

**TRADE UNIONS PARTICIPATION ON IMPROVING EMPLOYEE  
CONDITION: A CASE OF TANZANIA TEACHERS UNION**

**TRADE UNIONS PARTICIPATION ON IMPROVING EMPLOYEE  
CONDITION: A CASE OF TANZANIA TEACHERS UNION**

**By**

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**A Dissertation Submitted to Mzumbe University Dar es salaam Campus college in  
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Science in Accounting and Finance (MSc. A&F) of Mzumbe University**

**2014**

**CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for the acceptance by the Mzumbe University, a dissertation entitled **Trade Unions Participation on Improving Employee Condition: A Case of Tanzania Teachers Union**, in partial fulfillment of the requirements for award of the degree of Master of Science in Accounting and Finance (MSc. A & F) of Mzumbe University

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## **DEDICATION**

This dissertation is dedicated to my lovely family who inspired me very much in my academic pursuit and tolerated my absence till accomplishment of my studies. Indeed, all the family members contributed immeasurably and untiringly in destining support and encouragement in my entire period of course study.

## **LIST OF ABBREVIATIONS**

ILO	-	International Labour Organization
IMF	-	International Monetary Fund
MCTU	-	Malawi Congress of Trade Union
TANU	-	Tanzania African National Union
TTU	-	Tanzania Teachers' Union
TU	-	Trade Union
TULRCA	-	Trade Union and Labour Relations Consolidation Act

## **ABSTRACT**

The study on trade unions participation on improving employee condition was conducted at Tanzania teachers' union. The objectives of the study were; to identify challenges facing members of the trade unions; to examine barriers impede trade unions when attending members' claims; to determine the performance of trade unions in relation to meeting employees' needs and to determine strategies that can improve trade unions participation in improving employee condition.

A case study design was used, a sample of 80 respondents was used. Data collection methods were interview and documentary analysis whereas data collection instruments were questionnaire, interview guide and documentary analysis schedule. The study found majority of the respondents (51.2%) identified inadequate pay as a major challenge facing member of the trade unions. Also, the study found there are different barriers impeding trade unions. Majority of the respondents (77.5%) identified lack of supporting documents as a major barrier impedes trade unions when attending members' claims. Moreover, it's found out of 80 respondents, 21 (26.3%) identified increases transparency will improve trade union performance.

Also, the study concluded that, there are several barriers that impede trade unions when attending members' claims. Moreover, the study concluded that members are satisfied with the performance of the trade unions, in terms of negations and operations of the unions. Furthermore, the study concluded that, there are various strategies that can be used to improve trade unions participation in attending member claims. It is recommending that trade unions should use innovative ideas for increasing membership may be tried such as offering services such as loans, mortgages and the like to members. Also, the study recommended that, employers in Tanzania including the government should stop changes in employment patterns resulting to workers losing their jobs due to economic restructuring



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND TO THE PROBLEM**

The role of trade unions has changed significantly over the past 30 years (Saundry *et al.*, 2011; Wills, 2009). Global competition, a growing trend in outsourcing, legal constraints, and employer sponsored forms of employee participation have combined in precipitating a significant fall in union membership and the coverage of collective bargaining (Brown, 2006). Trade unions play a significant role in directly shaping people's working lives in Tanzania today, although their influence in this respect has diminished in recent times. The proportion of workers who are members of unions fell in the first decade of the twenty-first century, although this decline was modest, and far less dramatic than the decline of the preceding two decades (Kalula and Madhuku, 2007).

Trade unions have operated in Tanzania for some time since the colonial era (Kambilinya, 2004). The unions have operated under the various political systems such as colonial, one party and multiparty eras. However, there have been problems associated with the running and operations of various unions leading to problems of operational efficiency and effectiveness of unions in Tanzania (Dzimbiri, 2004).

Trade unions play a vital role in most of the economies, in Africa both in past and present, they have been treated with suspicion by employers and governments (Guest and Philip, 2008). During pre-colonial days, trade unions turned to be the training grounds for political leadership. Trade unions refer to organizations of workers set up to improve the status, pay and conditions of employment of their members and associations of workers who by means of collective bargaining endeavour to improve their working conditions and economic and social positions (Koumenta, 2011).

Moreover, a trade union refers to any combination of persons, the principal purposes of which are the representation and promotion of employees' interests and the regulation of relations between employees and employers and includes a federation of trade unions but not an organization or association that is dominated by an employer or employers' organization (Fiorito, 2006).

### **1.2 Statement of the Problem**

Despite the adoption of various internal strategies and the introduction of laws encouraging employers to recognize trade unions, the downward trend in membership nevertheless continued in recent years, albeit at a slower pace (Freeman, 2004). Moreover, notwithstanding, the role played by trade unions in improving employees' conditions, unions receive trivial support from the government and other employers (Brown, 2006).

In fact, trade unions for example Tanzania Teacher Union plays meaningful contribution to the improvement of teacher condition through collective bargaining (Kambilinya, 2004; Manda, 2000). Trade union can be seen as a group of employees in a particular sector, whose aim is to negotiate with employers over pay, job security, working hours, etc., using the collective power of its members. In general, a union is there to represent the interests of its members, and may even engage in political activity where legislation affects their members. Trade unions are voluntary associations formed for the pursuit of protecting the common interests of its members and also promote welfare. They protect the economic, political and social interests of their members (Kalula and Madhuku, 2007).



### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The main objective of this study was to investigate trade unions participation on improving employee condition in Tanzania.

#### **1.3.2 Specific Objectives**

The specific objectives of the study at Tanzania teacher's union were as follows:

1. To identify challenges facing members of the trade unions
2. To examine barriers hinder trade unions when attending members' claims
3. To determine the performance of trade unions in relation to meeting employees' needs.
4. To determine strategy that can improve trade unions participation in improving employee condition

### **1.4 Research Questions**

The study was guided by the following questions:

1. What are the challenges facing members of the trade unions?
2. What are the barriers impede trade unions when attending members' claims?
3. What is the performance of trade unions in relation to meeting employee's needs?
4. How trade unions participation on improving employee condition can be improved?

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

Policy makers will be informed of the basis of making decisions and giving directive on how to protect both workers and trade through legal means for the smooth running of the industry.

Prospective investors interested in knowing power and strength of trade union in their efforts of improving welfare of workers therefore will gain a competitive edge over the existing operators.

Academicians may find out why the trade union in Tanzania has not critically address chaos of workers existing in different working organization thus will result of expansive widening the database for further research.

### **1.6 Limitation of the Study**

Time constraints, the time provided for conducting this study was too short compared to the adversity topic being studied. Moreover, the study was encountered y fund shortage.

Response of response sometimes the respondents were not responding accurately or return questionnaire at right time something made difficult to collect information in a right time. Likewise, other respondents responded negatively when an interviewed.

### **1.7 Delimitation of the Study**

To overcome limitations of the study a researcher conduct uses the time effective. Also, one personal was selected to facilitate distribution of questionnaires to respondents. Moreover, a researcher explained the significance of the study to the respondents and the country overall, this boost the participation of respondents to the study. The study used online source instead of text books from the library.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents literature review in line with the research objectives. The chapter gives theoretical and empirical literature review. The first section of the chapter gives definition of the key concepts whereas. The last section of the chapter explains conceptual framework.

#### **2.2 Theoretical Literature**

##### **2.2.1 Definition of the Key Terms**

###### **Trade Unions**

Fiorito, (2006) defines trade union as an organization whether permanent or temporary, which consists wholly or mainly workers of one or more description and is an organization whose principal purpose includes the regulations of relations between workers of that description and employers or employers' associations. A trade union is an organization of employees formed on a continuous basis for the purpose of securing diverse range of benefits (Podro, 2011). It is a continuous association of wage earners for the purpose of maintaining and improving the conditions of their working lives (Kambilinya, 2004).

###### **Employees**

Person who works for another in return for financial or other compensation (Ashenfelter and Pencavel, 2013; Wills, 2009). Employees join trade union for protection and improved terms and conditions of employment, this can only be achieved through the power the trade union derives from collective strength and solidarity of its members (Boheim and Booth, 2004).

### **2.2.2 Historical Background of Trade Union in Tanzania**

Trade unions in Tanzania have a long history that can be traced far back since the colonial era (Brown, 2006). During the colonial period these unions were formed for the purpose of promoting and protecting workers' rights against the colonial state. Notwithstanding their primary objective of promoting the economic interests of their members, they had also a vital role during the struggle for independence. In the course of fighting for independence, these unions joined hands with Tanzania African National Union (TANU) in exerting political pressure to the colonial administration (Dzimbiri, 2004).

However, with the country's attainment of independence in 1961 the relationship between trade unions and the ruling party changed significantly suggesting that the two had a marriage of convenience. As the independent government ventured into a myriad of socio-economic policies, political pressure from any social or political organization was taken by the government as inimical to national stability and development. This stance was affirmed by the declaration in 1965 that Tanzania was to be a one-party state. As a result, trade unions and other civil society organizations were put under the whims of the ruling party up to the time the country reintroduced liberal politics in early 1990s (Freeman, 2004).

In 1980s Tanzania's prospects for economic development were put at stake following a serious economic crisis. It was from the effects of this crisis that the country was forced to embark on socio-economic reforms. Socio economic and political reforms were part of Structural Adjustment Programmes engineered by IMF and the World Bank. Political liberalization was however preceded by economic reforms and thus its implementation began with the reintroduction of multiparty politics in Tanzania in 1992 (Koumenta, 2011). Multiparty politics marked the end of single party rule and the opening up of the political sphere. However, in spite of the reintroduction of multiparty politics, trade unions were still not legally recognized as autonomous organizations and they could as a

result not have a recognizable political role until 1998 when the Trade Unions Act. No.10 was passed by the parliament (Kalula and Madhuku, 2007).

With the reintroduction of plural politics accompanied by new trade unions laws, it was expected that trade unions would enter into a new era of effective participation in democratization processes in Tanzania (Manda, 2000).

One of the implications of liberalization to trade unions' activities was that of opening up the environment in which trade unions were to operate. This was mainly because they were set free from party controls. As Kambilinya, (2004) argues, with the 1992 reintroduction of multiparty system, civil society organizations which were controlled by the state such as trade unions became free. It is however still not clear whether trade unions have benefited from these socio economic and political changes in the country. This is basically due to the fact that these unions do not seem to actively get involved in politics in order to ensure that workers' rights are protected (Dzimhiri, 2004).

### **2.2.3 Services and Benefits provided by Trade Unions to their Members**

Worldwide trade unions have traditionally been concerned with seeking the economic and social interests of not only their members but also workers and their families (Freeman, 2004; Steers and Braunstein, 2006). Unions seek to improve wages and the conditions under which their members are employed and work. By doing this unions bring about fairness and social justice to a society and a world that is marked by obscene inequality and injustice. Unions in Tanzania have pursued these and other objectives through their existence (Kambilinya, 2004).

Unionized workers tend to receive training which enhances their personal development (Mason and Bain, 2001). The higher than average training helps to improve the productivity of enterprises where unions exist. Combined with effective collective

bargaining, unionized workplaces and workers tend to earn more compared to non-unionized workers (Katz, 2006).

Within the framework of the collective bargaining process, trade unions have secured for workers a number of important social benefits that are employer-funded. These include but are not limited to educational scholarship, commonly called study with pay for workers, housing/accommodation loans or subsidies, funeral grants, interest-free loans and provident funds among others (Simms, 2010).

Outside the collective bargaining framework, unions in Tanzania have initiated several programmes that are intended to provide benefits to members. Such benefits are not employer funded. They are normally funded through the usual dues that members pay to the union. In some cases unions have levied special levies for the purposes of providing the additional benefits (Manda, 2000).

In countries with minimum wage legislations, large numbers of low-income workers who are usually not members of unions tend to benefit from minimum wages that are negotiated by national trade union federations, employers' associations and government at the national level within the framework of national tripartite negotiations (Bayliss, and Kessler, 1998). In Africa, the Hofstede, (2012) estimate that in 2007 a total of 37 (67%) out of the 55 African countries had a minimum wage in place. For the majority (70 %) of the countries where data was available, a simple national minimum wage (with adjustment by sector, region or broad categories of workers) operated while the remaining implemented more complex systems by industry and or occupations-based minimum wages (Schneer and Chanin, 2007).

#### **2.2.4 Assessment of Trade Unions and Challenges Facing Trade Unions**

Barreiro and Albandoz, (2001) explain that trade union power and influence are largely determined by their size in terms of their membership and union density. Union density

is the ratio of existing union membership over the potential union membership. They further explain that the factors that influence trade union membership and decline are classified into four categories and these categories are:- structural change in pattern on national employment, growth and decline in national economy; the political, legal and social climate to industrial relations; trade union image, appeal and leadership and also employers attitude towards unionism (Fiorito, 2006).

The changing pattern of national employment in the country may either adversely or positively affect trade union membership. This refers to a situation where old industries, occupations and skills decline and new ones emerge or replaces them. In United Kingdom, due to substantial growth in the public sector employment after 1945 trade unions also grew (Boheim and Booth, 2004).

The second factor that influences trade union membership and density is the growth or decline in the national economy. Fluctuations in national economic activity or the business cycles affect levels of union membership and density. In Tanzania, one observes that the process of privatization and commercialization of companies affects trade union membership (Dzimhiri, 2004).

Due to trade depression between the two world wars, the trade union membership, power and influence greatly reduced (Schermerhorn and Osborn, 2006; Wills, 2009). In 1933 trade union membership or density of workplace had declined from 48% to 23% (Towers, 2012). The gradual expansion of the economy in the late 1930s and full employment policies followed after 1945 resulted in the rise of union density to 45% (Simms, 2010). During 1970s, union membership rose to a high-density point of 50% and its powers increased. This was reflected through trade unions ability to raise wages, improve working conditions, influence decisions and legislation of government policies on unionism. Inflation constitutes a threat to employees' standard of living and this may

encourage them to join trade unions in order to defend the purchasing power of their incomes (Saundry *et al.*, 2011).

The prices generally have a positive impact upon union growth because of the ‘threat effect’ this is the tendency of workers to unionize in an attempt to defend their standard of living against the threat posed by the rising prices and the wages rise will have similar effect because of the ‘credit effect (Podro, 2011). That is, workers tend to credit wage rises to unions and to support them in the hope of doing as well or even better in the future. Thus, economic factors such as inflation, recession and upward swing of the economy affect union membership and power.

The third factor that influences union membership and density of trade unions is political, legal and social climate. It is said that the attitude of government towards trade union and the degree of public approval unions enjoy are important for their membership appeal (Manda, 2000). For example, in Britain, favourable government attitudes in the nineteenth century towards responsible and constitutionally minded trade unions were essential for their early survival and growth (Ruhemann, 2010).

During the period between the end of the Second World War and the election of the first Thatcher Conservative Government in 1979, trade unions exercised over greater power at national level. Trade unions were consulted by both Labour and Conservative Governments on matters relating to national economy, public expenditure, taxation, the welfare state, industrial policies, inflation and all forms of operations of prices and income policies. After 1979, the unions were openly and deliberately excluded from all major processes of Government. They were not consulted and their leaders were not appointed to prominent public bodies (Steers and Braunstein, 2006).

The abrupt change on the public perception of the national role of the Trade Union Congress, plus the disapproval of a majority of the British people of the unions conduct



during the Winter of Discontent 1978-9 led to a sharp decline in the trade union popularity and moral standing. During the 1980s, there were two other factors that changed the climate for trade unionism and industrial relations. The first one was the emergence of more confident managers determined to exercise greater authority over workplace (Towers, 2012).

The second one was the extensive and comprehensive range of legislation relating to trade unions and employment enacted during the 1980s. The economic and political climate of the 1980s encouraged many organizations and their managers to establish a greater degree of influence over their workplaces. For example, changes in the workplace included changes in working practices such as staffing levels, hours of work, multiple skilling and labour flexibility, performance appraisals and performance related pay systems and the introduction of new technology (Podro, 2011).

This was further enforced with team working supervised by hands-on managers. This reduced the scope and depth of collective bargaining in the final analysis. The collective appeal of trade unionism was weakened through individualizing the relationship between manager and employee (Schermerhorn and Osborn, 2006). The employee was encouraged to identify himself with the objectives and mission of the company.

Koumenta, (2011) argue that during the 1980s, management operated in an environment of increased competition in product markets and greatly reduced union bargaining power. An example is where legal climate affected the powers and influence of the trade union in United Kingdom during the 1980s. During this period, there was a great change in the legislative climate with the passing of the Employment Acts 1980, 1982, 1988 and 1990 and the Trade Union Act 1984. All these have now been consolidated into the Trade Union and Labour Relations (Consolidation) Act (TULRCA) 1992 (Fiorito, 2006). The new legal climate relating to industrial action, closed shops, picketing, trade union ballots, the political levy and union membership rights had been established. This

legislation was clearly intended to weaken trade unionism and collective bargaining. It also intended to abolish the closed shop, give a moderate trade unionist a voice through the secret ballot and making industrial action difficult, protracted and expensive. A similar experience occurred in Malawi during the 1990s to 2000 when all labour legislations were reviewed (Guest and Philip, 2008).

As opposed to the structure in UK, the legislations were clearly intended to strengthen trade unionism and collective bargaining. Until today, employers strongly feel the labour laws favour the workers than employers. As one of the many examples, at the Industrial Relations Court, the law prohibits the employer legal representation except when the worker is legally represented. This law denies the employer his right to legal representation on the basis that the worker is not legally represented (Holme and Solvang, 1997).

In United Kingdom, the empowerment and trade union legislation of the 1980s marked a clear departure from the tradition of voluntarism, which prevailed in the late nineteenth century. The voluntary approach required minimum legal regulation of trade unions, employers, collective bargaining, wage and industrial action. During this period, the state and the law merely guided the participants to resolve through negotiation of their differences. This tradition of voluntarism broke down in 1960s and 1970s (Saundry *et al.*, 2011).

This broke down due to the growth of highly disruptive and damaging strikes, the abuse of individual rights by closed shop, inflationary impact of high wage settlements, the power of the trade unions and the Trade Union Congress to determine the policies and legislation of democratically elected governments and the brake placed on economic growth, productivity and efficiency imposed by trade union practices. The experiences damaged trade union image in the public opinion (Katz, 2006). As a result, public opinion including the majority of trade unions themselves moved firmly in favour of

limiting powers of unions. The first of the four Conservative Governments in 1979 pledged to reduce the powers of the unions by enactment of legal constraints that enjoyed large degree of popular support (Ruhemann, 2010).

It is against this background of public opinions, the doubts by trade unionists themselves and the election of successive Conservative Governments with large majority that trade unions membership began to decline. However, Wills, (2009) argue that though it cannot be empirically proven, it is not improbable that the general climate of disapproval of current trade unionism, which also coupled to the clear helplessness of trade unions to prevent massive job losses, discouraged employees from joining trade unions and possibly led to many dropping out of membership (Simms, 2010).

Management took advantage of their new political, economic and legal climate to discourage trade union membership to re-assess managerial controls and reduce the role of collective bargaining (Kalula, and Madhuku, 2007). As the result many employees found trade unions membership less appealing. The fourth factor that influences membership and density of trade unions is trade union image and leadership. The study of trade union history suggests that the image of an individual trade union(s) collectively can influence membership levels by attracting new members and retaining existing members (Podro, 2011).

The major component of trade union image are trade union leadership; union perceived power; union size and its ability to secure high wage increase, improvements in working conditions and job security; scope of collective bargaining; success in imposing job regulation on management; successful industrial action; a high public and media profile; and the ability to influence national politics and governments (Koumenta, 2011).

Mason and Bain, (2001) give an example of the periods 1960 to 1970s and 1980s to 1990s by both Labour and Conservative Governments in Britain. During the 1960s and

1970s, there were relatively low levels of unemployment. There was also steady economic growth. Both the Labour and Conservative Governments involved trade unions in national economic policy making, and the unions were perceived to possess considerable power. During this period, membership and density increased substantially (Kambilinya, 2004).

Conversely during the period 1980s and 1990s, unemployment levels remained very high and government actions were very anti-trade unionism (Katz, 2006). The Trade Union Congress was excluded from most of the government processes. As a result, the power of trade unions tremendously reduced and the union membership also declined. This indeed shows that the image of individual trade unions could influence membership levels by attracting new members and retaining existing members or by not attracting new members and finally lose existing members (Kalula and Madhuku, 2007).

Basing on the factors that influence membership and density of trade unions, one finds that the following pose as some challenges facing trade unions: adverse structural changes in the pattern of national employment; decline in national economy; unfavorable political, legal and social climate, industrial relations; poor trade union image, leadership and appeal; and harsh and unfavorable attitude of employers towards unionism (Ruhemann, 2010)

### **2.2.5 Strategies to Overcome Trade Unions Challenges**

Schneer and Chanin, (2007) point out that after 14 years of adverse circumstances for the British trade unions, there has been an emergence of two different views regarding their present conditions and their future prospects. The first view perceived the union to be: crippled by irredeemable membership loss; despairing of seeing a Labour Government elected; scorned at the work place by managers; bewildered by the speed and breadth of industrial restructuring; unable to grapple with the consequences; subject

to internal conflicts and unable or unwilling to come to terms with economic realities facing Britain in the twentieth century (Towers, 2012).

It is further observed that similar experiences were happening to trade unions in other countries including USA, Japan and other European countries. In 1990, the National Survey Workplace Industrial Relations empirically confirmed in its findings the view that trade unions had declined in union power, influence and authority (Schneer and Chanin, 2007).

Contrary to what some have claimed, there were major changes in employee relations during the 1980s (Simms, 2010). Some of the most important changes were the decline in the representation of workers by trade unions and decline in coverage of collective bargaining. The changes were so great that, to a certain extent, it was not wrong to conclude that traditional, distinct system of British Industrial Relations no longer characterized the economy as a whole (Ruhemann, 2010).

The second view of the state of trade unions was a more positive one. It was further argued that although the trade unions lost members and were suffering structurally from the effects of economic changes and labour market problems, this has happened many times in the past in history of trade unionism. It was argued that despite this, the unions had ended up recovering later on. For example in Britain in 1920 trade union density was 48% but due to depression and economic change, it declined to 20%. In 1970s during economy recovery, the trade union density went up to 50% (Podro, 2011).

It is, therefore, concluded that surviving hostile employers, severe adverse economic conditions, restrictive labour laws and hostile governments are not new experiences for trade unions. After such problems, they recover and survive and become stronger and more united. Hofstede, (2012) said despite eight years of recession, British trade union movement and many of its European counterparts are in remarkably good shape.

Brown, (2006) argue that unions will respond to their severe problems depending on many factors. There are three broad strategies to be followed in order to overcome most of these challenges. The first strategy is for the trade unions to refuse to yield to the economic and social changes created by severe market forces and the ideologies and policies of what is called “New Rights” government. This is whereby the unions seek to defend their position. The union leaders should urge their members to be patient and wait for change in political climate. In this case, the unions will stay faithful to their social and political beliefs (Holme and Solvang, 1997).

The second strategy is that the unions should accept change as permanent and should adapt their organizations and policies to be in line with the changes. This strategy is called the ‘new realism’ or the ‘new industrial relations.’ In this case the unions should be more business-like and efficient in representing the interests of their members and recruiting new ones. The union should accept the need to adjust to the requirements of employers by negotiating single union, no strike agreements and by recruiting workers in comparatively well-paid skilled and secure occupations. They should provide a range of individual services to their members (Mason and Bain, 2001).

The ‘new realism’ strategy argues that if the unions are to survive, they have very little choice but to adapt to the world in which they have to live. This means that for some trade unions to survive, they have to accept dominant employer ideologies. But Brown (2006) feels that perhaps more than at anytime this century the union role depends upon the use the employers choose to make of them in the management of labour. This depends on the conduct of collective bargaining. It is hard to avoid the conclusion that structure of trade unionism originally developed for the needs of employee solidarity is increasingly being shaped to the needs of employers (Ashenfelter, and Pencavel, 2013).

Fiorito, (2006) point out that the disadvantages of business unionism or the new realism are that some unions are losing their identity as they adjust closer to the ideological needs of free-market economies and the labour needs of employers.

The third strategy for unions to form handful neutral and very large and powerful super trade unions encompassing all the sectors of the economy (Fiorito, 2006). These few but large and neutral unions will embrace every type of employee and will negotiate from position of numerical, financial and organizational power with employers. These super unions should be willing to negotiate with the Government of the day in politically neutral manner on matters of direct practical and financial concern to their members. This is the strategy being practiced by recent union amalgamations and mergers (Kalula, and Madhuku, 2007).

The process is increasing as more unions small and large see the advantages of being part of a larger and more powerful organization. The number of very large unions also reduces a growing union weakness of inter-union disputes related to new style single union bargaining (Koumenta, 2011).

Ruhemann (2010) reports that in Britain, the Trade Union Congress at its annual conference in 1992 came up with additional strategies to enable the unions adapt themselves to the challenges they faced during the 1990s. The first of these strategies was that trade unions should strive to improve the industrial relations with employers and employers' organizations. They should improve their communication with professional organizations such as Institute of Personnel Management (Schermerhorn, and Osborn, 2006).

Union discussions with employers should dwell much on practical issues such as new technology, national and local bargaining options, and training of employees, productivity improvement and bargaining structures at company and plant levels

(Barreiro and Albandoz, 2001). Again, such big and powerful unions could well be in direct competition with each other for members and employers' recognition. One trend of major importance is towards the creation of more general unions (that is, multi-industry, multi-occupational) prepared to organize in many sectors of the economy (Freeman, 2004).

The second recommended strategy by the Trade Unions Congress is that unions should greatly improve their labour market intelligence. This will enable them to understand better what is happening in terms of how and where jobs are being lost and created. This includes greater regional knowledge about the expansion and contraction of employment (Kalula and Madhuku, 2007).

The third strategy is that unions should improve their services to members. Some of these services are financial services such as personal pension arrangements, loans mortgages and insurances. The fourth strategy is that unions should increase their influence on Government to improve on health services, state education, youth training and social security (Koumenta, 2011).

The fifth strategy is that unions should find ways of improving their public image. This can be achieved through persistent use of the media and professionally persuading the public on the legitimate concerns of the unions (Wills, 2009). The unions, through the media, should convince the public that they intend to resolve differences and conflicts. The unions should show the public that they are highly relevant to modern society (Steers and Braunstein, 2006).

Finally for the unions to facilitate growth, they should target union recruitment more on women workers and young people. In summary, various writers have suggested various strategies to be pursued by trade unions in order to overcome most of their challenges.



These strategies range from union's refusal to yield to adverse affects of economic and social changes (Podro, 2011).

Unions should accept change and adapt themselves to the world in which they operate; unions should strengthen themselves through mergers and amalgamations; they have to improve industrial relations with employers; they should improve their labour market intelligence; improve service delivery to their members; unions should increase influence on government to improve on health services, education, training and social security; unions should improve their public image; and in order to facilitate union growth, they should target union recruitment more on women workers and young people (Towers, 2012).

### **2.2.6 Roles of Trade Unions**

The ILO Conventions 87 and 98 recognize freedom of association and workers rights to organize and to bargain collectively. Both Conventions provide the conditions under which to exercise this right (Simms, 2010). They provide the framework for domestic legislations to fulfill the requirements of the Conventions. About 47 and 50 African countries have ratified Conventions 87and 98 respectively (ILO 5/1/2012). Most countries have implemented these Conventions through domestic legislative framework, endorsing trade unions legitimacy (Ashenfelter and Pencavel, 2013).

The traditional role of trade unions has primarily been to protect the economic interest of its constituency such as to improve wages and conditions under which they operate. Through collective bargaining and collective action (.strikes and demonstration), trade unions are able to secure workers demands. Unions' role have not only benefited workers but also promoted industrial harmony that organizations require to thrive (Brown, 2006).

They have improved communication between employees and management to facilitate the former's understanding and commitment to organizational objectives; and won workers support to the introduction of new technologies and other workplace changes. Of course when workers are satisfied with wages and working conditions and other workplace benefits (training), it reduces labour turnover and helps to raise productivity (Freeman, 2004).

Unions derive their legitimacy from workers (their members) whom they represent. Thus organizing continues to be an important function of trade unions. Unions' structures and processes define the basis for meeting the needs of their membership. It defines the rights and responsibilities of leadership and membership as well as the hierarchy of authority of the structures (Kambilinya, 2004).

Beyond issues at the workplace however, trade unions have been involved in shaping public policy and decision making that impact the well-being of their members and the public at large (Kambilinya, 2004).

Trade unions exert democratic control over public and state policy and through this; they are able to minimize the exploitative tendencies of capital (Schneer and Chanin, 2007). Their contribution to public policy has come in various forms including involvement in the governance of state-owned enterprises and parastatals, policy suggestions and as implementers of policy (Bayliss and Kessler, 1998).

Trade unions protest public policies they consider detrimental to the wellbeing of not workers or their members but also the citizenry. For instance, the Nigeria Labour Congress has through demonstrations protested against the government's decision to remove fuel subsidies. Similarly, the Ghana TUC has through dialogue and protest been engaging the public institutions on prices of petroleum products, electricity and water among others. Katz, (2006), argues that trade unions have been weakened by

incorporation of union officials within government corporate structures, making it difficult for them to challenge reform measures adopted by the government. Others have also argued that the strength of union representatives are usually weak compared to those of governments, thus diminishing their influence on decision-making. While this may be true in some countries in other countries it is not (Podro, 2011).

In order to be able to clearly assess performance of trade unions, it is important to know how various writers describe functions and objectives of trade unions. This section will therefore attempt to articulate functions and objectives of trade unions as covered in various industrial relations literature. These will also be related and compared to the general description of functions and objectives of Malawi trade unions (Kambilinya, 2004).

Freeman, (2004), defines an organization's function as the role or task it is required to perform and the means to carry it out. In this case, if the organization is a trade union, its functions will refer to the roles or tasks it is required to perform and how it will perform the tasks.

On the other hand, trade unions in USA are perceived to adopt a more business orientation and are reluctant to question or seek to change the economic, social or political system within which they operate. This is manifested in their dependence on collective bargaining process for the achievement of improved health and welfare provisions for their members from their employer instead of seeking general improvement through political system. As it has already been demonstrated in trade union structures, Malawi trade unions follow under industrial structure. They promote and protect the interests and rights of their workers within their industry (Ruhemann, 2010).

This structure reflects the USA business orientation role where the unions only concentrate in fighting for the rights of the workers within the industry they are operating. Most trade unions in Malawi operate within the business orientation parameters (Boheim and Booth, 2004). The European Unions appear to have a more political orientation. This is attributed to the vital role political parties played in the early part of their development. For example, in Britain trade unions developed first and they were instrumental in establishing political parties. But in Europe the process was the reverse. Political parties developed first and they were instrumental in establishing trade unions. This is why trade unions are often regarded as an industrial wing of the political parties. As the case is in USA, the general position of European trade unions is reflected in the means adopted in improvements for their membership that has great reliance on regulations (Fiorito, 2006).

While the overall role of trade unions may be seen as representing the sectional needs and interest of its membership, there are five distinct aspects of functions of trade unions. The first aspect of functions is power (Fiorito, 2006). The unions are there to protect and support the individuals by providing a collective strength to act. They act as a countervailing force to the employer. They operate as pressure groups within a society. Freeman, (2004) argues that a trade union is first and foremost an agency and medium of power. Without an organization representing them, individual employees are at a serious power disadvantage in their relationship with management.

Hofstede (2012) argues that not only do they lack resources in terms of knowledge and expertise to negotiate their terms and conditions of employment on an equal terms but also the individual is one out of the many potential employees who may, as a source of labour, be more easily substituted by management than he may substitute the employer as the source of wage (Wills, 2009).

### **2.2.7 Challenges faced by Members of Trade Union**

Trade unions are associations of employees and their main objective is to represent the employees' interests to the employers. The right to form and join a trade union is a fundamental human right. A well functioning and respected trade union movement is often a good indicator of democracy and standards of human rights. Besides playing a role in the fight for better working conditions, trade unions have had and continue to have a key role in the building of social movements and the developing of social changes. The role of trade unions has been very varied. In some countries, where fascist and communist regimes were in place, trade unions were overtaken or created by state authorities and the political elite and turned into a tool for their oppressive regimes (Ashenfelter and Pencavel, 2013).

As a result of this historical reality, many people are skeptical of the role that trade unions can play, and only lately have the workers from these countries started to recognize the positive role of trade unions in the fight for protecting their rights. Other differences exist across Europe, especially regarding the role and organization of trade unions. In most countries, trade unions are organized in confederations (Brown, 2006). Trade unions were established to protect the working life of workers. Currently they are facing various challenges and hence weakening of the unions. Some of the problems being faced by members in their trade unions are such as;

Multiple unionisms both at the plant and industry levels pose a serious threat to industrial peace and harmony in Tanzania. The situation of multiple unions is said to prevail when two or more unions in the same plant or industry try to assert rival claims over each other and function with overlapping jurisdiction. The multiple unions exist due to the existence of craft unions, formations of two or more unions in the industry. Multiple unionisms are not a phenomenon unique to Tanzania. It exists even in advanced countries like UK and USA. Multiple unionisms affect the industrial relations system both positively and negatively. It is sometimes desirable for the healthy and democratic

health of labour movement (Kalula and Madhuku, 2007). It encourages a healthy competition and acts as a check to the adoption of undemocratic practice, authoritative structure and autocratic leadership. However, the negative impacts of multiple unions dominate the positive impacts. The nature of competition tends to convert itself into a sense of unfair competition resulting in inter-union rivalry. The rivalry destroys the feeling of mutual trust and cooperation among leadership. It is a major cause for weakening the Trade Union Movement in Tanzania. Multiple unionism also results in small size of the unions, poor finances (Manda, 2000).

Sound financial position is an essential ingredient for the effective functioning of trade unions, because in the process of rendering services or fulfilling their goals, trade unions have to perform a variety of functions and organize programmes which require enormous financial commitments (Koumenta, 2011). Hence, it is imperative on the part of a trade union to strengthen its financial position. But it is felt that the income and expenditure of trade unions in India over the years is such, with few exceptions, that the financial position of the union is generally weak, affecting their functioning. It is opined that, “trade unions could be more effective, if they paid more attention to strengthening their organizations and achieving higher attention of financial solvency. The primary source of income to the unions is membership subscription. Their other sources of union finances are donations, sale of periodicals. The items of expenditure include: allowances to office bearers, salaries to office, annual convention/meeting expenses, rents, stationery, printing, postage, telegrams. Most of the trade unions in India suffer from inadequate funds. This unsound financial position is mostly due to low membership and low rate of membership fee (Mason and Bain, 2001).

An important factor limiting the effective functioning of unions in our country has been their financial weakness. In most unions, poor finances are the result of inadequate membership strength. This in turn, can be traced to the small size of units. In a majority of unions, the rate of contributions required of members is also small. With a relatively

low rate of unionization, total funds collected are small. The general picture of finances of unions is disappointing (Koumenta, 2011).

The average membership figures of each union are quite depressing. In 1992-93 the average membership figure was 97, a steady fall from 1,594 per union from 1927-28. “Because of their small size, unions suffer from lack of adequate funds and find it difficult to engage the services of experts to aid and advise members in times of need” (Kambilinya, 2004). They can’t bargain with the employer effectively on their own. For a large majority of workers, unionism even today remains a foreign issue. In fact, workers avoid union activities out of sheer disinterestedness. Those who become part of the union do not also participate in the union work enthusiastically. In such a scenario, it is not surprising to find outside political leaders exploiting the situation serve their own personal agenda (Manda, 2000).

Since workers come to the factory with varying backgrounds, it is difficult for them to put a joint front in case of trouble. Employers exploit the situation, under the circumstances, by dividing workers on the basis of race, religion, language, caste (Kambilinya, 2004).

The other factors responsible for the unsound functioning of trade unions to its members in Tanzania are Illiteracy. Workers in Tanzania fail to understand the implications of modern trade unionism. Their illiteracy coupled with ignorance and indifference account for the predominance of outside leadership (Dzimbiri, 2004).

### **2.2.8 Participation of Trade Unions in Empowering Employees Conditions**

Universally throughout history, trade unions have struggled for the protection and improvement in the real incomes, security of tenure at the work place (by shielding members from unfair dismissals); safety and healthy working environment for their members. Trade unions in Africa are no exception in the pursuit of these noble

objectives. The principal instrument that has been used by trade unions either at enterprise or national level is collective bargaining. Trade unions are also increasingly engaging in lobbying governments and their agencies for legislations that favor workers and their families (Kambilinya, 2004).

Worldwide trade unions have traditionally been concerned with seeking the economic and social interests of not only their members but also workers and their families. Unions seek to improve wages and the conditions under which their members are employed and work. By doing this unions bring about fairness and social justice to a society and a world that is marked by obscene inequality and injustice. Unions in Tanzania have pursued these and other objectives through their existence (Manda, 2000).

The underlying motivation for forming or joining unions and undertaking collective bargaining is, therefore, to equalize or at least reduce the power asymmetry between employers and workers. By this, unions are able to bring about equality, fairness, respect for human and workers' rights, and social and economic justice not only at the workplace but equally importantly, in the broader society. And this is based on the recognition that individually, workers are too weak and not resourceful to demand their rights at the workplace. There is also the recognition that there is strength in the unity and collectivism of workers (Kalula and Madhuku, 2007).

Trade unions in Africa have played very important roles in the political, social and economic development of the continent. In the 1960s, trade unions in Africa were very instrumental in the struggle for independence across the continent. During independence struggle, trade unions across the continent offered the most important platform for ordinary people to voice their frustrations and to demand for self-determination. Post-political independence, trade unions in the continent have been at the forefront of the



struggle for good governance, democracy, equality, fairness, respect for humans and workers rights and social and economic justice (Kambilinya, 2004).

The unions became very influential in the determination of national economic and social policies. Across the continent many of the gains that workers achieved were made in the first two decades after independence. The pursuit of progressive and socially-minded policies in the first two decades of independence could be attributed to the influence of the unions. Most of the countries in Africa joined the International Labour Organisation (ILO) immediately after independence. In some countries such as Ghana, more than 70 percent of all ratified ILO conventions were made in the first decade after independence. With the massive expansion of the public sector along with the close shop arrangement, union membership increased exponentially across the continent (Holme and Solvang, 1997).

Beyond issues at the workplace however, trade unions have been involved in shaping public policy and decision making that impact the well-being of their members and the public at large. Trade unions exert democratic control over public and state policy and through this; they are able to minimize the exploitative tendencies of capital (Bayliss and Kessler, 1998). Their contribution to public policy has come in various forms including involvement in the governance of state-owned enterprises and parastatals, policy suggestions and as implementers of policy. Trade unions protest public policies they consider detrimental to the wellbeing of not workers or their members but also the citizenry. For instance, the Tanzania Teachers Union has through demonstrations protested against the government's decision to increase salary and improving working environment of workers especially teachers. Similarly, different trade unions groups have through dialogue and protest been engaging the public institutions on prices of petroleum products, electricity and water among others (Brown, 2006).

In Africa, the few studies that have estimated the union-wage premium have demonstrated a positive wage effect of unions. For instance, unionized black South African workers earn about 20 percent more than their counterparts without unions (Dzimbiri, 2004).

Within the framework of the collective bargaining process, trade unions have secured for workers a number of important social benefits that are employer-funded. These include but are not limited to educational scholarship, commonly called study with pay for workers (Ghana and Zambia), housing/accommodation loans or subsidies, funeral grants, interest-free loans and provident funds among others (Brown, 2006).

Outside the collective bargaining framework, unions across Africa have initiated several programmes that are intended to provide benefits to members. Such benefits are not employer funded. They are normally funded through the usual dues that members pay to the union. In some cases unions have levied special levies for the purposes of providing the additional benefits (Manda, 2000).

### **2.2.9 Overview of Employees Conditions**

Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including; job hours, physical aspects, legal rights and responsibility organizational culture work load and training. Brown, (2006) defined working condition as, working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions.

Job satisfaction plays a vital role for any organization to achieve its goals and missions. It is not a new subject since it captured the attention of many scholars for many decades. It refers to the degree or level of contentment or discontent of an employee regarding his/her work in general. It is a mental attitude and perception of the work that may

eventually create the intention to join an organization, stay or leave the job. Employees have their own needs, interests, preferences, choices, feelings and wishes which make them comfortable and feel that they are in a right place in accordance to their capabilities, and that the job will be the source of satisfying their needs and expectations (Freeman, 2004).

Job satisfaction shows employees' emotional state of mind that reflects effective reaction to the job and work conditions. This means employee's peace of mind and happiness is derived from his/ her job satisfaction as well as working conditions (Fiorito, 2006).

A positive attitude increases employees' morale and motivation to higher job performance as a result of satisfaction. It is brought by what can be called satisfiers. In contrast, a negative attitude lowers employees' morale, motivation, self-esteem and decreases job performance as a result of dissatisfaction. Negative attitude is brought by what can be called dissatisfies. The attitude can be on the whole work or just part of it. This means that for employees to be satisfied, employers must, as much as possible, consider the general working environment of employees. Ignoring a single element can make employees satisfied or dissatisfied, thus impacting job performance. The attitude of employees towards work has an impact not only on job performance, but also on organizational effectiveness and achievements. For teachers, this attitude may have an impact in teaching performances as well as students' academic progress or achievements (Boheim and Booth, 2004).

Good working conditions are important for the well-being of European workers. They contribute to the physical and psychological welfare of Europeans, and contribute to the economic performance of a country. From a humanitarian point of view, the quality of working environment has a strong influence on the overall work and life satisfaction of workers (Fiorito, 2006). From an economic point of view, high quality job conditions

are a driving force of economic growth and a foundation for the competitive position of a country. A high level of work satisfaction is an important factor for achieving high productivity of the Tanzanian economy (Dzimbiri, 2004).

It is therefore a core issue for the Trade Union to promote the creation and maintenance of a sustainable and pleasant working environment one that promotes health and well-being of employees and creates a good balance between work and non-work time (Kambilinya, 2004).

However, Manda (2000) states that more attention should be paid in identifying and dealing with working condition because when employee have negative perception to their environment they sometimes suffer from chronic stress. In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance. Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office was boosts the employees and ultimately improve their productivity. Various literature pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Kambilinya, 2004).

If non-monetary working conditions are associated with higher productivity, the employer should pay more for the added productivity of employees in order to not losing the employees. In facts, "as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages possibly as high as the marginal value of the worker's product. Whether such a positive wage differential exists is an empirical question. If one is found, it would represent a lower bound on the value of actual differences in productivity, bearing in mind that some offsetting compensating wage differential may also be reflected in the

observations (Fiorito, 2006). Work environment includes some factors, which contributes either positively or negatively to achieving maximum employees' productivity. The factors that contribute either positively or negatively to employee productivity are temperature, humidity and air flow, noise, lighting, employee personal aspects, contaminants and hazards in the working environment, types of sub environment (Brown, 2006).

According to Katz, (2006), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect. This push for more productivity from public sector agencies is not a new phenomenon. These factors may be important; yet, believing that the attitudes and management styles of mid-level managers are what really influences employee productivity (Dzimbiri, 2004).

Koumenta, (2011) states that in organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service.

#### **2.2.10 Theories to the Understanding of Trade Unions**

Trade unions are employment organizations. As such it is important to know the various situations they operate in and why they operate in this manner. The understanding of the theories in respect of employment organizations provides a deeper understanding of why and how various company authorities treat trade unions differently as employment organizations (Towers, 2012).

There are three different scenarios in which trade unions may operate or may be treated by management as employment organizations. Simms, (2010) describe the three scenarios in which trade unions operate as unitary, pluralistic and Marxist perspectives.

The unitary approach is a situation where it is assumed that a union is an integrated group of people with single authority with a set of common values, interests and objectives shared by all members of the organization. Under this set up, it is assumed that it is the responsibility of management to manage and make decisions. Any opposing views to management are considered to be irrational. There is no conflict of interests between providers of capital and workers (Koumenta, 2011).

This approach further assumes that there is harmony in the organizations and any conflict is not necessary. The effects of this assumption are that any expression of employee's dissatisfaction and differences with management are looked at as irrational activity (Koumenta, 2011).

Under this assumption, management approach in solving conflicts tends to follow authoritarian and paternalistic style. The use of force to solve conflict is the common feature of such organizations. In this situation, trade unions are perceived as intruders from outside and that they compete with management for loyalty of employees (Mason and Bain, 2001).

Although management may accept the existence of trade unions when determining terms and conditions, they do not accept any authority and decision making role by trade unions within the organization. Under this approach, the existence of trade unions and collective bargaining suffers and management resists them (Steers and Braunstein, 2006).

It appears in Tanzania a good number of companies follow unitary approach in the manner they treat trade unions. They avoid negotiations with trade unions. This is

manifested through the existence of large numbers of companies that do not have trade unions despite the coming of democratization in Tanzania. They fear or avoid having trade unions as structures for negotiating and bargaining conditions of employment with the company. The majority of the companies opt to have Joint Consultative Committees as opposed to trade unions (Dzimbiri, 2004).

The other approach is the pluralistic perception of employment organizations (Freeman, 2004). The assumption in this approach is that organizations are composed of individuals who grow together into various distinct groups each with own interests, objectives and leadership. The organization is seen as multi-structured and competitive for leadership, authority and loyalty. In order to manage tension and competition, there is need to manage a viable collaboration structure (Hofstede, 2012).

Under this approach, there is a conflict of interest between management and employees. While management interest may include reduction of high operations costs in order to increase profits, this may conflict with employees' interest to increase wages and have high job security (Kambilinya, 2004)

The pluralistic approach accepts that it is legitimate for employees to combine in formal organization in order to express their interests and seek to influence management decision to achieve their own objectives. This approach accepts the fact that trade unions and their representatives are as much an internal part of the organization. The pluralism is criticized for maintaining an illusion of a balance of power between the various interest groups, which hide the imbalance in the social power (Mason and Bain, 2001).

In contrast, the other assumption of employment organizations exists within a capitalist society where the production system is privately owned, profit is key influence on company policy and control over production is enforced by management who are representatives of capital owners. This theory recognizes that group conflict is a source

of society change. It also recognizes the fact that class conflict arises where there is disparity in distribution of economic power. This gap is usually between owners of capital and suppliers of labour (workers) (Schneer and Chanin, 2007).

Marxist Theory views trade unionism and industrial relations as political activities associated with the development of the working classes and that they are part of the overall political process of achieving changes in nature of economic and social systems (Simms, 2010).

In conclusion, the three theories of employment organisation are not mutually exclusive. They overlap in one way or the other. These theories assist in the understanding of the environments in which trade unions operate. As commented earlier, most of the trade unions in Malawi find themselves operating in unitary environment where most management resists opposing views from suppliers of labour. This approach usually weakens the performance of trade unions in Tanzania (Towers, 2012).

### **2.3 Empirical Literature Review**

Kambilinya, (2004) made a study on assessment of performance of trade unions. The purpose of the study is to assess the performance of trade unions in Malawi. The study focused on all organizations that have registered trade unions in Malawi. There are two main local registered trade union federations in Malawi. These are Malawi Congress of Trade Union (MCTU) and Congress of Malawi Trade Union. MCTU has 16 affiliate trade unions while Congress of Malawi Trade Union has six affiliate trade unions. With the inclusion of the two trade union federations, there are 24 registered trade unions in Malawi. A sample of 10 registered trade unions was drawn through stratified random sampling method. The sample was stratified by federation. Therefore, the sample comprised seven affiliate trade unions from MCTU and three affiliate unions from COMATU.



One of the major findings of this study is that trade unions in Malawi have not adequately met the needs of employees. From the data collected, the study established roles of trade unions and how they can be achieved as perceived by trade unions themselves and other stakeholders. The study has also identified some of the problems affecting trade unions. In addition, it has further come up with proposed strategies to improve the performance of trade unions (Kambilinya, 2004)

Some of the main recommendations for trade unions to improve their performance are: improvement on fundraising to establish a sustainable financial base; improvement on marketing for increased membership; training and capacity building of union leaders and members; creation of permanent secretariat; improvement of relationship among union leaders and members; and trade unions should exercise good governance by abiding to and complying with the provision of their constitutions (Kambilinya, 2004).

Brown, (2006) made a study on the changing roles of trade unions in management of labour. The findings of the study revealed that the trade union must double their promotion strategies to attract more employees to become union members. Promotion should include the rationale of becoming union members, consultation assistance to be provided to members, training to union members and the successful story of the union or reference union in protecting employees. Trade union must promote their organization to the employees to strengthen their relationship with union members, to gain confidence and support, to cascade union ideas and view and to show that the existence of trade union will benefit all union members. Trade union can use different ways of promoting their organization such as website, monthly or yearly newsletter, briefing sessions, meeting with their members or established sub committees for employees to participate.

Brown, (2006) concluded that trade union must be able to build trust among members especially during early stage of formation. Membership rate will increase if employees trust the union. Trade union must be willing to open more office bearer position to the

employees in the company to build confidence and opportunity for the employees to show their talent leadership are not just a follower. So many ways for the trade union to build trust such as be reliable to the union members by keeping their promises, be fair to all union members, avoiding dishonest and bias, be consistent, share information with union members, help members and admit mistakes.

Dzimhiri (2004) made a study on trade unionism under one party and multiparty political systems in Malawi. The result of the study brings important indicators on how management should react towards the inspiration of the employees. Management must be willing to use participative management style when dealing with any issues pertaining to employees. By using participative management style, employees views can be heard within the company, employees a chance to put forth the suggestions that he feels will benefit both himself and the company and it creates a better work environment due to improve employee satisfaction. Management can negotiate with employees on any issue arise, compromise with employees on work related issue, give employees authority and accountability over their work and provide tools to employees to perform their job. Participative management style reduced employees' dependency on unions to resolve issues.

The study concluded that management must encourage employees to participate and involve in managerial decision making process to portray justice. Management approaches towards employees must be in cordial atmosphere so that employees feel that they are not being exploits, discriminate and victimise. By encouraging employees to participate in managerial decision, employees will trust the company, increase job satisfaction, increase motivation and morale, creates innovative culture and. Management can encourage employees to involve in decision making process by established task group with management staff, established employees suggestions scheme, involve employees in management meeting and perform a survey if there are any changes to be done for entire organization. Employees who are motivated and

engaged with company are loyal and difficult for the trade union to approach. Therefore this suggestion can help management to operate without trade union involvement (Dzimhiri, 2004).

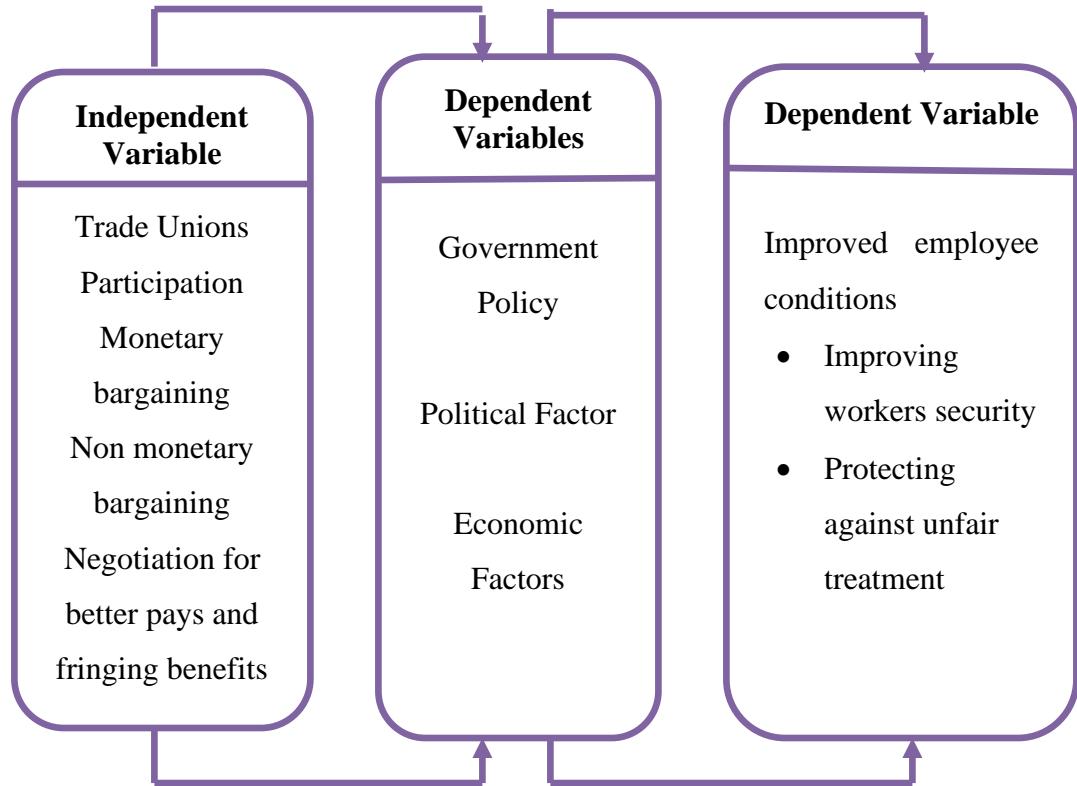
#### **2.4 Research Gap**

A number of studies and researches have been done on various aspects of trade unions but not much research focusing on performance of trade unions. This study therefore intends to assess trade unions participation on improving employee condition in Tanzania. The study will take an insight on participation of Tanzania Teachers' Union on improving employee condition. The main focus of this study will be to complement the other researchers by contributing towards filling this gap.

#### **2.5 Conceptual Framework**

The trade union such as Tanzania teachers union has two obligation to its members which are monetary and non monetary obligations. The monetary obligation is to bargaining for improving workers earning in their working environment and non monetary bargaining involve bargaining for good working environment and safety of workers. By doing both monetary and non monetary bargaining then trade union lead to improve working conditions for its members. Figure 3.1 below indicates the conceptual framework connect all variables.

**Figure 2. 1: Conceptual Framework**



**Source:** Author Own Construct, 2014

Figure 2.1 presents conceptual framework of the study. The study assesses that, there are dependant independent and intermediate variables. Independent variables are trade, unions participation, monetary bargaining and non monetary bargaining. Independent variables are government policy, political factor and economic factors. Moreover, dependent variable is improved employee conditions.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents methodology of the study. The first section of the chapter gives area of the study whereas research design is discussed in research design. Section three of the chapter presents population of the study while sample and sampling procedures are explained in section four. The last section of the chapter put down data reliability and validity.

#### **3.2 Area of Study**

The study was conducted at Tanzanian Teachers union, Tanzania Teachers' Union is a trade union of teachers in Tanzania mainland. The union was registered in 1993 under the Trade Union Ordinance, Cap. 381 of 1956 and given its registration number TU. 002. In 1998 the Parliament of the United Republic of Tanzania passed a new trade union act (Trade Union Act No. 10) which led to re-registration of trade unions in the country. Under this new Act, TTU was re-registered under the Trade Union Act No. 10 and was given a new registration number TU.004.

#### **3.3 Research Design**

A case study research design was used in this study. A case study design was used because participants come from a single case; Also case study is mostly associated to qualitative research method use to study organization (Saunders et al, 2009). Case study was used because it allows the use of various data collection methods so as to reach the validity and reliability coverage of the study and also a case study was cheaper and less time consuming due to limited of resources, it also gave a researcher the possibility of having much focused study.

### 3.4 Study Population

The targeted population of the study was basically fall to Tanzanian Teachers Union (TTU) employees, management and members (teachers). Tanzania Teachers Union employees were taken as a key population of the study because; the study use case study design.

### 3.5 Sample and Sampling Procedure

When conducting research, it is often impossible, impractical or too expensive to collect data from all the potential units of analysis including the research problem. Hence a small number of units, a sample are often being chosen to represent the relevant attributes of the whole set of units of the population. Because the sample are not perfectly representatively, representative population from which are drawn, the researcher cannot be a certain the conclusion was generalize to the entire population (Graziano and Raulin 1997). The sample size o f the study will be 30 TTU employees and 50 members of the TTU. The sample distribution is illustrated in Figure 3.1

**Table 3. 1: Sample**

<b>Department</b>	<b>No. of Employees</b>	<b>Percentage (%)</b>
Education and Training	5	6.2
Human Resource	3	3.8
Teachers with disabilities	6	7.5
Occupation and Safety	4	5.0
Advocacy	6	7.5
Research	3	3.8
Policy and relation	1	1.3
Finance	2	2.5
Members from Trade union(teachers)	50	62.5
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Researcher, 2014

#### 3.5.1 Sampling Procedure

This is the process of choosing the elements of the sample so as to make it representative of the population (Barreiro and Albandoz, 2001). The selected respondents constitute what is technically called a ‘sample’ and the selection process is called ‘sampling

technique (Kothari, 2004). The study use purposive sampling and Snow ball sampling technique.

### **3.5.1.1 Purposive Sampling**

Purposive sampling is the one in which the person who is selecting the sample is who tries to make the sample representative, depending on his opinion or purpose, thus being the representation subjective (Barreiro and Albandoz, 2001). Purposive sampling was used to employees to participate in the sample; this sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe. When population elements are selected for inclusion in the sample based on the ease of access, it can be called convenience sampling (Kothari, 2004). The technique was used because some employee were not be available at the time of data collection, other were assigned out of the office task, and some of them were too busy, therefore the employees available were selected to take part in the study

### **3.5.1.2. Snowball Sampling**

Snowball sampling is a special non probability method for developing a research sample where existing study subjects recruit future subjects from among their acquaintances. This sampling technique is often used in hidden populations which are difficult for researchers to access or in cases where a sampling frame is hard to establish and it is assumed (Katz, 2006). Snowball sampling was used in selecting key informant and management, the each manager as a key informant was asked to identify another informant among their acquaintances, the technique used because its difficulty for the researcher to access managers, but one manager can direct a researcher to another manager and senior employee.

### **3.6 Sources of Data**

In order to get reliable data, the study used both primary and secondary data sources of information. From primary data, several data collection techniques namely interviews and questionnaire was employed. Secondary data were collected through, library search from published materials and internet/website.

#### **3.6.1 Primary Data**

The primary data refers to the information which was collected afresh and for the first time, and thus happen to be original in character. They are named primary because they are unsullied and have not been manipulated by any other person. Such data provided by the subjects in the sample through the scheduled interactions by using the well preferred tools. Various tools and obtain the primary through schedules (Kothari, 2004).

#### **3.6.2 Secondary Data**

The data were obtained from literature sources or data collected by other people for some other purpose. The data provide second hand information and include both raw data and published ones. Some of data collected and stored by organization included details on trade union reports, and copies of letters and minutes of meetings, newspaper, journals and textbooks (Saunders *et al.*, 2000). According to Kothari (2004), Secondary data means data that has already been collected and analyzed by someone else.

### **3.7 Data Collection Methods and Instruments**

The researcher use the following data collection methods and instruments which are very useful to extract the first hand information as well as the second hand information

#### **3.7.1 Interview**

This is a method of verbal interaction between the researcher and respondent (Kothari, 2004). The researcher prepared the interview guide questions so as to get opinions,



suggestions, as well as perceptions. The technique was used because sample was controlled more effectively. The researcher prepared the interview guide questions in connection to research questions, more information and that too in greater depth can be obtained, also the technique associated with greater flexibility, therefore the researcher have the opportunity to restructure questions so as to reach the research objectives. Interviewees were Tanzanian Teachers Union officers from, different departments. Interviews allow participants to provide rich, contextual descriptions of events. According to Saunders and Thornhill, (2009), interview helps to get reliable and valid information relevant to the research. Researcher makes appointment with respondents; each respondent was interviewed separately.

### **3.7.2 Interview Question**

This data collecting instrument used by the researcher, the researcher prepared interview questions in line with the objectives of the study. Interview questions facilities standardization of interview for effective comparison and summarizations. Responses from interview questions were used to supplement information collected by using questionnaires.

### **3.7.3 Questionnaire**

This is instrument according to Kothari, (2004), a questionnaire refers to questions printed or typed in a definite order on a form or sets of forms, the respondents have to answer the questions on their own. The researcher prepared questionnaire, structured and unstructured questionnaires. Structured questionnaires are those questionnaires in which there are definite, concrete and pre-determined questions. When characteristics are not present in a questionnaire, it can be termed as unstructured (Saunders and Thornhill, 2009). This technique is chosen because does not exerting pressure to the respondents; this meant they were free and comfortable.

### **3.7.3 Document Review**

This instrument analysis consists of analyzing the contents of documentary materials such as company's policy, company performance reports and the contents of all other verbal materials, which can be either spoken or printed. Thus, reading reports and then reporting on the content, as in a book review, is not document review. This study reviewed a number of documents in relation for the problem reviewed necessary for adding up information obtained from questionnaires and interview method. The researcher use only related documents. Documentary analysis was used in this study so as to supplement primary data.

### **3.7.4 Documentary Review Schedule**

Instrument review schedule consists of analyzing the contents of documentary materials such as company's policy, company reports and the contents of all other verbal materials, which can be either spoken or printed. Documentary review schedule was used in reviewing documents. This is a statement that indicates how documents were reviewed.

### **3.8 Data Reliability and Validity**

Reliability refers to ability to obtain similar results by measuring an object, trait or construct with independent but comparable measures (Kothari, 2003). This was determined as in measurement procedures, to certain whether or not the quality of an instrument to produce the same results when employed under the same conditions is attained.

Validity is the ability of the measuring instruments or research study to measure what it claims to measure. To ensure validity, the measuring instrument (questionnaire) was pilot tested so as to able to refine it and ensure that respondents were free from problem in responding to the questions. It ensures, to a certain extent, validity of questions and reliability of data to be collected.

### **3.9 Data Analysis Procedure**

Data processing involves editing, coding, tabulation was used as a key factor in whole process of research. This was done in the area in order to make the research be accurate and effective as follows;

Editing was done immediately after receiving questionnaire from respondents. This involves correction of errors that might appear in the whole process of research writing. Also to help the researcher to translate and look for clarification on what respondents wrote about.

Coding was done after completing data editing the answers from the respondents were given code. According to Kothari (2008), Coding refers to a process of assigning numerals or other symbols to answers so as responses can be put into a limited numbers of categories or classes. Coding allows efficient analysis and through it several replies may be reduced to small numbers which contain the critical information required for analysis.

Tabulation was used to assemble data into concise and logical order. The researcher analyze data collected qualitatively where words were used to explain findings and quantitative analysis where the data used numbers, computation of total and percentages, data analysis was base on research objectives.

## CHAPTER FOUR

### PRESENTATION OF THE FINDINGS AND ANALYSIS

#### 4.1 Introduction

This chapter presents findings of the study. The first section of the chapter gives background characteristics of respondents whereas challenges facing members of the trade unions are discussed in second section. Section three of the chapter put down barriers impede trade unions when attending members' claims while the performance of trade unions in relation to meeting employees needs are discussed in section four. The last section of the chapter presents strategies that can improve trade unions participation in improving employee condition.

#### 4.2 Background Characteristics of respondents

##### 4.2.1 Age of Respondents

The study was interested to examine the age of respondents. Respondents were asked to identify their age. The study found majority of the respondents (52.5%) were aged between 25 to 34 years, as presented in Table 4.1

**Table 4. 1: Age of Respondents**

Responses	Frequency	Percentage (%)
15-24	10	12.5
25-34	42	52.5
35-44	17	21.3
45-54	5	6.2
55+	6	7.5
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Filed Data, 2014

Table 4.1 presents age of the respondents. It's important to examine the age of the respondents in order to identify the influence of age on challenges facing members of the trade unions. Most of the time young members of the trade unions face different

challenges from older (Freeman 2004). Also it's important to examine the age of the respondents in order to identify the capability of the respondents.

The study found out of 80 respondents, 10 (12.5%) were aged between 15 to 24 years. Also, the study found small number of the respondents (6.2%) was aged 45 to 54 years. Moreover, the study found out of 80 respondents, 6 (7.5%) were above 55 years. It's found significant number of the respondents (21.3%) was aged between 35 to 44 years. Majority of the respondents (52.5%) were aged between 25 to 34 years.

#### 4.2.2 Gender of Respondents

The study examines gender of the respondents. Respondents were asked to identify their gender. Its found majority of the respondents (58.7%) were male, as presented in Table 4.2 below

**Table 4. 2: Gender**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	47	58.7
Female	33	41.3
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.2 shows gender of the respondents. It is important to examine gender of the respondents in order to establish if gender has any relationship with challenges facing members of the trade unions. The study found minority of the respondents (41.3%) were female. Also, the study found majority of the respondents (58.7%) were male.

#### 4.2.3 Education Level

The study examines the level of the respondents. Respondents were required to identify level of education. Its found majority of the respondents (55%) have first degree, as presented in Table 4.3

**Table 4. 3: Level of Education**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Certificate	8	10.0
Diploma	15	18.7
First Degree	44	55.0
Post Graduate (Masters, Phd)	13	16.3
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014

Table 4.3 shows the level of education of the respondents. It's important to examine the level of education of the respondents in order to identify the capability of the respondents to participate and provide responses. The study found small number of the respondents (10%) and (16%) have certificate and post graduate qualification respectively. The study found significant number of the respondent (18.7%) has diploma qualification. Moreover, the study found majority of the respondents (55.0%) have first degree,

#### **4.2.4 Occupation**

The study was interested to examine occupation/positions of the respondents. Respondents were asked to identify their occupation. The study found the large number of the respondents were teacher, as presented in Table 4.4

**Table 4. 4: Occupation**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Education Officers	2	2.5
Human Resource Officers	2	2.5
Research Officers	1	1.2
Relation Officers	1	1.2
Accountant	2	2.5
Teachers	72	90.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.4 presents occupation of the respondents. Its important to examine occupations of the respondents in order to identify if respondents are members of the Tanzania

Teachers Union (TTU). The study found small number of the respondents (2.5%) were education officer from teachers' union. The study found out of 80 respondents, 2 (2.5) were human resource officers. Also, the study found insignificant number of respondents (1.2%) were research officer. Moreover, unimportant number of the respondents (1.2%) and (2.5%) were relation officers and accountants respectively. The study found majority of the respondents (90%) were teachers.

### 4.3 Challenges Facing Members of the Trade Unions

The study was interested to identify challenges facing members of the trade unions. The study found majority of the respondents (51.2%) identified inadequate pay as a major challenge facing member of the trade unions, as presented in Table 4.5

**Table 4. 5: Challenges Facing Members of the Trade Unions**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Inadequate Pay	41	51.2
Poor Working Condition	10	12.5
Delayed Salary and Wages	15	18.7
Bureaucratic Procedures in getting Rights	5	6.2
Lack of Sponsorship for further studies	6	7.5
Lack of Knowledge about trade union	3	3.8
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.5 shows challenges facing members of the trade unions. Respondents were asked to identify challenges. In their reply, the study found small number of the respondents (3.8%) and (6.3%) identified lack of knowledge about trade union and bureaucratic procedures in getting rights respectively. Also, the study found out of 80 respondents, 6 (7.5%) suggested lack of sponsorship for further studies as a major challenge. Moreover, the study found significant number of respondents (12.5%) and (18.7%) identified poor working condition and delayed salary and wages respectively. Furthermore, the study found majority of the respondents (51.2%) identified inadequate pay.

#### **4.4 Barriers facing Trade Unions when Attending Members' Claims**

The study examines barriers impede trade unions when attending members' claims. The study found there are different barriers impeding trade unions. Majority of the respondents (77.5%) identified lack of supporting documents as a major barrier impedes trade unions when attending members' claims. Table 4.6 presents responses on the barriers impede trade unions

**Table 4. 6: Barriers Impede Trade Unions**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Lack of supporting documents	62	77.5
Limited fund	10	12.5
Mismanagement of member claims	8	10.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.6 presents barriers impede trade unions when attending members' claims. The study found small number of the respondents (10%) identified mismanagement of member claims as a barrier facing trade unions when attending members' claims. Also, the study found out of 80 respondents, 10 (12.5%) suggest limited fund as a major barrier impede trade unions. Moreover, the study found majority of the respondents (77.5%) revealed lack of supporting documents as a major challenge impede trade unions.

#### **4.5 Performance of Trade Unions in Relation to meeting Employees Needs**

The study was interested to determine the performance of trade unions in relation to meeting employees' needs. The study examine if members were satisfied with the performance in relation to meeting employees' needs. Also, the study determines measures that can improve trade union performance.



#### 4.5.1 Satisfaction on Trade Union Performance

The study examine if members were satisfied with the performance trade unions. The study found majority of the respondents (65%) were satisfied with trade union performance, as presented in Table 4.7

**Table 4. 7: Satisfaction on Trade Union Performance**

Responses	Frequency	Percentage (%)
Yes	52	65.0
No	28	35.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.7 presents responses on satisfaction on trade union performance. The study found minority of the respondents (35%) were not satisfied with trade union performance. Also, the study found majority of the respondents (65%) were satisfied with trade union performance in relation to meeting employees' needs. Majority of the respondents were satisfied because trade union negotiates with government on employees salary rise.

#### 4.5.2 Measures to improve Trade Union Performance

The study examines measures that can improve trade union performance. It's found out of 80 respondents, 21 (26.3%) identified increases transparency will improve trade union performance, as presented in Table 4.8

**Table 4. 8: Measures to improve Trade Union Performance**

Responses	Frequency	Percentage (%)
Increase Transparency	21	26.3
Collective Bargaining and Negotiation Skills	18	22.5
Provision of Trade Union Education	11	13.7
Tracking of Operational Fund	8	10.0
Network with other Trade Unions	13	16.3
Improve Mutual Relations and Communication	4	5.0
Set aside Funds for Members Education	5	6.2
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.8 shows measures that can improve trade union performance. The study found small number of the respondents (5%) and (6.2%) suggested Improve mutual relations and set aside funds for members education respectively. Also, the study found insignificant number of the respondents (13%) identified network with other trade unions will increase trade union performance. The study found out of 80 respondents, 8 (10%) stated tracking of operational funds from the source to the target group will increase trade union performance. Moreover the study found significant number of respondents (22.5%) and (13.7%) identified collective bargaining/negotiation skills and provision of trade union education respectively. Furthermore, the study found the large number of the respondents (26.3%) identified increases transparency will improve trade union performance.

#### **4.6 Strategies that can Improve Trade Unions Participation**

The study determines strategies that can improve trade unions participation in improving employee condition. Various strategies that can improve trade unions participation were identified by respondents. The study found the large number of the respondents (31%) identified negotiation with employers will can improve trade unions participation in improving employee condition, as shown in Table 4.9

**Table 4. 9: Strategies**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Through Negotiations with Employers	25	31.2
Ensure employer comply with Labour Laws	11	13.8
Ensure employers adhere to approved rights	14	17.5
Establish credit schemes to members	21	26.3
Create awareness to members	9	11.2
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Data, 2014.

Table 4.9 shows strategies that can improve trade unions participation. The study found small number of the respondents (11.2%) suggests trade unions should create awareness to members. The study found out of 80 respondents, 11 (13.8%) identified trade unions should ensure employer comply with labour laws. Also, the study found insignificant

number of the respondents (17.5%) identified employers should adhere to approved rights whereas significant number of respondents (26.3%) revealed trade unions should establish credit schemes to members.

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Introduction**

This chapter presents discussion of the major findings. The first section of the chapter gives challenges facing members of the trade unions whereas barriers impede trade unions when attending members' claims are discussed in section two. Section three of the chapter contains the performance of trade unions in relation to meeting employees' needs. The last section of the chapter identifies strategies that can improve trade unions participation in improving employee condition.

#### **5.2 Challenges Facing Members of the Trade Unions**

The study identifies challenges facing members of the trade unions. Various challenges were identified by the respondents. These involves the following

##### **5.2.1 Inadequate Pay**

The study found majority of the respondents (51.2%) identified inadequate pay, is a major challenge facing members of the trade union. Towers, (2012) found trade union member lacks adequate pay; most of the employer provides insufficient payment to employees. This is similar to the study made by Wills, (2009) the study found financial position of the member is an essential ingredient for the effective functioning of trade unions, because in the process of rendering services or fulfilling their goals, trade unions have to perform a variety of functions and organize programmes which require enormous financial commitments to members.

Most members within trade unions lack sufficient salary. Trade unions could be more effective, if they paid more attention to strengthening their organizations and achieving higher attention of financial solvency.

### **5.2.2 Poor Working Condition**

The study found significant number of respondents (12.5%) identified poor working condition is a major challenge facing members of the trade unions. This implies that some of the workers were not working in a good working condition. This is similar to responses obtained during interview, one respondent revealed that *“The working conditions for teachers’ especially primary school teachers are not favorable”*.

Boheim and Booth, (2004) found some trade union member complaining on poor working condition. Employers fail to provide good working conditions to their employees. Most of the trade unions members in Tanzania suffer from inadequate funds and poor working condition.

### **5.2.3 Delayed Salary and Wages**

The study found insignificant number of respondent (18.7%) identified delayed of salary and wages as a challenge facing member of the trade unions. This is similar to the study made by Freeman, (2004). The study found there are many issues faced in common by formal and informal workers (health and safety, social protection, and so on), but many are different or of differing priority. Delay of salary and wages is vital. Union workers must focus on securing their right to livelihoods through access. Many traditional trade unions lack the experience or resources to provide for such needs and shy away from them.

This indicates majority of the employers have a tendency to prolong salary payment schedule. Hofstede, (2012) found most of the claims reported by trade union members involves delay of salary. Employers fail to provide on time payment due to financial instability

#### **5.2.4 Bureaucratic Procedures in getting Rights**

The study found insignificant number of respondents (6.2%) identified bureaucratic procedures as a major challenge facing member of the trade unions. This implies that there are bureaucratic procedures when member of the trade unions find his/her rights. During interview one respondent state that “*We are facing bureaucratic procedures in trade unions when we are finding our rights*”.

Kambilinya, (2004) found that, most of the trade unions fails to put clear procedures in attending member claims. This cause bureaucracy and increase member complains concerning the operations of the trade unions.

#### **5.2.5 Lack of Sponsorship for Further Studies**

The study was interested to identify challenges facing members of the trade unions. Respondents were required to identify challenges. In their reply the study found small number of the respondents (7.5%) identified lack of sponsorship for further studies is a challenge facing member of the trade union. Manda (2000) found, most of the employers in Tanzania do not provide sponsorship for further duties. This is serious problem in private sector.

Also, Kalula and Madhuku, (2007) found that, employees lack the opportunity to attend studies. Some employer does not allow employees to attend on job studies, employers believe when employees undertake the studies, can lower employees’ performance.

#### **5.2.6 Lack of Knowledge about Trade Union**

The study found small number of the respondents (3.8%) identified lack of knowledge about trade union is a major challenge facing member of the trade unions. Workers in Tanzania fail to understand the implications of modern trade unionism. Podro, (2011) found trade unions do not provide education about the operations of the trade unions. The trade unions should have strong trade union education programmes which create

awareness to the employees about their rights and benefits they get from being union members.

### **5.3 Barriers facing Trade Unions**

The study found there are different barriers facing trade unions when attending member claims. These include the following

#### **5.3.1 Lack of Supporting Documents**

The study examines barriers facing trade unions. The study found the large number of the respondents (77.5%) suggests lack of supporting document is a major barrier facing trade union when attending members' claims. It's observed that, during claims processing members' fails to submit required documents. This is a major challenge for trade unions when processing claims (Koumenta, 2011). Also, during interview one of the trade union officials revealed that *"Some times it's difficult to attend member claims due to lack of supporting documents"*

This implies that, some of the trade union members lacks supporting documents when register their claims to trade unions. According to Podro, (2011) member of the trade unions lack supporting documents due to low awareness about trade unions operations.

#### **5.3.2 Limited Fund**

The study found significant number of respondents (12%) identified limited fund is a barrier facing trade unions when attending member claims. Dzimbiri (2004) found most of the trade unions in Tanzania suffer from inadequate funds. This unsound financial position is mostly due to low rate of the government budget. An important factor limiting the effective functioning of unions in our country has been their financial weakness. In most unions, poor finances are the result of poor allocation of budget strength. This in turn, can be traced to the small size of units. In the current government budget, the budget which is allocated for trade unions matters or education/ workers

members is small. With a relatively low rate of unionization, total funds collected are small.

#### **5.3.4 Mismanagement of Member Claims**

The study was interested to examine barriers facing trade unions when attending member claims. Respondents were asked to identify barriers facing trade unions. The study found small number of the respondents (8%) identified mismanagement of member claims is a major barrier facing trade unions when attending members' claims.

#### **5.4 The Performance of Trade Unions**

The study found majority of the respondents (65%) were satisfied with trade union performance. Respondents were satisfied with trade union performance in terms of the negotiations and management of fund. During interview, one trade union member revealed that *"I am satisfied with the performance of the trade union. We experience salary raise every year....."*

This is contrary to the study made by Podro, (2011) the study found in most of the trade unions, members were not satisfied by the performance of the trade unions due to mismanagement of the fund, corruption. Management of the trade unions fails to attend members' claims.

#### **5.5 Strategies that can Improve Trade Unions Participation**

The study examines strategies that can improve trade unions participation. Various strategies were identified by the respondents. These include the following:

##### **5.5.1 Through Negotiations with Employers**

The study found significant number of the respondents (31.2%) identified trade union participation can be improved through negotiations with employers. This is similar to the study made by Freeman, (2004) the study found, through collective bargaining and



negotiation; trade unions are also able to carry out their job regulation function. Manda (2000) argues that the function also includes the creation of social order in industry embodied in a code of industrial rights. Whatever is agreed during collective bargaining becomes codified in a range of jointly agreed procedures. These may cover agreed procedures on scope of consultation and negotiating machinery; grievance handling procedures, redundancy procedures, introduction of work study and work changes and safety procedures. Negotiation can improve trade unions participation. This is similar to responses obtained during interview. One respondent revealed that: *“Through trade union, we hope the management will consider and come out with some alternatives to overcome our problems in work places. Positive solution is expected from the negotiation between management and trade union”*.

### **5.5.2 Ensure Employer Comply with Labour Laws**

The study found out of 80 respondents, 11 (13.8%) identified trade unions should ensure employer comply with labour laws. This is similar to the study made by Kalula and Madhuku, (2007) the study found in some companies some senior managers are either ignorant of labour laws or they do not have interest in labour laws. As a result of this, they flout the labour laws and do unfair labour practices. These companies have ended up to be victims of court cases. Therefore, there is a need for trade unions to ensure employers comply with labour laws.

### **5.5.3 Ensure Employers adhere to Approved Rights**

The study found small number of the respondents (17.5%) suggests trade unions should ensure employers adhere to approved rights. This implies that, trade unions participation in improving employee condition can be improved by ensure employers adhere to approved rights. The related to the study made by Kalula and Madhuku, (2007), the study found workers have the right to combine to form their own organizations and through this means to advance and protect their interests. Trade unions should ensure employers adhere to approved rights.

#### **5.5.4 Establish Credit Schemes to Members**

The study found establishes credit schemes to members will improve trade unions participation in improving employee condition. The study found significant number of the respondents (26.3%) identified establishes credit schemes. This resemble to the study made by Hofstede, (2012), The study found, some trade union offer of credit schemes as part of the packages has given rise to what is called “plastic cards unionism.” Some unions that have adopted these strategies believe it is easier to appeal to potential members self-interest than to explain the more traditional industrial relations benefits associated with unions.

#### **5.5.5 Create Awareness to Members**

The study found unimportant number of the respondents (11.2%) identified by create awareness to members trade unions will improve trade unions participation in attending member claims. Trade Unions should intensify awareness programmes and campaigns on the operations of the unions. This is similar to responses obtained during interview. One respondent revealed that *“There is a need to create awareness for members of the trade unions. This will reduce complains concerning trade unions operations”*.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

This chapter presents summary, conclusion and recommendations of the study. The first section of the chapter gives summary of the study while conclusion is discussed in second section. Section three contains recommendations of the study. The last section of the chapter gives areas for further studies

#### **6.2 Summary**

The study investigates trade unions participation on improving employee. The study was conducted at Tanzania teachers union. The objectives of the study were; to identify challenges facing members of the trade unions; to examine barriers impede trade unions when attending members' claims; to determine the performance of trade unions in relation to meeting employees needs and o determine strategies that can improve trade unions participation in improving employee condition. A case study design was used, a sample of 80 respondents was used. Data collection methods were interview and documentary analysis whereas data collection instruments were questionnaire, interview guide and documentary analysis schedule. Data collected was analyzed based on research objective

The study found majority of the respondents (51.2%) identified inadequate pay as a major challenge facing member of the trade unions. also, the study found there are different barriers impeding trade unions. Majority of the respondents (77.5%) identified lack of supporting documents as a major barrier impedes trade unions when attending members' claims. Moreover, It's found out of 80 respondents, 21 (26.3%) identified increases transparency will improve trade union performance. Finally, the study found the large number of the respondents (31%) identified negotiation with employers will can improve trade unions participation in improving employee condition.

The study concluded that trade unions member facing different challenges. These involves, inadequate pay, poor working condition, delayed salary and wages, bureaucratic procedures in getting rights, lack of sponsorship for further studies and lack of knowledge about trade union. Also, the study concluded that, there are several barriers impede trade unions when attending members' claims. Moreover, the study concluded that members are satisfied with the performance of the trade unions, in terms of negotiations and operations of the unions.

Furthermore, the study concluded that, there are various strategies that can be used to improve trade unions participation in attending member claims. These strategies involves negotiations with employers, ensure employer comply with labour laws, ensure employers adhere to approved rights, establish credit schemes to members and create awareness to members. The study recommended that trade unions should use innovative ideas for increasing membership may be tried such as offering services such as loans, mortgages and the like to members.

Also, the study recommended that employers including the government should recognize the role of trade unions and workers' rights and responsibilities by ensuring the full and effective participation of workers and trade unions in the design and implementations of the actions performed by members of the unions.

### **6.3 Conclusion**

The study concluded that trade unions member facing different challenges. These involves, inadequate pay, poor working condition, delayed salary and wages, bureaucratic procedures in getting rights, lack of sponsorship for further studies and lack of knowledge about trade union. Also, the study concluded that, there are several barriers impede trade unions when attending members' claims. These involve lack of supporting documents, limited fund, and mismanagement of member claims. Moreover, the study concluded that members are satisfied with the performance of the trade unions,

in terms of negotiations and operations of the unions. Furthermore, the study concluded that, there are various strategies that can be used to improve trade unions participation in attending member claims. These strategies involves negotiations with employers, ensure employer comply with labour laws, ensure employers adhere to approved rights, establish credit schemes to members and create awareness to members

#### **6.4 Recommendations**

Trade unions should use innovative ideas for increasing membership may be tried such as offering services such as loans, mortgages and the like to members. These will increase member satisfaction. All, trade unions should provide financial services to members, for example personal loans, insurance. Concessionary rates in order to protect its members from financial/income insecurity. Also trade union should start a Micro Finance Institution (MFI) to offer concessionary and short-term loans to members.

The government should allocate a reasonable amount of its budget in matters concerning workers in order to solve the problem on socio and economic utilities such as houses, funds, salaries, training in order to motivate workers.

Trade unions should put extra effort to develop professional competencies of their members in general but also more importantly of their leadership. This may in part, enhance leaders capacity to bargain and negotiate genuinely at par with managements as opposed to the current situation.

Employers in Tanzania including the government should stop changes in employment patterns resulting to workers losing their jobs due to economic restructuring. There is need for new employers to recognize trade unions and as a result there will be freedom of association in workplaces.

Trade union should be responsible for the unsound functioning of trade unions to its members in Tanzania is by eliminating illiteracy. Workers in Tanzania should be given training and education in understanding the implications of modern trade unionism. Their illiteracy coupled with ignorance and indifference account for the predominance of outside leadership.

Marketing of trade unions should be a priority function for Trade Unions in order to sustain increased membership that is critical for improved fund raising. Merging unions to make them bigger and stronger may be one way in adding to membership

The trade unions should have strong trade union education programmes which create awareness to the employees about their rights and benefits they get from being union members. The trade unions also need to do away with weak leadership which fails to grow the movement using current potential and seek to find qualified staff for specialized areas such as research, education and organizing.

Trade union must be able to build trust among members. Membership rate will increase if employees trust the union. Trade union must be willing to open more office bearer position to the employees in the company to build confidence and opportunity for the employees to show their talent leadership is not just a follower. So many ways for the trade union to build trust such as reliable to the union members by keeping their promises, be fair to all union members, avoiding dishonest and bias, be consistent, share information with union members, help members and admit mistakes.

It is advisable to have less number of trade unions and more number of members, presence of trade union leaders in the working areas, ensuring the implementation of more welfare activities to boost the confidence of the members of unions, developing an attitude of consensus to all issues among all concerned, are some other measures that are suggested for the mutual benefit of all stakeholders related to union activities. Naturally,

this situation demands co-operation among political parties, building mutual trust among the members and leaders of trade unions, and ensuring cordial relations of both the above groups with the management.

Employers including the government should recognize the role of trade unions and workers' rights and responsibilities by ensuring the full and effective participation of workers and trade unions in the design and implementations of the actions performed by members of the unions.

### **6.5 Area for the Future Research studies**

The purpose of this study was to investigate trade unions participation on improving employee condition in Tanzania. Therefore researcher recommends a similar study to be done in other trade unions so as to investigate the same phenomena. This will enable researchers to have comparative analysis, which will lead to formulate a global policy for best practice on trade unions participation on improving employee condition.

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## APPENDICES

### Appendix 1: Questionnaire

The researcher is a student currently pursuing Msc in Accounting and Finance. You are kindly requested to respond to the questions provided in this questionnaire, so as to enable the research to complete the research writing exercise.

Please, you need not write your name and any information given will be treated high confidentiality. Tick against the right choice.

#### SECTION A: PERSONAL INFORMATION (Tick against)

1. GENDER	M	F	2. AGE		3. EDUCATION LEVEL	
			15-24		Certificate	
			25-34		Diploma	
			25-44		First Degree	
			45-54		Post Graduate eg. Masters, Phd	
			55			

5. Occupation/Position.....  
.....  
.....

#### SECTION B: CHALLENGES (Tick against)

6. What are Challenges facing trade union members?

- (a) Inadequate pay
- (b) Poor working condition

- (c) Delayed salary and wages
- (d) Bureaucratic procedure in getting their rights
- (e) Little knowledge about the use of union dues (2%)
- (f) Government limited budget/funds
- (g) Lack of sponsorship for further studies.
- (h) Lack of knowledge about trade union's roles and functions.
- (i) Engagement with financial institutions which provide loans with high rate of interest
- (j) Lack of compliance with client customer charter

7. Suggest three measures to overcome the above challenges.

- (i) .....
- (ii) .....
- (iii) .....

8. Apart from the above challenges, what are other challenges face members of the trade unions?

Please mention

- (i) .....
- (ii) .....
- (iii) .....
- (iv) .....

**SECTION C: BARRIERS**

9. What factors hinder trade unions to effectively stand for teachers claims? (Trade against).

- (i) Lack of supporting documents

- (ii) Government limited fund
- (iii) Mismanagement of members claims and documents by the office supervisors

10. Please suggest measures to overcome the above barriers

- (v) .....
- (vi) .....
- (vii) .....
- (viii) .....

**SECTION D: PERFORMANCE**

11. Are you satisfied with the Trade Unions performance in relation to their members?

If Yes, please state how

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

If no, please give reasons

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

What should be done to improve trade unions performance in relation to employees' needs?

- (a) Increased transparency and accountability and democracy within trade unions
- (b) Collective Bargaining and negotiating skills

- (c) Provision of trade union education to trade union leaders, members and employers
- (d) Tracking of operational funds from the source to the target group/level
- (e) Networking with other trade unions nationally and internationally
- (f) Improved mutual relations and communication between trade unions and employers/government
- (g) Trade unions to set aside funds for members education

**SECTION E: PARTICIPATION**

12. How trade unions participate in improving employee condition?

- a) Through Negotiations
- b) Ensure private schools comply with contract for better employees conditions
- c) Create awareness for members

13. Apart from the above, identify how trade unions participate in improving employee condition? Please mention

.....

.....

.....

14. What are the factors hinder trade union participation improving employee condition? Please mention

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



## **Appendix 2: Interview Guide**

1. In your opinion, what factors hinder trade unions from delivering in relation to its members need?
2. What should the union do to address the problem?
3. Can Trade unions improve performance towards members needs and expectations? How?
4. What should suggest as strategies of the unions to do away with barriers to better service to members.
5. Do you see any interference of trade unions activities by governments? What are they?
6. Would you say that trade unions performance is celebrated by members? Why?
7. What should trade unions do so as to improve members/employees' working condition?
8. What would you say are the challenges facing trade unions

**Appendix 3: Time Table**

<b>Months</b>	<b>Feb – Mar 2014</b>	<b>April 2014</b>	<b>May – June 2014</b>	<b>July – Aug 2014</b>
Writing proposal and presenting				
Data Collection				
Analyzing data Collected and Writing report				
Preparation and presentation of research report				

#### **Appendix 4: Research Budget**

<b>Serial Number</b>	<b>Details</b>	<b>Amount in Tshs.</b>
1	Stationery, printing and binding	450,000.00
2	Transport	900,000.00
3	Meal	350,000.00
4	Wages to assistant during data collection - 100,000,00 x 1	100,000.00
5	Sundry expenses	100,000.00
6	Air time	100,000.00
<b>Total</b>		<b>2,000,000.00</b>