged by new employers, they prefer and entertain individual contracts, and this is one of the indicators of the anti union attitude of the new employers that trade unions have to cope with. Low coverage in the existing social security schemes, about 10% or less of workers in the informal economy are covered by these schemes in some instances, the worker

working in the informal economy are not covered at all while those who are already covered enjoy few or limited benefits. (Panitch, Leo, Swartz, Donald 2007).

Also Francis, (1998) showed how workers from different sectors in Tanzania are affected, for those who are in work, insecurity has intensified and widened its scope, it is common issue for some of the most skilled including management to facing redundancy and few new job prospects, throughout manufacture and services industries, short terms, part time, a sub contracted employment are on the rise. All this has especially affected workers wellness because wages is the only essential part of most families' income (Francis, 1998).

Although some of the workers are knowledgeable about trade unions but thinking about union can cost a worker his or her job. According to Robert,(2004) Taking steps to form a union can have more serious consequences, workers seeking are followed transferred, dismissed, harassed, beaten, and are even threatened with death, sometimes they just disappear for wanting a union. (Roberts, 2004).

Also ILO, (1997) on its paper on challenges that are facing trade unions in private sectors. Most labour unions report that private sector employers, especially those attracted to the country on the ground of privatization and economic reforms, practice and anti union discrimination, some of these investors reportedly threatened to terminate or lay off employees who want to join trade unions, and some employers do not allow the process of joining the union. Collective agreements must be submitted to the labour court for approval and may be refused registration if they do not comply with the government's established economic policy. Collective bargaining in the public sector does not exist, union and government representatives each submit proposals, and they sit down to discuss those proposals. (ILO, 1997).

Lisungu Masanja, (2006) in trade union and youth showed that, young people are the blood of the trade union movements; they are the trade union leaders of tomorrow. A threat which undermines the strength and future of the trade union movement is the fact that up to this time few young people join unions and those who join trade unions are not active, there are several reasons as to why the youth are not active in

trade unions, they lack knowledge about trade unions, the old trade unions members see the youth as threat to their leadership and culture and the culture and image of trade unions is often not conducive to actively engage the youth (Lisungu, 2006).

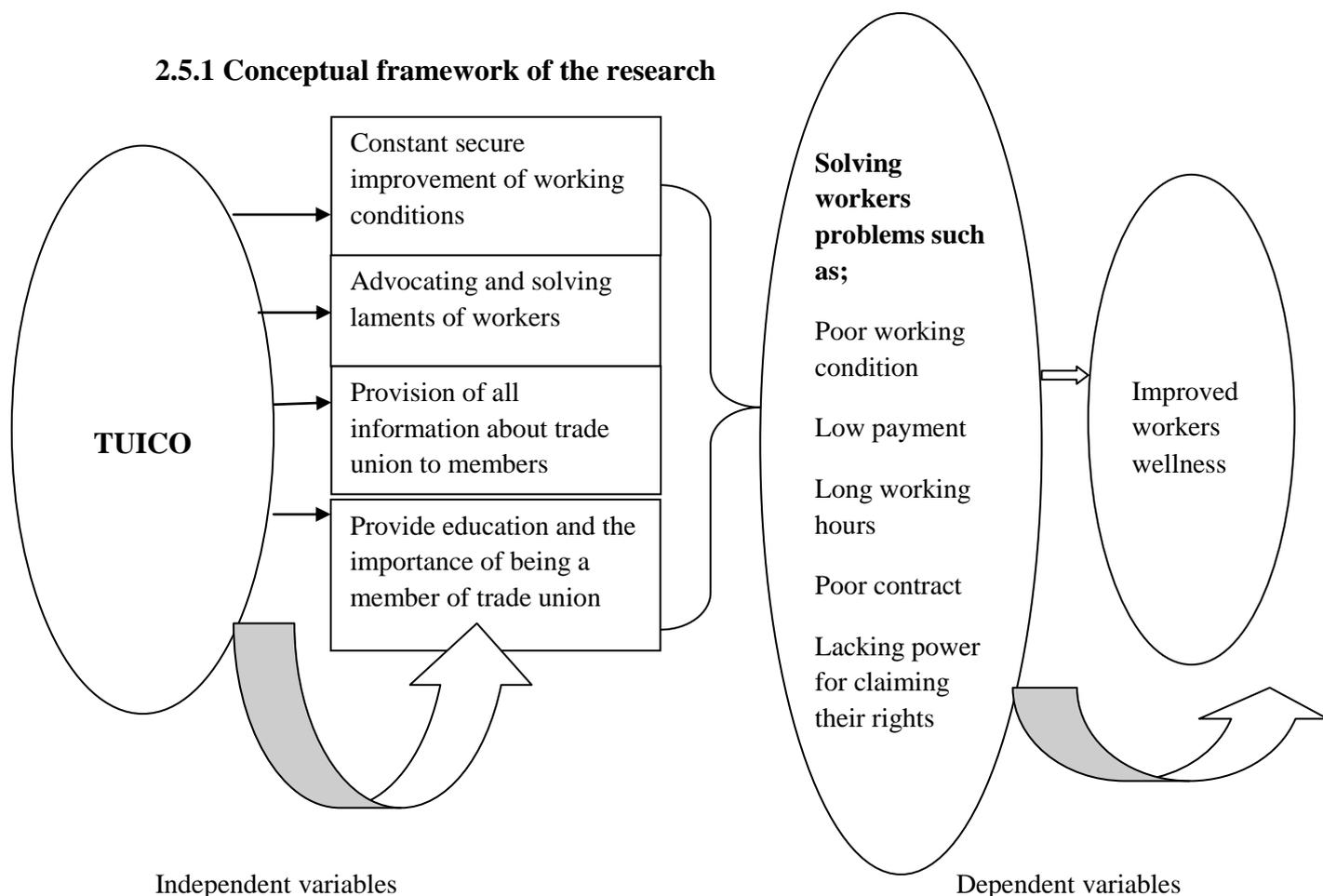
In Tanzania exploitative of workers is common, lack of information concerning the importance and presence of trade unions causes workers not be covered by standard labour legislation and are not entitled to social guarantees by the state or formal employment benefits such as a minimum terms and conditions of work and social security coverage Tanzania Employment and labour Relations Act No 6 of 2004 prohibits discriminatory activities by employers against union members and employers found guilty of such activities are legally required to reinstate any employee suffered from the action of discrimination at work place. Ant union behaviour is also common, employers try to avoid trade union recognition, avoid collective bargaining and even target trade union leaders and activists. Workers are often pressurized into leaving trade unions; the refusal to transfer the union's dues is still common in many work places. (Aloyce 2004).

The labour law in Zanzibar applies only to private sector workers, workers in Zanzibar are not allowed to join mainland based trade unions, moreover, the Zanzibar labour law requires that a union consists of 50 members to be registered, and it stipulates that trade union officers must possess a sufficiently high literacy level to comply with their work, the labour law in Zanzibar does not protect trade union members from ant union discrimination, and there were several reports of such discrimination during the year 2005 up to 2009 (ILO, 1997)

2.5 Conceptual framework

From the reviewed literature, the following issues emerged; there is strong relationship between trade unions and the employees and employers and in order for trade unions to work properly it need support from both sides so as to solve problems such as, long working hours, poor working conditions, poor contracts, low payments. The relationship above is presented in figure 1 below.

2.5.1 Conceptual framework of the research



2.6 Research gap.

Over the last two decades, Tanzania has undergone important changes in its labour markets and forms of production. This has fuelled to the rise of number of trade unions so as to help workers in different arena, but many scholars and papers has based much on the legal assistance provided by the trade unions to workers such as representing workers from the level of CMA (commission for mediation and arbitration) up to the level of high court. There is mushrooming of trade unions in Tanzania but this doesn't commensurate to the wellness of employees. The existed trade unions such as TUICO has concentrated much on the legal assistance more than providing training and skills to members in order to help them to depend on their selves especially in life after retirement. Trade unions must now start acting actively in other areas more than legal assistance. They should also work much in informal sector which are growing very

fast, also instead of remaining with few members they have, they must struggle to find many workers to join the union so as to help union grow strong and powerful.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction.

This chapter provided an explanation on how the study conducted. It described the area of study, research design, sample size, sample and sampling techniques, data collection methods, tools, data processing and analysis, ethical considerations, validity and reliability of instruments, as well as budget.

3.2. Research design

Research design refers to fairly exhaustive method, which enables the researcher to study deeply and thoroughly different aspects of the phenomenon. It is also flexible in data a collection method that helps to save both time and costs. Case study used to explore the research problem, This design used due to limit of time on one hand and the fact that it was to be the most appropriate design to fit this research taking into account its nature i.e. a thesis in a partial fulfilment of the conditions for the award of a degree of Masters of Public Administration on the other hand. The reasons for adopting case study are due to the above merits as per Kothari in Adam and Kamuzora (2008)

3.3. Area of the study

The study was conducted at TUICO Dar es salaam. The centre was chosen because it was easy to collect the required information concerning the study. Also the research conducted in less cost and will contribute to the improvement of the performance of TUICO. TUICO refers to Tanzania unions of industrial and commercial workers; the union is divided into four sectors, which are industries, business, commerce, and financial institution. Each sector is under assistant general secretary who reports to the general secretary. TUICO has got members all over the country and representatives office in all regions in Tanzania mainland and Zanzibar.

3.4. Population of the study

The study population involved Staff and members of TUICO in Dar es Salaam. Population was 60, which include TUICO staff and Members.

3.5 Sample and sampling techniques

3.5.1 Sample size

Sample is the number of items to be used selected from the universe to represent the population (Adam and Kamuzora, 2008). The target sample was taken from the administration and members from TUICO. The sample size of this study was 60 respondents.

Table 1: Sample distribution table

Type of Respondents	Number of respondents selected
Staff	10
Members of TUICO	50
Total	60

3.5.2 Sampling techniques

Sampling technique refers to the procedures that the researcher would adopt in selecting items from the sample (Adam and Kamuzora, 2008). The primary purpose of any sampling technique, which the researcher decided to use, is to get a sample for his/her in order to get representative findings. Due to the size, nature of the study and the resources constraints, the researcher did not cover the entire population of TUICO staff and members, as this study will use staff from TUICO head office and members from Dar es Salaam. Therefore, the researcher used only two types of the sampling technique to obtain relevant sample size, which are simple random sampling as probability sampling and purposive or judgemental sampling as non-probability sampling.

3.5.2.1 Simple random sampling

Adam and Kamuzora (2008) defined simple random sampling as a probability sampling whereby all members in the population have the equal chance of being selected to form a sample. It selects the sample at random from the sampling frame without replacement. Also it maintains the original sampling frame but the number of element selected available to be drawn decreases as each element is removed before the next choice is made. In the study simple random sampling was used in order to maintain the original sampling frame obtained from TUICO staff and members. Also systematic random sampling used because population and sample size are known, and stratified random sampling involved due to the fact that the total population of TUICO staff and members divided into groups according to their departments before selecting of representatives.

3.5.2.2 Purposive sampling

Purposive sampling entails deliberately selecting cases on the basis of specific qualities that they illustrate. Kothari (2004) define purposive sampling as the intentional seeking or selecting of individuals or situations likely to yield a greater understanding of the phenomenon of interest. The criterion for choosing the individuals or situations is whether they are 'information rich' in this study the researcher also used department to get sample depending on the information needed. Also in getting sample from members, the researcher used convenience method in order to convince members to provide information as required.

3.6 Data collection techniques

In order to obtain the relevant data and information concerning the topic under the study, the researcher was expecting to employ the various techniques of data collections. Both primary and secondary techniques of data collection used. The methods which used to collect primary data include is survey method. The secondary collected through documentary sources. The reason for choosing these methods was based on complimentarily and mitigation of the weakness of one method.

In order to obtain the relevant data and information concerning the topic under the study, the researcher expected to employ the various instruments of data collections such as;

3.6.1 Questionnaire

A self-administered questionnaire distributed to the study respondents, this refers to the type of questionnaire where by the respondent completes or responds from the questions on his/her own paper or computer which it can be through mail, online responding. The respondents required to answer those questionnaire will be drawn from all departments of TUICO and its members. Both open-ended and closed-ended questions. This method is simple and safe to the respondents as their names are not required in the questionnaire to make the respondent free and confident in answering the questions. The method was good because it reduces interview's biasness in getting the required information; hence the respondents were able to answer those questions for their own time, though sometimes it creates delaying in collecting the information. The questionnaire was administered to TUICO staffs and members.

3.6.2 Interview

This is another method, which was used to collect data and all other required information from the respondents. Unstructured interview were asked to the study respondents. This used in order to get more clarification on the data collected through questionnaire, which will tend to be short and thus too difficult to be understood clearly by the researcher. The method was more useful to the TUICO staffs especially few departments such as lawyers top management and members who are working in processing industries with shortage of time to responds to questionnaire.

3.6.3 Documentary review

This is another method that used for the purpose of collecting the secondary data to supplement the primary data. The researcher consulted various documents within TUICO, which contained the relevant information about the study. For example files,

circulars, manuals, pamphlets, website, which contains relevant and current information for the study.

3.7 Data processing and analysis

The data collected will be analysed through long work sheet and then transfer the total into contingency table where tabulation and satisfied analysis were made, the data will then be entered in a computer, after which analysis will be done through statistics. Responses from the questionnaire were coded, summarized and then entered into a computer. Analysis was done with respect to the study objectives using the Statistical Package for Social Science (SPSS) computer software. The SPSS employed descriptive analysis. Descriptive statistics were used to get frequencies and percentage.

3.8 Data validity and reliability

Data collection instruments have to be valid and reliable. Validity is the extent to which the findings of the study make sense, are credible or represent an authentic portrait of what the study look at (Huberman & Miles, 2002). Reliability refers to whether the process of the study was consistent, reasonable, and stable over time across researchers (Huberman & Miles, 2002). In this research, questionnaire was the main method in collection of data, the questions was in semi structured and for open ended questions respondents was required to fill the empty space with their suggestions and or short explanation.

Furthermore, while administering interviews schedules with semi-structured interview, the researcher probed the questions and makes some elaborations until the item becomes meaningful to the respondents. The data tested to ensure its reliability by checking against those through interviews, documentation and questionnaire. Reliability of data will be applied when testing insignificance. The data used for trend analysis on improving key statement.

3.9 Ethical consideration under the study

The permission to conduct the study was sought after the approval by research supervisor and letter from Mzumbe University to the management of TUICO, requesting permission to conduct the study.

Confidentiality

There was an agreement of confidentiality between researchers the study participants because sometimes the study has to involve the Union confidential information where by the union did not prefer it to go public. Confidentiality of information was observed by avoiding subjects writing their names on the questionnaire and privacy will be observed during interviews.

Informed consent

No one was allowed to be a study participant or a source of information in the research study unless they have agreed by explaining the importance of the study to researcher and community at large, the purpose and use of the research findings. Participants were not forced to be involved in the study.

3.10 Limitation of the study

Firstly, the research was conducted over a short period of time; thus, it cannot be as comprehensive as it would have been done over a long period of time.

Secondly, due to limited resources, the study had a limited to only TUICO Dar es salaam branch and not all TUICO branches in Tanzania.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter is about results and discussion of the finding on the Role of Trade Union (TUICO) in Enhancing workers wellness in Tanzania. The chapter starts with an introduction, then general overview of TUICO including characteristics of respondents in terms of their working sectors, gender, education level, working experience, and age. It also presents general overview including TUICO mission and vision. Then, findings about specific objectives of this research are presented.

4.2 General Overview about TUICO

Tanzania Union of Industrial and Commercial Workers (TUICO) was established in 1996. TUICO is the independent trade union that was established for the purpose of advocating workers right in terms of economy, working condition, and employment contracts and workers wellness in general. TUICO is divided into four sectors such as, Industrial, Commercial, Financial and Consultant and service.

4.2.1 Structure, mission, and vision of TUICO.

Trade Unions activities in Tanzania started way back during colonial era as a result of oppressive and exploitative economic structure by the colonial masters in 1920s. The ‘native’ workers employed in the harbours, sisal estates, mines, and other productive sectors organized themselves to fight for improved social and working conditions. The trade union ordinance in 1932 legalized the formation of trade union. Thereafter, trade union membership and activity in Tanzania then Tanganyika increased. The Tanganyika Federation of Labour (TFL) was formed in 1955 boldly took on a political and development dimension by active participation in the struggle for political independence, which was gained in 1961.

Soon after independence in 1961, a number of laws was enacted including the NUTA ACT No. 18 of 1964 which brought a sudden end to the limited autonomy of the TFL had so far enjoyed. The Act established the National Union of Tanganyika Workers’ Association

(NUTA). In 1977, the Government took further step to curtail trade union autonomy by transforming the trade union into ‘Jumuiya ya Wafanyakazi Tanzania’ (JUWATA), and became one of the five mass organizations of the newly formed ruling party, ‘Chama Cha Mapinduzi’ (CCM). During 1990s when the country was transforming into multi-party democracy, there was an increase pressure from union members to allow trade unions greater autonomy and these reforms led to the formation of the OTTU/Tanzania Federation of Free Trade Unions (TFTU) in 1995. The federation composed of 11 sectoral trade unions and headed by the General Secretary and two deputies one from Zanzibar and another from mainland Tanzania. TFTU had a general council composed of representatives from all sectoral trade unions. Chaired by the Secretary General, the General Council is the highest policy-making body of the Federation.

In 1998, the Government passed the Trade Union Act. No. 10, that became effective in July 2000. The significance of this Act was that it provided for the formation of free associations of trade unions of both employees and employers on mainland Tanzania. Acting on the basis of these provisions, the 11 sectoral trade unions of TFTU formed a congress in April 2001 – the Trade Union Congress of Tanzania (TUCTA). Under TUCTA, most of the existing sectoral trade union structures as well as organization modalities remained the same.

The structure of the union as shown below in the figure, it indicates that, members are the ones who are leading due to the fact that a union depends on members contribution in order to survive so members are the most important part of the union structure because union is surviving to serve the needs of members.

It followed by the shop steward and union representative, these also is another important part where by union is depending on shop steward and union representative to identify and acting on different issues concerning members in terms of problems and the action needed.

Branches are also important because it work on behalf of the main office in the respective region. TUICO structure has given power to branch leader, which is chairperson to be in charge of all union activities at work place and the branch is provided with tools (TUICO tool kit) which contains union constitution, strategic planning, flyers, brochures in order to help members not to consume time by going to the head office or regional office while there is a nearby branch which can help.

Also there is regional office of the union which is responsible for all matters of the union and members in the respective region, things like helping members with their cases from the level of labour court to high court and this regional office is under regional secretary who is reporting to the general secretary concerning his/her region in all sectors.

National office, this is the head office of the union whereby it is responsible for making sure that members in the country are working in a good environment. Different from branches, regions, the head office is categorized into four sector which is industries, commerce, financial institution and service and consultants whereby there is a general secretary who is assisted by four assistant general secretary where there in charge of the sectors and they report to the general secretary, but the structure help union to work together in order to reach a common good which is to serve members with a quality service.

Figure 4.1: TUICO's administrative structure



4.3 Characteristics of respondents

The researcher gathered information respondents from different departments involving Union staff and Union members as the unit of analysis of this study. This section presents the socio-economic characteristics of the respondents involved in the study. These were sex, age; education levels and working experience.

Table 4.2: Respondent’s Sex, Age, Education level, and Working experience

Variable	Frequency	Percentage
Gender		
Male	47	78
Female	13	22
Age coherent		
19-25	8	13.3
26-30	33	55
31-40	14	23.3
Above 41	5	8.3
Education level		
Certificate	31	52
Diploma	11	18
Degree	7	12
Post graduate	11	18
Working Experience		
Less than 1 yr.	33	55
1 yr.	17	28.5
Over 2 yrs.	10	17

Source: Research Findings, 2013.

4.3.1 Sex of the respondents

Most of respondents were male who accounted for 78% of the total respondent while female was 22%. This is due to the fact that many of the employees from union to members are males. With regard to the age, of the respondents as shown in table 3. Therefore, in the study sample men had greater representation than women. Therefore, the data revealed that, in terms of sex, the data shows that number of male respondent is greater than female respondents as shown in table and this is because high percentage of male respondent are working in industrial sectors where by there is the use of physical power in conducting activities as the nature of industrial roles for example in metal industries, and other manufacturing industries, compared to those few female who are from finance department in industries and other financial sectors where by the responsibilities is not as much harder as in industries. Female respondents also work in administrative roles such as secretaries, finance, and human resource personnel.

4.3.2 Age of the respondents

The results in table 3 found that participants were in different age groups. It shows that, about two thirds (55%) of the respondents fall within the age category of youth, which is 26 – 30 years which shows most of the respondents were young people from the level of Union up to the level of Members compared to the age of 31-40 (23.3%), 19-25 (13.3%) and 41 and above (8.3%) which proved that, only few respondents were old. Therefore, the data shows that youth respondent are less involved in industries where by the nature of work is hard and it need the use of power, this is due to the fact that the number of young people working in industries is small compared to the number of the same group working in other sectors such as financial sectors such as banks, but also this group of youth is working in different sectors. In the age of the respondents the data also revealed that the old respondents in many sectors are holding the administrative roles in both industries and management due to their experience compared to youth respondents.

4.3.3 Education levels

Concerning educational level of the respondents, it was observed that 7 (12%) of the respondents attained the level of University with first degree, while only 2 (3%) are postgraduate level, and 11 (18%) of the respondents are holding Diploma while 9 (15%) of the respondents are advance diploma holders. The study shows, 31 (52%) of the respondents are certificate holder and shows that, majority of the respondents especially from the Union members, their educational level is certificate compared to the Union administration level of education. Therefore, the data shows that high percentage of the respondent are certificate holder and most of them are working in security department, messengers, drivers in both sectors from industries to financial, commerce, service and consultant because of their level of education. While those who are diploma holder, the data shows that they work as supervisors in industries and other sectors and those who holding degree and postgraduate degree are working in management position in financial institutions such as banks working as leaders to their subordinate.

4.3.4 Working experience of respondents

The findings about working experience confirm that, 10 (17%) of the respondents have been employed for more than two years, while 17 (28.3%) of the respondents have been employed for one year and the study shows that 33 (55%) of the respondents have been employed for only six month which reveals the fact that many respondents especially from the members perspective of view have been employed for a short period (contracts). Therefore, according to the obtained data which shows that high percentage of the respondent are lacking experience in their position due to the fact that they are in the position for a period of less than one year, while few of them are experienced after being employed for more than two years which indicates that this group of respondent are much stronger in terms of understanding their rights, responsibilities and duties which helps the organization to develop positively.

4.4 Roles played by TUICO in helping workers wellness at work place

One of this research's objectives was to examine the role of TUICO in helping workers wellness. According to TUICO'S "Manual on code of good practice and rules"(2010) and the "Voice of TUICO" magazine (2010) All two publications from TUICO's education department, shows and explain the roles or in other way it known as responsibilities of TUICO in helping workers (member) such as;

Working with employers in negotiating contracts on behalf of workers, also helping workers in bargaining and signing of collective agreement between employees and employers. It also helps workers in terms of labour rights such as rights of representation from the level of Commission of mediation and arbitration (CMA) to the level of High Court, it help workers to promote equal opportunity and good employment relations, providing training and information for officials and representative on their responsibilities for equal opportunity, whereby it helps in cooperating, developing, implementing and monitoring plans to eliminate discrimination in any ground and promote equality. Also the publications help to reminds workers and employers that good working relations are key to increase productivity and maintain industrial harmony, all stake holders, which are employees, employer and Union, should work together for the common good.

Most programs and projects of the union depart from a rights-based approach, primarily addressing workers' right to organize, to collective bargaining, but also other human rights such as the right to health care and education. Through study circles and other capacity building, trade union members are empowered to claim their rights, primarily from employers but also from political decision-makers and public authorities. An important role of unions organizing low-income groups in Tanzania is to facilitate access to social services for their members. Several examples were identified during field visits: industrial workers in Tukuyu setting up a secondary school in an area where no secondary education was previously available, a union workers assisting members to gain access to pensions and other benefits. Apparently, these issues are important to the members, and some trade unions leaders in Tanzania agree that they are "partly working as an NGO".

To educate members about labour laws and union constitution and working together with the employer in order to bring and establish smooth relationship between the employer, union and employees. This is due to the fact that, it is the union responsibility to help members to understand their rights and other labour laws which will ease members troubles in conducting many mistakes by not knowing laws, understanding your roles and responsibilities it makes activities at work place to be easy and hence the production is growing and automatically the workers wellness is growing also.

To make sure that workers all over the country are enjoying their labour power in all aspects and at the end grow in economy aspect. This is due to the fact that, one of the union function is to make sure that members are receiving according to what they offered in their responsibilities, they must receive exactly the same as what they offered as labour power, this will help workers to increase production because in return he/she is getting something to motivate him/her.

Making sure workers are obtaining satisfactory rates of pay. This is through meeting with employers' representative in discussing salaries and packages of workers. Union are responsible of negotiating on behalf of members so as to benefit both side in terms of bonus, overtime, salary, hospital treatment, leave payment, retrenchment packages and retirement payment. Union is responsible for the survival of members even after employment period by negotiating a reasonable packages in different aspects which will enable worker to serve or to invest for the future and prepare life after employment, all this is possible if the union is doing its job.

Protecting workers job. Also union is responsible for protecting members in their job in terms of helping them to understand their roles and responsibilities and making sure that their contracts are signed and followed properly by both sides and helping them to negotiate contracts and understand what are the procedures to follow before signing a new contract. Workers are not suppose to work with fear of his/her employment there must be assurance from the union to members that he/she is safe in a particular job.

Securing adequate work facilities. This is another function of union where by union are responsible to make sure that workers are having all the necessary working

facilities, for example those who are working in metal industries are working with gloves, gun boots, spectacles and hard caps in order to protect worker all time. Workers are not suppose to endanger their life while working, Ensuring satisfactory work conditions. This is regarding to health and safety and equal opportunities. Union is responsible for ensuring that healthy and safety regulations are followed at the work place by either training members themselves or by using the occupational safety and health agent available at work place so as to help in minimizing accident at work especially for those members who are working in big industries are equipped with all needed and necessary tools to protect them. Also union is responsible for making sure that there is equal opportunity to both male and female at work without showing any kind of segregation according to gender, union is responsible for making sure that a certain job is distributed to a member according to the qualifications and not looking on gender so the union is working with the management and help them to arrive in a fair and equal distribution of the available position at work place.

Negotiating bonuses for achieving targets. This is due to the fact that, at the beginning the organization sets targets which are suppose to be achieved at the end of the year and it is up to the workers to make it possible. So the function of the union is to help members in negotiating different kind of bonuses with the organization management so as to facilitate into achieving the desired target due to the fact that in reaching the target it will need workers to work over normal time and use extra hours working in order to achieve the goal so without good bonuses workers will not perform to the expected outcomes hence the desired achievements will not be reached and it need a strong union to negotiate on behalf of members because the management will not accept easily to meet the demands of the workers without strong union.

Negotiating employments conditions and job descriptions. This is by making sure that union participate in setting of employments conditions and job description because sometimes the management tends to set very difficult conditions and description that are in favor of management without considering workers, so the

function of the union is help the management to set conditions which will be attainable by the workers so union plays a big role in participating in the process. This help much to prevent any kind of bias from both side because management side will be satisfied with the conditions and also the members will be satisfied due to the presence of union on the negotiation table. Good and standard employment condition helps in increasing production because workers will perform to their best level hence development of the organization.

Also respondents expected union to help them in a number of issues such as, representation in legal matters, this is concerning the labour laws where by members are expecting assistance from union in all legal issues as the matter of fact it is very few workers who knows about labour laws, so union through legal department are responsible for training members concerning new labour laws and regulations because those laws and regulations changes every now and then. Union is responsible for workers legal rights.

Training members with entrepreneur skills and knowledge, this is due to the fact that, it will reach a time for a worker to retire from a certain employment, so they expect union to help them with different skills and knowledge and use the acquired skills as a source of income for surviving with life after retirement.(Union members, 2010).

Representation in negotiation table with the employer. Workers are expecting union to represent them in the negotiation table with the employer in matters like salary, bonuses, increments, leave packages, treatment and other benefits because it is difficult for any employer to listen to individual complaints but by using union, members become strong and powerfully which make easy in bargaining with the employer as the famous workers slogan “individual you beg but together we demand”.

To improve workers living condition, by joining union, members expected to improve their living condition due to the fact that union has power to change their life from one stage to the better one by using issues like collective bargaining agreement (CBA) which include all important workers concern.

To improve working environment, workers are expecting union to improve working environments such as reducing the number of accidents at work place by using measures and regulations of occupation safety and health agency (OSHA) at work place. Compensation also is another union responsibility, making sure that workers are compensated accordingly.

Improve relationship with the management; union also is responsible for establishing good relationship between the employees and the employer so as to add value in the production. By uniting both sides, the workers and management in a good faith, workers expect good and strong relationship with the management.

Through findings, all 60 (100%) of the respondent at different extent and perspective agreed on the role played by TUICO in helping workers wellness. During data collection respondent were given opportunity to show how TUICO implemented their roles in helping workers wellness. Through the findings 23 (38.3%) of the respondent agreed that TUICO plays a big role in improving working condition of its members. 17 (28.3%) of the respondent also agreed on how TUICO plays a big role in advocating and solving laments (problems) of workers, while 14 (23.3%) of the respondents agreed that TUICO plays a big role in providing education and importance of being a member of trade union by revealing the number of seminar and training attended by members which was organised by TUICO from 2010-2013. Also 6 (10%) of the respondents agreed on how TUICO helping workers in bargaining collective agreement on behalf of union members. In general respondents agreed on the fact that TUICO is playing different roles in helping workers wellness at work place.

Table 4.3: The role-played by TUICO in helping worker wellness at work place

Role of TUICO	No of respondents	Percentage
To improve the working condition of its members	23	38.3
Advocate and solve laments	17	28.3
Provide education and importance of being a member of TUICO	14	23.3
Bargains with employer on behalf of union members.	6	10
TOTAL	60	100

Source: Research Findings, 2013

4.4 The strategies employed by TUICO to address employee's wellness in Tanzania

Another objective of this research was to examine the strategies employed by TUICO to address employee's wellness. According to TUICO constitution and strategic planning, there is strategies which drawn in order to address workers wellness in Tanzania. It seems as TUICO is not delivering as it should be because of the fact that, there are some of the strategies which are not performed by the union and it is difficult for some of the strategies to be attainable. Union must put into practice the attainable strategies so as to reach the objectives.

4.4.1 Working with the university last year students concerning union.

This is due to the fact that, most of the students are finishing university education without any knowledge of trade union which cause problems to union officials in recruiting them after being employed, union believe that by spreading union education in university especially to those last year students who are preparing themselves to enter in the employment industry will help to reduce the burden to union because most of the new employees will be employed with union knowledge hence they will join the union easily. This strategy has a great potential on advertising the union and makes it known to the group of people who are expecting to join the employment market. It helps them to know union even before employment hence it easy the burden to the union to find them and recruit to join the union which consume time and power which could be directed to other areas of concern like training. But this strategy, union must work together with the university and colleges management as other stakeholders to be granted permission to meet and speak with the students and make them aware. This strategy is very viable because it tackle the main target group of people which are the one who are expecting to join the employment sector compared to the strategy of waiting until they are employed and start recruiting them.

4.4.2 Involving youth to expand union coverage.

Union also is using young people to make union known to many people because most of the young people in Tanzania are not joining trade union because of the myth of only old people are suppose to join trade union TUICO is working with groups of young people in different places so as to help them with understanding that union is free for any individual to join regardless of age, there is no age restriction in joining union, this strategy helps in bringing together people with different ages and exchanging knowledge and skills. There is great potential in this strategy due to the fact that, by using young people the campaign will reach many people as the matter of fact that, youth is the large group and it growing and expanding very fast than any other group in the society. There is potential in youth because most of the companies and organisation are employing young people graduated from the university, hence using this group of people will increase the number of members to union. The advantage of using the youth group is the time where by the young people will spend serving the union compared to the older group who are expecting to retire from their position in the employment. Union must work with young people in order to groom them within the union and became aware about the union at the root level as the matter of fact that young people will be used in union campaign to advertise the presence and advantages of the union.

4.4.3. To establish and develop labour college.

Apart from the labour college in Mbeya which is under TUCTA (trade union congress of Tanzania) TUICO is planning to build a new labour college which will be under their authority special for educating members and union officials concerning union matters such as labour laws, regulations, rules of the union which will be used as an institution of building capacity and strength union. We see potential here because there is need of competent and qualified union officials who are capable and knowledgeable in labour laws and other union issues. By having a college union will be capable of taking officials to obtain training in that particular college, not only union officials but also union will use that college to train members especially those union leaders and representatives at work place so as to make them competent. There is advantage in establishing college because it will reduce cost of

taking members and officials to other colleges to be trained which is very expensive or even to hire an expert to train members and officials, also the same college will be used as a source of generating income by providing training to other union official and members and even to use the building as conference centre to generate income. The union will benefit at large and then members and union officials will follow, in order to succeed on this, union must involve different stakeholders such as donors, members, other unions, so as to get support in establishing the college as an investment.

4.4.4 Increase the number of union officials.

This is due to the fact that, the numbers of union officials who are dealing with members are not enough to cover every area especially in district areas which cause difficulties in spreading union service to members hence members are complaining that there is no any benefits of being a member of trade union because they lack important services, so after identify that, union decided to employ as many employees as possible from the district level and villages which will help members to get any union service at any time due to the availability of union official present to the specific district or village. There is great potential in increasing the number of staff because it will reduce the current problem of shortage of personnel in dealing with members concern. Having enough official will increase the number of members by solving their concerns in time hence the union benefits from the whole process. The strategy is viable because currently there is a problem of shortage of union officials in dealing with members concern, so instead of using the few available staff to move all over the union branches in the country which will consume time and money, union must employ other people to reduce and cover the gap. This will benefit both the union by covering members concerns in time and members by having their concerns being solved in time. Union must present and defend clearly the purpose of employing new staff to the board.

4.4.5 Exchanging knowledge and skills from other union national and international.

This is by joining other union and exchanging experiences on how to deal with members for the benefits of the union. By paying visit to international trade union which TUICO is affiliated, union will benefits from the visits because of the technology, skills and knowledge which those international union will help TUICO to acquire the skills and use them in Tanzania to benefits members hence improve union's service. Exchanging knowledge and skills from other union national and international proved to be potential to the union in working with other union either in the country or outside the country whereby they can exchange knowledge and skills, which will help in developing new skills and ways of serving members. The strategy is viable and attainable because it is true that union differ in the level of knowledge capacity and techniques, so the combination of skills from different unions will help to make a union strong. It is up to the union here to inform and establish good relationship with other unions internally and externally so as to facilitate the exchange visits, and the stakeholders at this stage is the other union from the country and outside the country and union (TUICO) is responsible to make them aware on the reason and need of establishing relationship for the benefits of both sides.

4.4.6 Increase union visits to worker and members.

This is due to the fact that by visiting workers it helps to identify their problems and needs of members instead of waiting only general meeting and elections to collect members opinion and complaints, this increase the level of responsibility of the union to members hence solving problems and serving members become easy as the matter of fact union receive complaints at the early stage and work on them accordingly hence improve workers wellness in Tanzania. There is potential in visiting members and workers at work place because it will help union to identify workers problems easily and solve them within short time and encourage workers and members to express themselves concerning their problems instead of waiting for official general election campaign visit or recruitment visit so as they can express their concerns. This strategy is viable because visiting members occasionally makes the union very alive and attract other non members to join the union as the feeling

from workers that this union is working for the benefits of workers, union here must work together with the workers in order to prepare and fix a proper schedule on how, where and when the exercise will be conducted.

4.4.7 To work with government in policy making.

Union see potential here in working together with the government especially the ministry of labour in preparing and making of the policy so as to consider all the necessary requirements and which are in favour of workers in all aspects, union must participate in making policies concerning workers in order to reduce disturbance due to the fact that workers feel there is something wrong within the passed law or any regulation concerning workers without the government involving union to represent workers. This is viable strategy because when the union real participate in making laws and other amendments will not all passing any policy or procedure which is against workers or which is not in favour of workers. Here the union must involve workers especially members in the committee which will be involved in policymaking process and also the government as the main stakeholder. Union must collect opinion and thoughts from members and workers before going to the policymaking process so as to represent the real problems of workers and not their concerns.

4.4.8 To improve and develop workers wellness in preparing and building of collective bargaining committee so as to maintain peace and harmony at work place.

To help employees and employer to work together to solve any difference between them without interference of the court for the benefits of the two side. The two publications says about the strategy of working together with the government in preparing labour laws so as to protect workers wellness, because the involvement of Union in preparing laws will help the government to prepare and enforce proper labour laws.(TUICO Legal department, 2013).

Union need support from both sides in order to complete all the strategies whereby the key players here are union, members, affiliated unions, union representatives, union officials, government, by joining power it will help the union to attain the desired results which is serving members because the strategies are realistic and they are attainable but only by hard working especially from the TUICO as the main character in serving workers demand for the betterment of workers in Tanzania.

Through the findings, all 60 (100%) of the respondents at different extent and perspective agreed of the strategies employed by TUICO in addressing employee's wellness. During data collection, respondents were given opportunity to show how TUICO employed their strategies in addressing workers wellness. This is due to the fact that 23 (38.3%) of the respondents agreed that TUICO strategies helps in developing and improving workers wellness during employment and after (retirement). 17(28.3) of the respondents also agreed on the strategies employed by TUICO plays a big role in preparing and building of collective bargaining committee so as to maintain harmony at work place. Also 13 (22%) of the respondents agreed on the strategies employed by TUICO regarding the issue of facilitating the triple tite means the Union, workers, and employers so as to maintain peace and harmony at work place. While 7 (12%) of the respondent agreed on strategies of TUICO in working together with the government in preparing labour laws so as to protect workers' rights and interests.

TUICO targets was to make sure that the strategies employed are well understood and employed well by members and union officials who work together with union representatives at work place in order to bring positive change to workers.

In preparing the strategies, TUICO involved members from all sectors such as industrial, commercial, financial, and service and consultant. The involvement of all sector helps to prevent contradictions because all sectors must agree with all strategies and both parties signed a contract of implementation.

Table 4.4: The strategies employed by TUICO to address employee’s wellness in Tanzania

Strategies in addressing employees wellness	No of respondents	Percentage
To develop and improve workers wellness during and after employment	23	38.3
Preparing and building of collective bargaining committee to maintain peace and harmony at work place.	17	28.3
To facilitate good relation and the tripartite between union, member and employer.	13	22
To work together with the government in preparing labour laws so as to protect workers’ rights and interests.	7	12
TOTAL	60	100

Source: Research Findings, 2013

4.5 The challenges facing TUICO in enhancing workers wellness in Tanzania.

Another objective of this research was to examine the challenges facing TUICO in enhancing workers wellness in Tanzania,

According to voice of TUICO magazine and another book from TUICO legal department with a title “the challenges of trade unions towards new era” (2008) are indicating different challenges facing TUICO in enhancing workers wellness in Tanzania.

4.5.1 Unbalanced income.

One positive phenomenon of globalization is wealth generation; the distribution of wealth in Tanzania is highly skewed in favour of few people and this creates a serious imbalance in the process of developing workers wellness in Tanzania. The data shows that for the past 10 years from 2000’s to 2010’s the trend has largely been increasing rather than decreasing wage inequality. It is also significant to note that as more wage inequality among workers, it is obviously few people will control majority hence only few workers will make decision for others. This is the result of

favouring few people at work place, which is resulting to unfair distribution of income. This is caused by different factors such as management sometimes is trying to win a group of people especially those leaders (supervisors) and use them to control the majority as the matter of fact that the majority of workers are receiving orders from their supervisors and when they try to complain through the same leaders, their complaints will never reach the appropriate place or person such as manager and if this habit will continue for a long time, it will result to a strike from the majority of workers to demand the implementation of their concerns hence the organisation get loss from the effects of the strike.

4.5.2 Economic and political change.

Globalization and restructuring have made people questions the effectiveness or need of union at work place, with change in work place and workforce, such as shrinking public sector and primary industries and the growth of the private sector coupled with changes in work arrangement, unions are facing challenges relating to their survival and vitality. Traditionally union were structured to represent employees in industries with a fairly stable workforce and hierarchical relationship with management. This has been the result of using computers and other machines which are used to simplify work, as the matter of fact the task which before the introduction of computer and other technology was performed by five or ten people, now the same task with the use of computer and other technology is performed by a single person who is in charge of controlling the machines. This cause unemployment due to the fact that most of the organisation are cutting down expenses by using technology rather than employing a lot of people to do a certain job which can be handled by a single person with the support of computer and other machines which has the advantages of saving time.

4.5.3 Workforce demographics are changing.

With more young people joining and older people are not retiring as early as they had previously, there are more women and a greater ethnic diversity evident today younger workers are most often employed in temporary or part-time employment in a service or retail industry. This type of employment is most often the hardest to

organize, they are generally low- paying, low skills job which make the workers easily replaceable. As the matter of fact that, the population is growing and the number of young people who are joining organisation is growing in a very high speed and once they finish their education in colleges their expecting to be employed but unfortunately they face challenge from the old workers with the age of retiring who are not ready to leave the space for the young generation to run the union and this is affecting this young generation because they lack enough time and exposure and experience in the union because there is no anyone who is ready to make the way for them to pass through hence they fall into the group of those who are employed in a short term basis and very low payment packages because they're not permanent and they lack experience as the result of the old workers.

4.5.4 Employers suppress.

The resistance from the management is another big challenge to the union where by most of the employers tries to prevent union to exercise the rights at work place. Management believe that if workers will join union they will understand their rights and start to demand what is missing and this will cost management additional expenses than what they spend at that time, so management think that the only way to prevent this from happening is by forbidden any union movement at work place. This is one among the major problem which the union is facing, the management put some obstacles for workers to join union because they fear that, the action of workers to join union will help them to understand their rights and start demanding for what they see is missing from the management, so in order to prevent that from happening management inserts some harsh and hard regulations to stop workers from joining the union. This affect mostly workers side because they are denied their constitutional right of forming and joining trade union at work place hence they lack opportunity of knowing labour laws and other rights and benefits at work.

4.5.5.Stiff competition from other trade unions.

In Tanzania there is more than 10 registered trade unions such as TUGHE, CHODAWU, RAAWU, COTWU T, FIBUCA, in which all those unions are fighting for the same workers to join the union hence competition between them occur and

TUICO is focusing much on fighting the competition rather than serving members. Workers also are facing dilemma in making decision on which union to join because every union has the legal rights of recruitment, and they use the same approach to convince workers to join the union, so instead of solving workers problems and concern, union focuses on fighting among themselves in order to win the majority. This is because of the right given to the workers to decide and choose on which trade union to join at work place, workers are free from joining any trade union as the matter of fact that the law allows more than one trade union at work place so the union which is powerful and stronger is the one which will have most of the members at work place and according to the labour laws the one with the majority at work place is the one which will be recognise as a exclusive agent for collective bargaining and representation of workers matters at the table of negotiation where by the law requires a union to have 50+ % of the majority at work place to be recognised by the management. The availability of more than one union at work place, increases competition which affect the credibility of the union because instead of solving and working with workers in helping with their problems, the union now turn into competition and struggle with all ways in winning the competition so as to have the majority which will lead to be recognised by the management as exclusive agent for workers. Union here drop the main reason and purpose of representation of workers concern and fighting to win the competition from other trade union.

4.5.6 Unsettled disputes from the court.

This is due to the fact that, a number of unsolved cases concerning workers are not settled from the level of commission to the high court because of different factors such as shortage of judges and mediators and arbitrators or lack of evidences to support the cases, matters like retrenchment, compensation, bonuses and other increments are not solved in most of our court and the union is facing a challenge in convincing other workers to join union because the unsolved cases prevent them from joining. This is the result of lack of seriousness among the union official especially legal department where by their not serious with making follow up in many cases from the level of CMA and Court level due to either few legal officers or poor attendance of the officers in court. Union has a lot of members and they serve

many members to the court level so the department of legal must employ enough and serious legal officers to make it easy the process of follow up compared to the current situation where by TUICO has 4 legal officers who are in charge for the whole country so there is difficulties in satisfying all workers with the geographical and infrastructures location of many of our regions in Tanzania is very poor so it is difficult to meet all workers from all sectors at once and solve their concerns which in the matter of fact the few number of staff is not enough to cover the large number of members the union contains. Having few members to attend members lead to unsolved matters at the court there are outnumbered by the cases hence it affect the credibility of the union in which at the end they face difficulties convincing new members to join the union and even to build and increase trust to the available members concerning their pending issues which lead to members to think twice on trusting the union from the example they see from those members who are suffering from the problem

4.5.7 Lack of patriotism among union workers.

This is another major challenge which faces union in addressing workers wellness in Tanzania where by most of the union employees are lacking self patriotism in serving members, they are not truly devoted in helping workers rather than working for the purpose of waiting salary at the end of the month, this facilitates to the fallen of union struggles. This is caused by the number of factors such as employing people without any trade union knowledge and their not devoted to the job. Most of the union officials are employed and working with the union because of the problem of lack of employment and there are there for the purpose of getting salaries at the end of the month and not working in helping workers wellness. This is proved by the occurrence of most of the union officials are employed with very different professions and the union only train them within a very short time so as to enable them to acquire skills and knowledge on how to deal with workers. This habit affects union because the employed officials are lacking true patriotism and hence they tarnish the whole image of the union.

4.5.8 Lack of trust from workers towards union,

The prolonged allegations of corruption and lack strong leaders from the union cause workers to doubt their union, hence it prevent other from joining and those who are still members are starting to withdraw themselves from the union. Workers reduce their trust to union after seeing their concerns and problems are not solved for a very long time compared to those who are not members of any union. Workers lost their trust after being dumped by union in cases and other problems in management so they think that there is no any need of them to join union because there is no any importance and profit of join the union. Allegations and poor attendance of union officials to workers plays a big roles in decreasing the level of trust to the union and it put the union in a very difficult position to run its activities hence they lose majority.

4.5.9 Employer's resistance to workers.

Fear of dismissal from employers towards workers in joining union is another challenge that faces union where by most of the workers are scared to join union t work place after being discouraged by getting transfer or dismissed from employment especially to those union representatives at work place. This tendency of employer to forbid workers from joining union cause difficulties in the struggles This is one among the major problem which the union is facing, the management put some obstacles for workers to join union because they fear that, the action of workers to join union will help them to understand their rights and start demanding for what they see is missing from the management, so in order to prevent that from happening management inserts some harsh and hard regulations to stop workers from joining the union. This affect mostly workers side because they are denied their constitutional right of forming and joining trade union at work place hence they lack opportunity of knowing labour laws and other rights and benefits at work for workers wellbeing. Collective bargaining is weakened and discouraged by new employers. They prefer and entertain individual contracts; this is one of the indicators of the anti-union attitude of the new employers, which trade unions have to deal with it by using extra power because the number of new workers is increasing.

4.5.10 Lack of enough capital to support union activities.

Union Is facing problems in facilitating different activities due to the fact that, there is no enough money to support those activities due to the fact that the government is not providing any support to the union to run its activities. Here the union only depends on contributions and deduction dues from members and the grants from international unions, which TUICO is affiliated to those international unions. In a real sense, the deduction dues are not enough to support each and every union activities from salaries of union employees, payment of different bills hence the union is lacking power financially to support its activities which is a result of weakness in enhancing workers wellness in Tanzania.

4.5.11 Poor communication between the top level of union administrative and members at work place.

There is problem of proper communication due to the fact that the union management through its officials are not communicating timely and properly with workers that lead to difficulties in understanding workers need and problems hence the purpose of having the union at work place is not attained, hence poor performance in enhancing workers wellness by the union. Trade union must ensure that there is clear and proper channel of communication from the bottom point workers from the branch level should have the access to communicate with union representatives and union leaders at any time. The representatives from the branch union office should establish a clear system that will enable members to communicate freely with the union head office, union should establish a customer care center which include a call center where by workers will be free to call union employees and seek for advice or solution concerning a particular problem and if the problem persist the particular person will be directed to a proper department in order to get clear clarification and assistance. This helps much because it save time of union officials visiting work place every now and then for the purpose of solving workers issues, TUICO should invest in this kind of communication so as to attract more members and easy responsibilities.

4.5.12 Poor trade union knowledge among workers.

This is due to the fact that union does not provide enough information and education concerning trade union and its importance to members which lead members to remain with very few or wrong information and knowledge about what is trade union and its functions. Also members themselves lack interests of union so it is hard for them to find any information related to union. This tendency cause workers to have very few information concerning union, there is a need of union to work hard in supplying information through flyers, books, magazines, media in order for workers from different work place to benefit from the union. In order to attract different group of people in the community, union must invest in using social media to spread information concerning functions, benefits as young people group is the group which increase compared to other groups, young people are using social media in their daily activities such as Face book, twitter, instagram to communicate, instead of waiting in recruitment, union should use those sites effectively which will help young people to know different union issues. Union might establish a Face book page and start inviting people and introduce topic everyday or it can be a weekly program encouraging workers and other people to contribute their opinions towards a particular topic and use the chance to advertise about the union and union through social media can establish a questions and answer panel allowing people to ask questions and receive responses from the union officials concerning different issues about union and its services.

4.5.13 Poor leadership from the union.

Lack of strong and serious leadership from the union is the main challenge due to the fact that union has its representation all over the country in all region (regional secretary) and they're in charge of helping members in their respective region but they lack seriousness hence union face challenges in recruiting new members to join the union because there is no clear example of succession from the old members and the meaning of having union at work place is varnished. Inexperienced, unmotivated leadership from union is among the challenge to union in serving members due to the fact that, they are not working to serve workers rather than serving and satisfy themselves. A competent union leader must have skills, knowledge, and techniques

in dealing with workers issues, things like representation in cases for the level of CMA, and convincing power in order to work together with management to bring positive changes to the organisation and mostly to workers. Leadership skills is highly needed due to the fact that, workers differ in understanding capacity and it depend on the power of the union leader in convincing, controlling and even forcing towards a better and successfully result which will be in favour of workers so as to have good and better working conditions which will increase productivity, there is a need of strong and powerfully leadership to discover and establish opportunity and lead workers to pursue and use that opportunity, so union must invest in training and educating officials to become good and effective leaders.

4.5.14 Lack of coherent national policy on employment.

The same problem is caused by the lack of genuine political will and commitment on the part of the government. Obsolete labour laws and inadequate regulations in place, which do not conform to international labour standards and therefore cannot, meet the present employment challenges. Lack of credible legal systems, weak enforcement of laws and ineffective labour inspections are causing challenges to union. Unemployment rate is currently rising rapidly, mainly due to the joint effects of slow job creation rate and a rapid labour force growth rate. The unemployment rate is higher for youth aged between 15 and 34 especially those who are living in urban areas.

4.5.15 Growth of the informal sector

This poses as a big challenge to the union. On the other hand, the informal sector is the provider of jobs and livelihoods for many people in Tanzania. However, the informal sectors are growing and its contribution to workers wellness is high. Those sectors include the vendors, (machinga) small entrepreneurs. Union is facing a great challenge in recruiting this group of workers because their nature automatically is moving from one place to another in finding customers, so it is difficult for the union to unionize them because they are shifting according to the market and due to shortage of union officials it become difficult to find all of them and unionize them. Also this sector does not have permanent and fixed amount as salary it depend on the

power of the market at the particular time, sometimes it can be high season whereby there is many customers to buy products but sometimes the circulation of business is not good which lead to difficulty to the side of union in deciding on the percentage of deduction dues as the matter of fact that union need monthly dues as fees to support union activities. Contradictions occurs to the side of the members whereby there is few of them who want a minimum level of fee and not the two per cent from the union while others are happy with the system of per cent.

4.5.16 Mass retrenchment both in the public and private sector

As the result of the ongoing reforms and privatization of the public owned companies and parastatals. Retrenched workers are not paid in time and the take home package is little and injustice in all respects which at the end it facilitate poverty. Casualization of the labour force, outsourcing and practice of short-term contracts have resulted in great loss of trade union members and revenue to sustain trade union activities. Union face a great challenge here because they didn't set a clear channel on how to enable members to proceed with life after either retirement or after being retrenched as the matter of fact that as a human being workers have tendency of spending without serving a balance but this is also depending on the amount he/she is getting from the particular job. The main problem is, as union, they must prepare members to face life after employment in different ways so as to prevent the problem workers are facing currently.

4.5.17 Low coverage in the existing social security schemes.

About 10% or less of workers in the informal sector are covered by these schemes. In some instances, the workers working in the informal economy are not covered at all while those who are covered enjoy few or limited benefits.

Apart from challenges from those two TUICO documents, the respondents from the field also raised other challenges as follows.

4.5.18 High deduction dues.

Respondents complained about the price which union is deducting each month of 2% of the gross salary is very high and they want union to reduce that price up to 1% or else they will decide to join other unions which are taking small amount of money compared to TUICO, and they want only minimum and fixed price because they say

that the current system of contributing is affecting those with high salaries so they want a fixed amount. Union does not explain properly the functions of those contributions from members hence workers think negative about union, they must explain that contributions are used to run the operations of the union and even to pay for the representation when the cases reach at the level of high court. Union must increase performance so as to prevent members complain on their contributions, members should feel that union is serving them with all required attention hence they forget if their paying fees.

The amount of money union deducting from members salaries is very high compared to their services, this also depends on the level of salary a workers receive because union will deduct a huge amount of money if a worker is receiving a big salary and if he/she is having a low salary it means that union will deduct small amount of money while both are enjoying the same service from the union, most of the complains are coming from those who are getting huge salaries because the monthly dues is very high. This group is the one that need a fixed and constant amount of money as deduction dues, which will be paid by all workers without looking on the difference of salary. Union must establish other way of accumulating income so as to reduce dependence on the deduction dues, union can build houses and rent them as a source of income or they can buy buses and use them in transportation business for the purpose of generating income to support union activities this will help to reduce dependence on deduction dues which will lead to the union to reduce the percentage of monthly contribution because they will be financially fit to cover and run union activities, many members will be attracted by the small amount of money which will be paid as monthly dues hence union increase membership.

4.5.19 The organizational and technological changes that have taken place in industry.

The influence of current international competition, changes in the labour market, the emergence of new forms of personnel management, the replacement of public property by private property, an increasing number of small companies (in particular in the services sector), and the perceived spread of a new, individualistic ideology. It is argued that the traditional working class, working in large factories is gradually disappearing, whereas the number of workers employed on fixed-term or part-time contracts is increasing, with employees no longer permanently attached to one workplace. All these factors are seen as tending to reduce trade union membership and influence

4.5.20 Economic and political change.

Globalization and restructuring have made people question the effectiveness or need for unions. With the changes in the workplace and workforce, such as shrinking public sector and primary industries and the growth of the private sector coupled with the changes in work arrangements, unions are faced with challenges relating to their survival and vitality. Traditionally unions were structured to represent employees in industries with a fairly stable workforce and hierarchical relationship with management. Today unions face the necessity of “having to adapt to new realities of work and proving their relevance to a new generation of workers in a variety of workplaces.” Workforce demographics are changing, with more young people joining and older workers not retiring as early as they had previously. There are more women and a greater ethnic diversity evident today. Each of these changes poses different challenges for unions.

4.5.21 Workforce demographics are changing.

With more young people joining and older workers not retiring as early as they had previously. There are more women and a greater ethnic diversity evident today. Each of these changes poses different challenges for unions. Younger workers are most often employed in temporary or part-time employment in a service or retail industry,

this type of employment is most often the hardest to organize. They are generally low paying, low-skill jobs which make the workers easily replaceable, or looking for something better, turnover rate is quite high in these types of positions. Younger workers are also harder to organize as they generally are not aware of unions or do not see value in a union for them. Although the difficulties do not only lay (usage: “lie”) with the workers or employers, some unions oppose organization of these types of jobs because of the perceived threat to permanent full-time workers.

4.5.22 Difficulties in representing female population due to inability of females to participate in union activities.

Even though union membership is fairly equal between men and women, the lack of representation by of women make it more difficult for unions to adequately recognize some of the issues women face in the workplace. Another challenge to representing women in the workforce is their inconsistent patterns of employment; approximately 41% of Tanzanian women are involved in non-traditional work arrangements such as tele-working, part-time or temporary work assignments. Very few women’s are active and participating in union activities due to wrong perception that union issues are suppose to be controlled only by men, while it is not true, union is free for any gender to join and even to contest for leadership at any level. Lack of confidence and tendency of fearing showed by women force men’s to dominate all-important sectors and hence control women in every aspect. Women’s must stop that habit and work up and rise their voice for their own benefits as the matter of fact women’s are strong and they can lead at any place, union faces challenge in representing them because they’re not participating in elections or even in meeting at different level.

4.5.23 Poor choice of leaders.

Most of the branch representative leaders of the union are not strong and knowledgeable in terms of education and union experience, this is happening during the election; workers with high level of education and experiences are the ones with high positions such as managers, supervisors, and other head of department they refuse to take responsibilities of being a leader at branch level for the reason of being

busy with organization responsibilities hence it lead to choose other workers with low education and union knowledge such as security department or messengers or any other worker with small title which in general their level of education is poor and even the level of understanding and presenting issues is very low hence even their representation in the collective bargaining table is not good due to their poor understanding of technical issues, members must choose a strong, educated and experienced and qualified candidate to be their leader and represent them because he/she will use different techniques and skills to succeed for the benefits of members compared to other inexperienced person, which in a real sense if he/she want to oppose a certain topic at the table of negotiation or contract cannot do that because of the fear and sometimes the conversation in the bargaining is discussed in English language and the representative is not fluent in that particular language, it means that all the opinion and need of all members will not be discussed in the conversation as the result of language barrier. Most of the low level employees are not free to speak freely in front of the management so it will be very difficult for s representative with such kind of altitude to speak on behalf of other members.

Some of the strategies unions are adopting include policy statements on issues like workplace equality, affirmative action, harassment and violence. TUICO have gone beyond this to more substantive actions to address workforce diversity. The Tanzania Congress of Trade Union (TUCTA) has attempted to reach younger workers by adding a “Youth Net” section to its website. This section offers information on unions, presenting solutions to problems faced by young workers and providing hints on successful organizing campaigns. This form of communication allows young people to research unions without the fear of reprisal from their employers. Still other unions have tried to initiate education programs through the high schools to reach younger workers.

Changing work arrangements also present challenges to unions. Although these new work arrangements offer advantages to both the worker and the employer, unions must now develop new ways to represent and organize these workers. Alternative forms of scheduling including flextime, compressed workweeks and job sharing present the challenge of contacting employees in these types of arrangements.

Unions may also have trouble convincing employees of their usefulness if the employer has already addressed these concerns. TUICO have addressed these changing working arrangements in their negotiations of the collective agreements.

Changes in organizational structures. All of the changes in today's markets, including globalization, have made companies create new forms of organization to accommodate multiple locations or cultures. These changes have increased the need for information and faster decision-making capability. This flattening of the organization structure blurs the lines between workers and managers making it difficult for unions to organize within these new structures. With globalization also comes the possibility of jobs being moved right out of unions premises could decrease union density. These changes also challenge the organization of the unions it is felt a traditional industrial based union will not survive in today's changing workplace. The future of the labor movement will be affected by whether or not unions can maintain or increase membership. If union density is not maintained as status quo, the industrial relations system will have to adjust to more or less membership. Although there is legislation in place to help protect unions, they cannot afford to become complacent.

The reduction of the public sector, which is heavily unionized, the inability of unions to organize the sectors that have shown growth and the new forms of human resource management and workplace organization. Evidence suggests that unions prefer to protect their bargaining successes rather than organizing new ones, and they are less likely to venture into new industries or occupations which could be detrimental to union growth.

Today's unions are faced with many challenges and need to rethink their structure and strategies to keep up with the changes in the workplace. The lack of political affiliation and support weakens their abilities for social reform, the new human resource management strategies reduce their effectiveness in some workplaces and the changing demographics in today's workplaces need to be addressed. Organizing practices and strategies need to be looked at in order to try to reach some of the fastest growing industries in Tanzania and keep unions effective. Failing to change will ensure their demise. Today's workplaces are changing and unions need to be

able to change with them.

Table 4.5: The challenges facing TUICO in enhancing workers wellness in Tanzania

Functions of TUICO	No of respondents	Percentage
Lack of enough capital to facilitate union activities	20	33.3
Poor communication between the top levels of union administrative and the work place level.	17	28.3
Lack of trade union knowledge among members	14	23.3
Poor leadership from union	9	15
TOTAL	60	100

Source; Research Findings, 2013

Through the findings, all 60 (100%) of the respondents at different extent on the challenges facing TUICO in enhancing workers wellness in Tanzania.

During the data collection, 20 (33.3%) of the respondent agreed on lack of enough capita from the union as a challenge facing union in enhancing workers wellness in Tanzania, while 17 (28%) of the respondents agreed on the poor communication between the top level of the union administrative and the work place as a challenge which is facing union. Also 14 (23%) of the respondent agreed on lack of trade union knowledge among members is another challenge facing TUICO in enhancing workers wellness in Tanzania, while 9 (15%) of the respondent agreed that poor leadership from union is a challenge facing TUICO in enhancing workers wellness in Tanzania.

4.7 Chapter summary.

This chapter presented the findings obtained from the study in terms of characteristics of the respondents, roles played by TUICO in helping workers wellness at work place, function of TUICO in addressing workers wellness in Tanzania, also the strategies employed by TUICO in addressing workers wellness in Tanzania, challenges which are facing TUICO in enhancing workers wellness in Tanzania as well as what should be done in order to improve TUICO's performance

in enhancing workers wellness. The results are in tables including the interpretation and discussion of the presented data.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

This study intended to study the role of Trade Union (TUICO) in enhancing workers wellness in Tanzania. The study objective was to identify the functions of TUICO in addressing employee's wellness in Tanzania. In this objective the study revealed that TUICO play part to improve the working and living condition of workers, promote identity of worker's interest with their industries, secure wages for workers and enlarge opportunities. Another objective was to examine strategies employed by TUICO to address employee's wellness in Tanzania. The study observed that TUICO go against with long working hours to its members, advocate and solving its member's laments, go against with low pay of its members from their employers, and provide education and importance of being a member of TUICO.

Moreover, the study addressed challenges facing TUICO in enhancing workers wellness in Tanzania. The study revealed that lack of trade union knowledge among the workers, lack of regular communication between the top levels of the union structure and the workplace level. Many private employers fail to take the unions seriously, and most new employers are hostile to trade unionism with many threatening to lay-off employees who are members of, or who want to join, trade unions.

5.2 Recommendation

TUICO must act on the challenges appeared and those which discovered from the respondents as a way forward in order to improve its performance in Tanzania. So TUICO must act on the following;

5.2.1 Increase the number of membership.

This is due to the fact that, the union currently is facing a great challenge of not having enough capital to support its activities, so by increasing and having a strong

membership base, it will help the union to accumulate huge amount of money as deduction dues each month as the result of having many members who are contributing unions dues. This will help the union to become strong and powerful financially hence it become easy to facilitates union activities.

5.2.2 Promote and increase union services and advantages of becoming a member through different media.

This is the result of poor communication between the top level of the union administrative, and the work place level to members where by using Radio, TV, Newspapers, Magazine, and Internet it will help to facilitate communication because members will access information easily through those media which at the end it will easy union burden of supplying information manually.

5.2.3 Increase visit and public dialogue with members

This will help the union to identify and solve workers problems early due to the fact that, by increasing the tendency of visiting members and conducting dialogues will help to identify what are the real problems of workers as the results of free speaking of members concerning their issues and problems instead of waiting during meeting or election in order to express their problems or issues.

5.2.4 Advocate and represent the interests of worker.

This is by making sure that union leadership are strong and serious from the level of head office to the regional secretary level because it appears that lack of seriousness among union leaders especially the regional secretaries their not serious in conducting union activities, things like seminars, trainings are not well delivered to workers hence members are complaining about the problem. So in order to solve this, union must introduce new, clear and strong strategies of making those leaders accountable so as to add value concerning union performance to members.

5.2.5 Union must be independent and free.

This is from the point of being free from management of workers; this is due to the fact that there is suspicious of union officials receiving corruption from the

management. Being free and independent will help the union to be strong and powerful and acting without fearing any part because trust is a major point of building good and strong relationship between member and the union.

5.2.6 Promote workers rights.

This is by providing education in workers' rights in terms of labour laws, in order to help members in understanding their rights which will help in maintain peace and harmony at work place because when members are knowledgeable about their responsibilities and rights, it become easy to fulfil their daily activities without breaking any laws and procedures.

5.2.7 Build trust among the workforce.

Union must provide a mechanism for dialogue between workers and employers, which helps build trust and commitment among the workforce and ensures that problems can be identified and resolved quickly and fairly. This brings significant productivity benefits for companies. Recognizing a union also means there is a single point of contact for negotiating terms and conditions for workers, which is simpler, more efficient for the employer and fairer than dealing with workers individually.

5.2.8 Ensure workplaces are safe.

Union representatives help to lower accident rates at work by ensuring safe working practices and reducing stress-related ill health caused by, for example, working long hours, being bullied or working in poor quality environments. Evidence shows that unionized workplaces are safer than unionized work places, which has added benefit to the employers of significantly reducing the costs of ill health and accidents.

5.2.9 Make better business decisions.

Because unions represent workers from a large number of similar organizations, they have a broad perspective on issues affecting companies and industry knowledge that can be very useful to companies. Informing and consulting with experienced union representatives can also help companies take better-informed business decisions, for

example in relation to shift patterns or the type of equipment to invest in.

5.2.10 Promote equality.

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. This helps make workplaces more attractive to workers – improving staff retention absenteeism and productivity as well as reducing management time spent addressing grievances

5.2.11 Reduce the burden of audits

Unions are well placed to work with employers to identify and address poor working practices and non-compliance with labour standards. By surveying their members about workplace conditions, coordinating workers to monitor workplace practices, and providing a safe route for workers to report non-compliance, trade unions help employers achieve more than traditional audit and social compliance approaches, thus reducing dependence on social audit.

5.2.12 Improve staff retention.

Trade unions negotiate on their members' behalf with employers to find solutions that meet business needs, while ensuring that workers are treated fairly. By giving employees a voice and supporting them when they are unhappy at work, unions significantly improve staff retention and reduce absenteeism. Improved working conditions in unionized workplaces also give employees a powerful incentive to remain in their jobs for longer, and to use their time at work more productively

5.2.13 working with the university concerning union.

This is due to the fact that, most of the students are finishing university education without any knowledge of trade union which cause problems to union officials in recruiting them after being employed, union believe that by spreading union education in university especially to those last year students who are preparing

themselves to enter in the employment industry will help to reduce the burden to union because most of the new employees will be employed with union knowledge hence they will join the union easily. This strategy has a great potential on advertising the union and makes it known to the group of people who are expecting to join the employment market. It helps them to know union even before employment hence it easy the burden to the union to find them and recruit to join the union which consume time and power which could be directed to other areas of concern like training. But this strategy, union must work together with the university and colleges management as other stakeholders to be granted permission to meet and speak with the students and make them aware. This strategy is very viable because it tackle the main target group of people which are the one who are expecting to join the employment sector compared to the strategy of waiting until they are employed and start recruiting them.

5.2.14 youth involvement in expanding union coverage.

Union also is using young people to make union known to many people because most of the young people in Tanzania are not joining trade union because of the myth of only old people are suppose to join trade union TUICO is working with groups of young people in different places so as to help them with understanding that union is free for any individual to join regardless of age, there is no age restriction in joining union, this strategy helps in bringing together people with different ages and exchanging knowledge and skills.

There is great potential in this strategy due to the fact that, by using young people the campaign will reach many people as the matter of fact that, youth is the large group and it growing and expanding very fast than any other group in the society. There is potential in youth because most of the companies and organisation are employing young people graduated from the university, hence using this group of people will increase the number of members to union. The advantage of using the youth group is the time where by the young people will spend serving the union compared to the older group who are expecting to retire from their position in the employment. Union must work with young people in order to groom them within the union and became

aware about the union at the root level as the matter of fact that young people will be used in union campaign to advertise the presence and advantages of the union.

5.2.15 participation in policy making.

Union see potential here in working together with the government especially the ministry of labour in preparing and making of the policy so as to consider all the necessary requirements and which are in favour of workers in all aspects, union must participate in making policies concerning workers in order to reduce disturbance due to the fact that workers feel there is something wrong within the past law or any regulation concerning workers without the government involving union to represent workers. This is viable strategy because when the union real participate in making laws and other amendments will not all passing any policy or procedure which is against workers or which is not in favour of workers. Here the union must involve workers especially members in the committee which will be involved in policymaking process and also the government as the main stakeholder. Union must collect opinion and thoughts from members and workers before going to the policymaking process so as to represent the real problems of workers and not their concerns. A modern trade union should see the workers as a product that it is representing to the marketplace. As such, it can offer members assistance in being useful workers, and it can develop a method for removing unproductive members from its membership. This is in the best interests of both the union and the employer. One of the biggest challenges to management and union partnerships has been the question of how the union members are treated, relative to one another.

A system of seniority was developed to address the need to have a way to decide which employees were laid off when there wasn't enough work. The seniority system is no longer workable for a number of reasons, not the least of which is that productivity of the employees does not track seniority closely enough to be a proxy for merit.

If unions can develop a system for merit, that allows the union to assist the employer in determining which union members are best suited to work in the environment offered by the employer, they may find a better chance at being seen as an ally of the employer, instead of an opponent.

Unions have undoubtedly left their mark in enhancing workers wellness in Tanzania and in economy in general, and continue to be significant forces that shape workers wellness and environment. They exist in a wide variety of industries from heavy manufacturing to the government and assist workers to obtain better wages and working conditions.

5.3 Areas for further Studies.

The scope of the study should be expanded in future research works to cover more Trade Unions and members with a view of getting an overall picture that would depict the role of trade union in enhancing workers wellness in Tanzania. A study of Role of TUICO in enhancing workers wellness in Tanzania would also be very useful in expanding the existing the literature on role of trade in union.

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APPENDICIES

Appendix 1: Questionnaire

Dear Participants,

I am a student undertaking a degree of Masters of Public Administration Mzumbe University.

This questionnaire is designed to collect information with regard to the Role of Trade Union (TUICO) in enhancing workers wellness in Tanzania.

You have been identified as a participant who can give information concerning the topic of the study, so you are kindly requested to assist in responding to the questions below frankly and honestly. Your responses will be treated with strict confidence and ethical considerations.

Kindly cooperate and provide the necessary assistance.

Thank you very much for your time and cooperation. I greatly appreciate your helping hand in accomplishing this research.

Anatory Gabriel Maige

(cellphone; 0756/0715 950273; e-mail; anatorygabriel@yahoo.com)

Questionnaire for TUICO members

Instructions

- a) Do not write your name anywhere on this questionnaire
- b) Please put a () tick or give a brief explanation where required
- c) Each respondents serves as representative of others
- d) Please kindly answer all questions and as instructed.
- e) There are no correct or wrong answers.

1. Sex
 - i) Male ()
 - ii) Female ()

2. Age
 - a) 19-25 ()
 - b) 26-30 ()
 - c) 31-40 ()
 - d) 41 and above ()

3. Education level
 - a) Certificate ()
 - b) Diploma ()
 - c) Advance Diploma ()
 - d) Degree ()
 - e) Postgraduate ()
4. Working experience.....
5. (a) Do you know the prevalence of TUICO in Tanzania?
 - a) Yes ()
 - b) No ()

6. What are the roles played by TUICO in helping workers wellness in your work place?

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.....
.....

7. Are you a member of TUICO?

- a) Yes ()
- b) No ()

8. Is TUICO helpful to your working condition?

- a) Yes ()
- b) No ()

How?

.....

.....

9. Do you get any access to participate in collective bargaining with your employer?

- a) YES ()
- b) NO ()

How?

.....

.....

10. Does TUICO provide training and education programs on entrepreneurship?

- a) YES ()
- b) NO ()

11. How often does TUICO leaders visits your work place

.....

.....

12. Does TUICO solve all of your problems at work place?

- a) YES ()
- b) NO ()

13. Do you think TUICO is doing enough concerning workers wellness?

- a)YES ()
- b) NO ()

14. Do management support the prevalence of TUICO in your work place?

- a)YES ()
- b) NO ()

15. What should be done in order to improve performance of TUICO in your work place?

- a) YES ()
- b) NO ()

Questionnaire for TUICO officer

Instructions

- a) Do not write your name anywhere on this questionnaire
- b) Please put a () tick or give a brief explanation where required
- c) Each respondents serves are representative of others
- d) Please kindly answer all questions and as instructed.
- e) There are no correct or wrong answers.

1. Sex

- i) Male ()
- ii) Female ()

2. Age

- a) 19-25 ()
- b) 26-30 ()
- c) 31-40 ()
- d) 41 and above ()

3. Education level

- a) Certificate ()
- b) Diploma ()
- c) Advance Diploma ()
- d) Degree ()
- e) Postgraduate ()

4. (a) Do you get any obstacles in enhancing your member's wellness?

- a) Yes ()
- b) No ()

How?

.....
.....

5. What are the causes of poor and bad working condition in the working place?

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.....
.....

6. How often do you visit your member in the work place?

.....

7. Did you get support from management when advocating your members?

- a) YES ()
- b) NO ()

8. Do you think you're doing enough to enhance workers wellness in Tanzania?

- a) YES ()
- b) NO ()

9. What are you doing to make sure that your member will survive after retirement?

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

10. How competent does TUICO is in labour laws?

.....
.....

11. Do employment and workers policies in Tanzania support your activities?

- a) YES ()
- b) NO ()

12. Do you get any obstacles in recruiting workers to join union?

a) YES ()

b) NO ()

How?.....
.....

13. What should be done so as to improve TUICO performance?

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

Thank you

Appendix 2: Interview guide

1. How old are you?
2. What is your working experience?
3. What are your qualifications?
4. What is the level of your education?
5. For how long have you worked with this organization?
6. Did you have any working experience before in your current position?
7. What are the roles played by TUICO in helping workers wellness in your work place?
8. Are you a member of TUICO?
9. Is TUICO helpful to your working condition? If yes please explain how?
10. Do you get any access to participate in collective bargaining with your employer?
11. Does TUICO provide training and education programs on entrepreneurship to enable you with skills and knowledge after retirement?
12. How often TUICO leaders do visits your work place?
13. Does TUICO solve all of your problems at work place?
14. Do you think TUICO is doing enough concerning workers wellness?
15. Do management support the prevalence of TUICO in your work place?
16. What should be done in order to improve performance of TUICO in your work place?

Appendix 3: Timetable

Activity	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	July 2013	Dec 2013
Familiarization									
Literature review									
Proposal writing									
Submission of proposal									
Data collection									
Data analysis									
Report writing									
Report submission									
Defending and graduating									

Appendix 4: Estimated budgets for the research

S/NO	Activity	Item	Costs
1	Proposal writing	Typing and printing	400,000.00
		Binding	50,000.00
		Food and accommodation	580,000.00
		Travelling expenses	350,000.00
		Sub-Total	1,380,000.00
2	Data collection	Typing & Printing & binding	400,000.00
		Food and accommodation	340,000.00
		Travelling expenses	1,300,000.00
		Miscellaneous expenses	200,000.00
		Sub-Total	2,240,000.000
3	Data processing, analysis and report writing	Typing & printing & Binding	300,000.00
		Food and accommodation	100,000.00
		Travelling expenses	1,200,000.00
		Miscellaneous expenses	400,000.00
		Grand Total	5,620,000.00