

**FACTORS RESPONSIBLE FOR TRADE UNION MEMBERSHIP
IN MBEYA CITY COUNCIL, TANZANIA**

**FACTORS RESPONSIBLE FOR TRADE UNION MEMBERSHIP
IN MBEYA CITY COUNCIL, TANZANIA**

**By
Merydon Godian**

**A Dissertation submitted to the School of Public Administration and
Management (SOPAM) for the Partial Fulfillment of the requirements for
Award of the Master of Science in Human Resource Management (MSc HRM)
of Mzumbe University**

2019

CERTIFICATION

We, the undersigned certify that we have read and hereby recommend for acceptance by the Mzumbe University, a research report entitled “**Factors Responsible for Trade Union Membership in Mbeya City Council, Tanzania**” in partial/fulfillment of the requirements for the award of the degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University.

Major supervisor (DR. Montanus C. Milanzi)

Date_____

Internal examiner

Date_____

Accepted for the Board of School of Public Administration and Management

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Signature _____

Date _____

Email:godianmerrydon@gmail.com

Tel: 0763729302

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DEDICATION

I dedicate this Thesis to my lovely Husband, Joseph Jastus Challe. In addition, I dedicate this Thesis to my lovely children , Octavian J. Challe and Ostanus J. Challe, for their genuine support and encouragement that they provided me from the beginning to the end in ensuring that I get the best education ,they have always believed in me. May Almighty God be with you!

LIST OF ABBREVIATIONS

COTWU	Communication and Transport Workers Union
FATU	Federation of Revolutionary Trade Unions
HoDs	Head of Departments
JUWATA	Jumuiya ya Wafanyakazi Tanzania
KMDA	Kilimanjaro Motor Drivers Association
MCC:	Mbeya City Council
Msc.HRM	Master of Science in Human Resource Management
NUTA	National Union of Tanganyika Workers
RAAWU	Researchers Academicians and Allied workers Union
SOPAM	School Of Public Administration and Management
SPSS	Statistical Package for Social Sciences (SPSS)
TAGSA	Tanganyika African Government Servants Association
TALGWU	Tanzania Local Government Workers Union
TAMICO	Tanzania Mining and Construction workers Union
TANU	Tanganyika African National Union
TFTU	Tanzania Federation of Trade Unions
TPAWU	Tanzania Plantations and Agriculture workers Union
TRAWU	Tanzania Railway Workers Union
TRL	Tanzania Railways Limited
TTU	Tanzania Teachers Union
TU	Trade Union
TUCTA	Trade Union Congress of Tanzania
TUGHE	Trade Union for Government and Health Employees

ABSTRACT

The study was intended to examine the factors for trade union membership in Mbeya city council, Tanzania. The thesis has six chapters, chapter I-Introduction, II-Literature review, III-Research methodology, Chapter IV-findings, chapter-V Discussion of findings, chapter-VI summary, conclusion, recommendations and policy implications. Lastly, a study ends up with Reference and Appendices. Either, main objective of the study was to examine the factors responsible for trade union membership in MCC with specific reference to TUGHE, CWT and TALGWU. Also a study was guided by three specific objectives which are to examine the operation of trade union membership in MCC, to examine the reasons for employees to join trade unions in MCC, to examine the contribution of each factor that influences employee to join trade union in MCC. A case study design was used by employing a sample of 75 respondents was adopted through purposive and simple randomly sampling. Regarding data collection methods a study used a research instruments which are interviews, questionnaire and documentary review, which applied to gather the required information as per the research questions. A study found that most of employees in MCC joined trade union for the sake of sense of security, minimizing discrimination, peer pressure, collective bargaining but fewer joined trade union just because of being bounded by the regulatory framework. A study concluded that the MCC should allow their employees to be free to make a choice on the labour union they prefer and be willing to join it, also Government should always accept the advice from the trade union in doing so the welfare of the employees will be improved and others will be influenced to join.

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

This chapter constitutes the following sections: background information to the study, statement of the problem, Research objectives, significance of the study Limitations of the Study, Delimitation of the study, Definition of key term, Conceptual Framework, as well as Structure of a thesis.

1.1 Background of the Study

Membership in the trade unions is vital. A higher trade union density enhanced the trade unions bargaining strength. Bryson (2002) states that higher union density is associated with an increased likelihood that employee think that unions make a difference of what it is like to work here. Historically; unions were formed when industrialisation forced workers into positions of dependency or which their earnings, working conditions and job security were largely within their control as individuals Barker (2007). As a result, workers increasingly bonded together to prevent exploitation and to encourage their interest.

Trade union originated within Europe; trade unions became popular in many countries during the Industrial Revolution, when the lack of skills necessary to perform most jobs shifted employment bargaining power almost completely to the employer's side, causing many workers to be mistreated Barker (2007). Trade union defined as any combination of persons, the principal purposes of which represent and promote of employee's interests and the regulation of relations between employees and employers and includes a federation of trade unions but not an organisation or association that is dominated by an employer or employers' organisation Fiorito (2006). The disappointment and hostility approach explained union membership as a result of individual disappointment, dissatisfaction or alienation at their work place.

In Africa both in past and present, trade unions play a very important role in most of the economies, they have been treated with doubt by employers and governments Guest and Philip (2008). In Kenya the need for a labour organisation for arose out of the need for employee to have unified terms and conditions of services. For many years employees were paid different wages, depending on who was the employer. Most of employees were paid different salaries from those in Government employment or local authorities even when they had similar qualifications.

In Tanzania context, the environment in which trade unions operated can be explained using a historical perspective that indicates different periods through which these unions have passed. Babeiya (2011) the history of trade unions in Tanzania can be traced since 1920s when various associations such as The Kilimanjaro Motor Drivers Association (KMDA), The Tanganyika African Government Servants Association (TAGSA) and The Union of Shop Assistants were formed (USOA). Tordoff (1967) however these unions did not enjoy freedom as they were subjected to the control from the colonial state.

In 2000, the Trade Union Congress of Tanzania (TUCTA) was founded as a new umbrella of organisation for the labour unions in the country such as TUICO, TALGWU, RAAWU, TRAWU, TUGHE, TPAWU, TAMICO, COTWU,CWT becomes under TUCTA. 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).

There were many reasons as to why an individual worker would want to join a union and to choose one union from two competing unions. According to Nzuve and Singh (2010) explain that factors that may make employee to join a union are; dissatisfaction with management, need for social outlet, need for avenue of leadership, forced unionisation, social pressure from co-workers. Checci (2005).

Also states that employees join trade unions due to job security, for better wages, for improvement of working conditions, for fair and just supervision, for a sense of power and for a sense to belong. Fay (2006) also agrees that individuals are what they are because of the social role in which they belong; the result is that the individual could only be understood by placing him or her in a social environment (Brooks, 2005).

Generally, the strength of unions depend on their abilities to mobilise its members towards a common goal Gallagher and Fullager (2005). Membership in the trade unions is vital. A higher trade union density increases the trade unions bargaining strength.

1.2 Statement of the Problem

There are many workers who are in trade union in Tanzania, but they are just found to be the member of the trade union, they didn't know why and how they join these trade unions because procedure of employees to join trade union are not regularly observed by both employer and employees. Employees become member of union without these procedures. Employers recruit employees into trade unions using their managerial prerogative, this mean that they are unwilling participants in this issue, they know nothing about the union. Therefore this motivated the study that was carried out in Mbeya City Council to examine the factors responsible for trade union membership. According to Nzuve and Singh (2010) state the reasons why a worker may not want to join a workers union were that it costs money to be a member of a trade union, they thought that trade unions are unnecessary, and the belief that one will get the same benefits since collective bargaining covers all members in similar or equivalent grades, individual belief. This was the same problem stated by Schnabel and Wagner (2007) who explained that many services that unions provide such as higher wages and better conditions of work grow both to union and non-union members in the work place. This brought the problem of free provision meaning some employees were not unionised and yet they were reaping the benefits

of the bargaining process of unions and others join automatically during recruitment procedure without awareness on option.

1.3 Objectives of the Study

1.3.1 The main objective of the Study

The purpose of the study was to examine the factors responsible for trade union membership in Mbeya City Council with specific reference to TUGHE, CWT and TALGWU.

1.3.2 Specific objectives of the Study

The study was guided by the following three specific objectives:

- i. To examine the operation of trade union membership in MCC
- ii. To examine the reasons for employees to join trade unions in MCC
- iii. To examine the contribution of each factor that influence employee to join trade union in MCC

1.4 Research Questions

The following were the research questions that the used by a researcher as a guide to reach the objective of the research:

- i. How trade union memberships in MCC do operate?
- ii. What are the reasons for employee to join trade union in MCC?
- iii. What are the contributions of each factor that influence employee to join trade union in MCC?

1.5 Significance of the Study

The importance of the study conducted justified as follow:

- i. First, it provides greater insights into the leadership of various labour unions as it highlights the various factors influencing employee's trade union membership.

- ii. The study is useful because it provides awareness and right to employees to join specific labour union. Under S. 9 (1) of Employment and Labor Relations Act, 2004 provides every employee with the right to form and join trade Union and to participate in the lawful activities of the trade union.
- iii. The document is a guide to other public and private organisation besides the Mbeya city council and other organisations that can use the suggestions given by a researcher to rectify their situations if applicable.
- iv. Lastly, with the recommendations to be given by the researcher, I hope the study was assisting Mbeya City Council to provide freedom to un-unionised employees as it informed their decisions to be willing join or not to join labour unions. All employees should join a trade Union of their choice. This will ultimately enhance better services to meet employee's needs and they were motivated hence reduce employees complaints about labour union unsatisfactory delivery of service.

1.6 Limitations of the Study

In conducting the study, the researcher faces a lot of challenges such as;

- i. Data confidentiality was come up with irrelevant data/wrong data, Data scarcity from MCC trade union leaders due to fear of revealing out their weakness.
- ii. Budget constraints was limiting conducting the research
- iii. Biasness of people also affect the researcher during the research conduct
- iv. The time limitation factor also limit the researcher in conducting research
- v. Lastly, Sex corruption was a threat for sure, sexual corruption needed by the leader of labour union, so as to get certain information for a study.

In addressing the limitations above for the sake of getting the required data, the researcher did the following: Elaborating on the purpose of the research by telling them that it was just for academic purposes and no one could be harmed in any way and that the information provided would be kept under strict principles of confidentiality; budget constraints were addressed by ensuring that data collection

was well scheduled and follow-up on questionnaires was made effectively to reduce days of data collection and hence cut down costs; and piloting was also made to identify any aspects that smacked of bias in the research instruments in order to make necessary adjustments before the commencement of the plenary phase of data collection.

1.7 Delimitation of the Study

The study focused on the Mbeya City Council only despite that there are other councils under the local government authority. Also, the study focused much on examining the factors for trade union membership in MCC even through there were many things that related to labour unions.

1.8 Definition of Important Terms

1.8.1 Trade Union

This refers to as an organisation or workers that have been formed specifically for the purpose of maintenance and improvement of the condition of their members working life. Also, trade union is defined as any number of employees associated together for the purpose whether by itself or with other purposes of regulating relations between employees and their employer or employers' associations to which the employers belongs. This definition was provided by Employment and Labour Relations Act, 2004 under section 4.

1.8.2 Trade union membership

Means belonging to any of labour union associated together for the purpose, whether by itself or with other purposes, of regulating relations between employees and their employers or the employers' associations to which the employer's belong. For instance in MCC there are many Trade unions such as TALGWU, TUGHE, CWT, and CHAKAMWATA.

1.9 Conceptual Framework

The choice to join a particular labour union was conceptualised as a result of interrelated factors includes;

i. Greater Bargaining Power

The individual employee possesses very little bargaining power as compared to that of his employer. The better course he/she is to join unions that take concerted action against the employer. The threat or actuality of a strike by a union is a powerful tool that often causes the employer to accept the demands of the workers for better condition of employment; the output was the choice to join a specific union by the employee.

ii. Minimize Discrimination

The discrimination on decisions regarding pay, work, transfer, promotion, is highly subjective in nature. The personal relationship existing between the supervisor and each of his subordinates may influence the management. Thus, there are chances of favoritisms and discriminations. A trade union can require the management to formulate personnel policies that press for equality of treatment to the workers. All labour decisions of the management are under security of the labour union. This has the effect of minimizing favoritisms and discrimination.

iii. Sense of Security

The employees may join unions because of their belief that it is an effective way to secure adequate protection from various types of hazards and income insecurity such as accident, injury, illness, unemployment, etc. The trade union secure retirement benefits of the workers and require the management to invest in welfare services for the benefit of the workers.

iv. Peer pressure

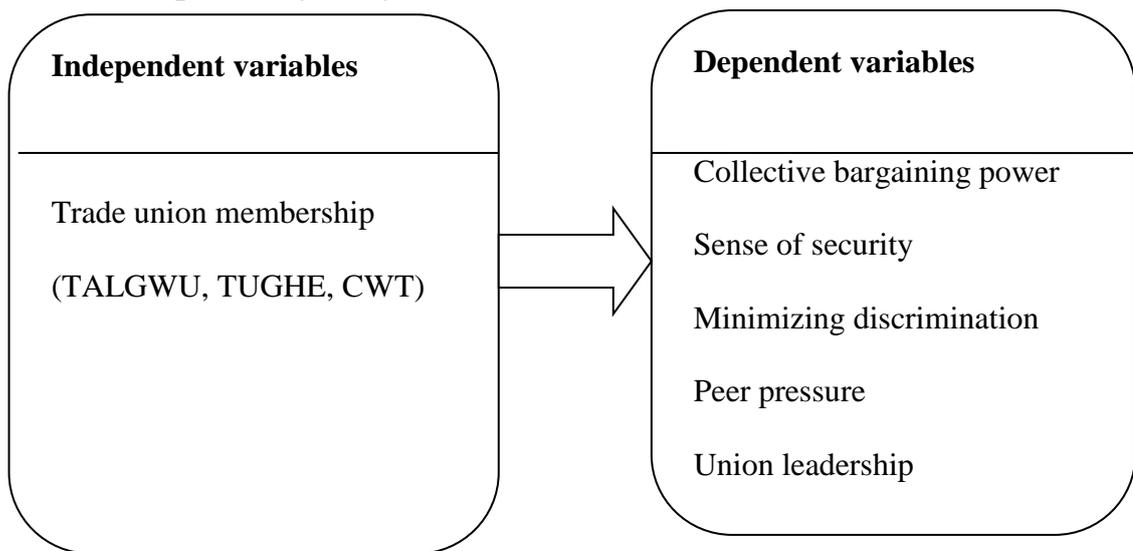
Many employees join a union because their co-workers are the members of the union. At times an employee joins a union under group pressure; if he does not, he often has a very hard time at work. On the other hand, those who are members of a

union feel that they gain respect in the eyes of their fellow workers. They can also discuss their problem with the trade union leaders.

v. Union leadership

Is a process of leading union in loyalty and participation in trade union activities and further that attitudes towards both local union and its officers were highly correlated with union loyalty. It was also important to analyse the leadership style employed by the union leaders as they (leadership styles) had the potential of influencing the un-unionised employee to join that particular union or not. Some leadership styles were generally admired by the employees while others were ignored.

Figure 1.1 Conceptual frameworks for factors responsible for trade union membership in Mbeya City Council.



Source: Field data 2019.

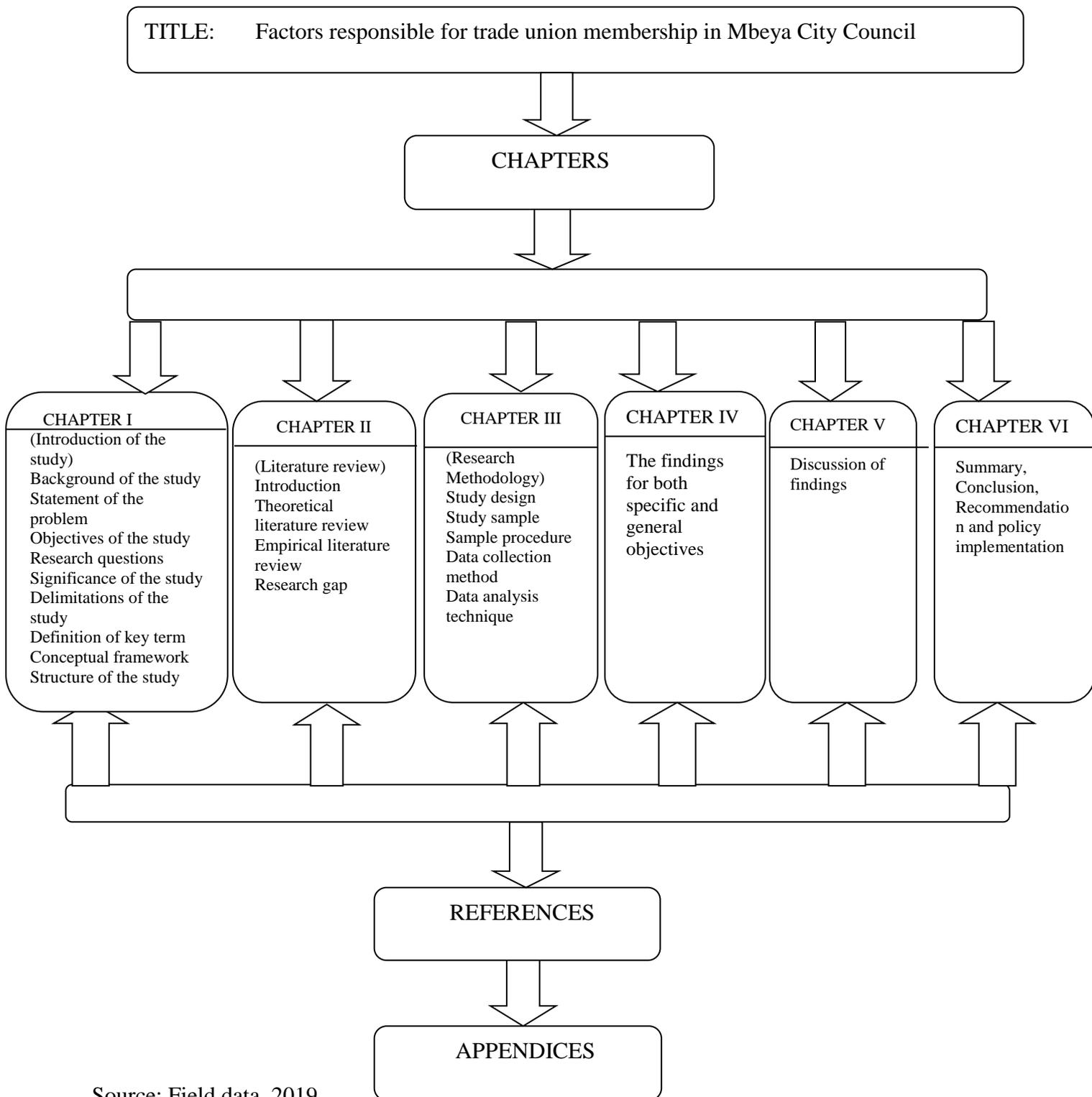
Figure 1.1 shows the variables that act on the employee independently which led to the employee to opt to join a workers union or not. The peer pressure from their fellow employees, the sense of security, minimizing discriminations, Union leadership, collective bargaining power, sense of security, all these caused the

employee to make a choice to join or not to join one of labour union compared to the other and the result was the choice of the preferred labour union based on the variable (s) considered as per MCC there are many trade union like TALGWU, TUGHE, TTU

1.10 Structure of the Thesis

This Thesis is organised into six chapters. Chapter one deals with the introduction, consisting of the background of the study, statement of the problem, objective of the study, research questions, significance of the study, delimitation of the study, definition of significant terms, conceptual framework and structure of the study . Chapter two contains review of related literature consisting of the introduction, theoretical literature, and empirical literature review also research gap. Chapter three consists of the study methodology, detailing the study design, the study sample and the sampling procedures, data collection instruments and the data analysis techniques. Chapter four consist findings both specific and general, chapter five consists of discussion of specific objective 1, specific objective 2, specific objective 3, and general objective. Chapter six consists of summary, conclusion, recommendation and policy implication. as well as references and appendices; Appendix I shows Map of MCC, Appendix II organisation structure of MCC, Appendix III Organisation structure of TALGWU, Appendix IV organisation structure of TUGHE, Appendix V Organisation structure of CWT, Appendix VI interview guide, Appendix VII list of questionnaire.

Figure 1.2 Work Structure of a Thesis



Source: Field data, 2019

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter constitutes the literature review of the study. It has the following sections: theoretical and empirical literature (reviews various literatures and studies on trade union). Either summarises and analyses ideas of various scholars and research that are related to the study. The purpose was to try to compare such literatures and studies or theories either the actual practices of Mbeya city Council on trade union matters.

2.1 Theoretical Literature Review

The theoretical literature review section is intended to explain some theoretical highlights in respect of the trade union membership factors. It is important to review such theoretical issues because it helps to understanding the framework of the study. The theory that underpinned this study relating to factors for Trade Union Membership was expectancy theory as elaborated in the following subsection:-

Expectancy theory

The study was anchored on expectancy theory advanced by Vroom (2002). The theory postulated that the level of motivation that an individual felt for doing a particular activity depended upon the extent to which results were expected to contribute to her own particular needs and goals. A key point of that theory is that an individual's behavior is formed not on the objective reality but on his or her subjective perception of that reality. V-room focused on the factors involved in stimulating an individual to put effort into something since that was the basis for motivation. V-room concluded that there were three such factors namely; Expectancy, Instrumentality and Valence.

The expectancy theory was relevant to this study since it was the desired outcome that results from joining a worker's union that becomes the motivation behind joining. The desired result that an employee might desire for joining workers union includes; improvement on the employee's economic conditions and the general welfare of the employee. An individual would be motivated to join a workers union if for instance; the individual felt that the membership fee was somewhat cheaper, an individual would also join a worker union if the group pressure at the work place was of the opinion that joining that particular workers union was the norm and therefore the expected result was being at similarity with the colleagues. An employee would also join a worker union if the expected result was the identification with the leadership of the workers union.

2.2 Literature Review from earlier similar studies

However, many studies have been conducted on the role of trade union. But no studies focused directly on the factors responsible for trade union membership, the most important results are listed as their relevance to their research;

Muhammad (2010) found that unions have also been playing role beyond collective bargaining for society in protection of environment and climatic change, energy planning and management, sustainable development and public health, alleviation of poverty, and providing training and education services to worker. In this literal study those aspects of labor unions have been exposed which are beyond collective bargaining that is to secure benefits for their members, such as financial gains like rise of wages, bonuses, various allowances insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work place recreational facilities and decreasing fear of employer. Therefore, according to contextual, time, and results of the study we can continue with the study.

Kambilinya (2004) found 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) found 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 organisation 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 organisation such as website, monthly or yearly newsletter, briefing sessions, meeting with their members or established sub committees for employees to participate.

The study 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 is 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.

Hank (1999) found that the trade union has a major role to play in sustainable development a participatory democracy. Trade unions as a large organised group in civil society can bring a unique contribution to the development community. They are directly involved with economic systems of production and distribution, they can influence the course and content of employment and social and economic policies, they are representative and accountable, they have considerable experience in organising the more vulnerable sections of society, and they have the experience and standing required to access national legal systems and public facilities. However, the study was conducted in western Europe its result cannot generalised due to the fact that western Europe environment is not the same as Tanzania. Therefore the study did not explain the role trade union towards solving employee's problems especially in Tanzania trade union context.

Mohamed *et al.* (2012) found that only thing permanent in the world is change in technology, systems, laws, trends, attitudes, and business situations are continuously changing which stress the need of training. This study contends that unions have been taking active part in education and training activities by stressing employers for making arrangements for workers training, skill building, education, organising and making themselves arrangement for training and education. Therefore, the study concluded that unions besides seeking benefits for their members under collective bargaining also take part in the activities of human resource development by exerting efforts for training and education of workers. Therefore, the study stresses on insuring employee performance on working places leaving aside other employees benefits. So we can push forward for the study.

Ntwala (2008) found that there are various causes of unemployment named two: low levels of skills or lack of skills and a mismatch between skills and labour market demands. The focus of the study was on the initiatives that trade unions have undertaken to deal with the challenges of unemployment with a specific focus on direct job creation. The study found that trade unions in developing countries need to be involved in job creation due to the high unemployment rate in developing countries, low and irregular incomes and lack of a comprehensive social security

system. This means that role of trade unions go beyond their traditional role of collective bargaining and get involved in the broader developmental issues of the country that uplifts the lives of all people in society as compared to concentrating on one class that of Workers. So we can continue for the study.

Metochi (2002) found that the characteristics of union leaders had an impact on the membership and was likely to influence members willing to join the labour union. Found that the conviction of union leaders to pay more attention to public interest as opposed to individual interest had an impact on the labour union strength. He looked at leadership in terms of the attitudes it had on the union members and the potential members. Attitude towards both union and its officers were highly correlated with union loyalty. However, he argued that while union leadership had an obvious influence on which union succeeded in organising a group of workers, they felt that the impact of union leadership was insignificant.

Nzuve and Singh (2010) found that it costs money to be a member of a trade union, the thought that trade unions are unnecessary, and the belief that one will get the same benefits since collective bargaining covers all members in similar or equivalent grades, individual belief, that's why some of unionised work disjoin labour union.

Therefore, it was justifiable to undertake this study simply because none of the studies reviewed above provides a real picture on trade union membership factors. Many studies and researches have been done on various aspects of trade unions but not much research focusing on trade union membership factors. However, this study set out to explore extensively, the factors influencing employees to join trade union. Nonetheless, one among of literature reviewed shows that previous studies focused on why workers may not want to join a labour union, but it also never dwelt on the trade union membership factors. Therefore, this it was necessary to continue with this study to address the trade union membership factor which was not covered in other studies; and hence the research gap that precipitated into the need for this study. Thus the main focus of this study was to match the other researchers by contributing towards filling this gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter presents research methodology that was used by the researcher to meet the intended objectives. This chapter discusses the research design and details of the target population, sample size and sampling procedures, research instruments, instrument reliability and validity, data collection procedure and data analysis techniques.

3.1 Research design

A case study research design was selected in this study. The choice of these design based on the nature of the problem that proposed by a researcher. Therefore a study needs to examine the factors responsible for trade union membership in Mbeya city Council, the area was very interested to undertake the study so as to understand where the gap is.

3.2 Area of the Study

This study was carried out in Mbeya City Council, the area are relevant to undertake this research because it was extremely a typical or very representative to other Tanzanian council context, Mbeya City Council represent other council to the problem. Also the reason for choosing MCC because selected trade union are registered and are under MCC though all other union activities are conducted to their office, also MCC is one of the council that consist large number of employees compared to other council so was easier for a researcher to conduct a study. This type of research design it was not possible to cover all local government council in Mbeya region due to limited time and financial constraints. Appendix I Map of MCC, Appendix II organisational structure of MCC.

3.3 Population of the Study

The study population comprised of staff of the organisations (MCC). The researcher covered the staff members at Mbeya city council with a focus on trade union membership factor; I selected members (respondents) specifically from TALGWU where I was conducting the study. TALGWU; the total population of TALGWU members encompassed 635, TUGHE 25, CWT 2980 (Primary and Secondary) after removal of ghost workers and those with fake form four and form six certificates.

Table 3.1 Units of inquiry

SN	Department/unit	No. of employee	Percentage (%)
1	Administration	335	8.5
2	Finance	58	1.5
3	Works	33	0.8
4	Livestock	26	0.7
5	Agriculture	25	0.6
6	Urban planning	44	1.1
7	Community development	40	1.0
8	Internal auditor	3	0.1
9	Communication/Relationship	5	0.1
10	Water	1	0.2
11	Economics	7	0.2
12	Environmental conservation	12	0.3
13	PMU	13	0.3
14	Health	349	8.9
15	Primary school	1852	47.0
16	Secondary education	1128	28.6
17	Election	1	0.2
18	Nyuki	0	0
19	Lawyer	9	0.2
	Total	3940	100

Source: MCC report, 2019

Table 3.2 Trade union members

SN	Trade union	Number	Percentage%
1	TALGWU	635	17.4
2	TUGHE	25	0.7
3	CWT	2980	81.9
	Total	3640	100

Source: Field data, 2019

3.4 Sample and Sampling Procedures

The study used non-probability and probability sampling methods, so as to get the **sample** size which is manageable and representative. A sample of a certain staff was selected by using simple random sampling technique. The identified sample was involved a purposive and randomly selection for both males and females. The sample for this study was involved a total of 75 respondents from MCC which included Employees from TALGWU, TUGHE, and CWT. Both simple random and purposive sampling techniques were employed to select 75 respondents to represent employees from this Trade union. Sampling procedures are probability and non-probability sampling procedures. They are explained in detail below:

3.4.1 Non probability sampling

a) Purposive sampling techniques

A researcher used purposive sampling since the researcher demand was to assess information from the participants who were very familiar, knowledge and experience with the factors responsible for trade union membership in Mbeya City Council, Therefore participants from CWT, TALGWU and TUGHE were selected purposively in order to gather important information about an area under discussion.

3.4.2 Probability sampling

a) Simple random sampling techniques

A researcher employed a simple random sampling technique, in MCC had almost 3640 population size. Therefore, the researcher selected respondents from the list of

workers in all department/unit for the sample size of 75 so as to gather sufficient information from each trade union. The researcher employed simple random sampling to get number of trade union member, whereby MCC Human Resource Officer provided the total number of workers for each department and trade union, hence a researcher employed lottery to select the sample.

Table 3.3 Sample size

SN	Trade union	Population size	Sample size
1	TALGWU	2980	25
2	TUGHE	25	25
3	TALGWU	635	25
	Total	3640	75

Source: Yamane Taro (1967)

3.5 Data collection

In order to get comprehensive information both primary and secondary data were employed. Several data collection techniques were used, namely interviews, questionnaire, and documentary review. This section therefore discusses the methods of data collection to be used.

3.5.1 Primary data

Primary data was collected by using the following research instruments:

- i. Interviews**

Since there was a room for explaining questions and asking respondents to express all they have about the topic, structured and unstructured interviews were conducted between the researcher and the respondent so as to solicit information, views, ideas and opinions which aimed in obtaining information about the trade union membership factors in Mbeya City Council. The study interviewed the HOD of different department, Union chairperson, Union secretary, as well as union member and union representatives who contributed and employees who were involved in trade union but they didn't contribute. The reason behind interviewing those top

management and union member was to get accurate information on trade union. See Interview guide, appendix III.

ii. Questionnaires

The researcher prepared and distributed written questions to the respondent to answer them. Questionnaire method of data collection was used the most since an organisation contain large number of employee, thus it was difficult to interview employees in all departments and hence use questionnaire to get some of information relating to the subject matter. 100 questionnaires was distributed to different employees and different department who are involved in trade union in order to get sufficient data, Both close ended and open ended questions are designed to facilitate the easiest gathering of information also questionnaires are quick to collect information, also large amount of information was collected as primary data, therefore questionnaires was suitable for data collection process. (Appendix VII a sample questionnaire).

3.5.2 Secondary data

The researcher apart from collecting data through primary data above also will collect data from:

i. Documentary review.

Secondary data were obtained from different labour union official document, a researcher passed through all published and non-published official documents which based on trade union in order to collect important data which is related to the study, through TALGWU, TUGHE and CWT official document, a researcher have deeper understanding on the factors responsible for trade union membership in Mbeya City Council.

3.6 Data analysis methods

Data processing involved editing, coding, and tabulation to facilitate data manipulation and critical analysis. This was done in the area in order to make the research be accurate and effective as explained below:-

Editing was done without delay after receiving questionnaire from respondents. This involved correction of errors that might appear in the whole process of study writing. Also, to help the researcher to interpret and come across for clarification on what respondents wrote about.

Coding was done after finishing data editing the answers from the respondents. Coding allows efficient analysis and through it several replies were be reduced to small numbers which contained the critical information required for analysis.

Tabulation was used to assemble data into brief and logical order by using Microsoft excels for data analysis. Both Quantitative and qualitative methods were employed, qualitative data were analysed by basing on the objectives of the study whereby quantitative data were summarised, coded and analysed by using by using Microsoft excel for data analysis in order to get good results for interpretation of data. Moreover the findings were organised into percentage as well as frequency tables so as to compare between the responses.

CHAPTER FOUR

THE FINDINGS

4.0 Introduction

This chapter presents the findings based on the analysis of the collected data. The data was gathered exclusively from questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study. To enhance data quality of data obtained, the study targeted a sample size of 75 with regards to the factors for trade union membership in MCC.

4.1: Respondents' Demographic Profile

Respondent's data is given in terms of age, gender, marital status, education, types of departments, working experience, and term of employment, magnitude or extent of respondents in MCC, as well as general findings. The respondents who were targeted to fill the questionnaires were those who work in Mbeya City Council with specific reference to CWT (TTU), TALGWU and TUGHE. The findings show that there were more males than females in the study (53.3% and 46.7% respectively). Most of the respondents (61.3%) were aged between 29-39 years followed by those aged 40 and above years (32%). In terms of marital status, most respondents (76%) were married. In terms of education, a large proportion of respondents had diploma level of education (44%), followed by degree level of education (30.7%). The results are as presented in Table 4.1.

Table 4.1 Respondents demographic profile

Details	Respondents	Number	Percent%
Sex	Male	40	53.3
	Female	35	46.7
Age (Years)	18-28	5	6.7
	29-39	46	61.3
	40+	24	32.0
Marital Status	Single	7	9.3
	Married	57	76.0
	divorced/separated/widow	11	14.7
Education	Certificate	14	18.7
	Diploma	33	44.0
	Degree	23	30.7
	Master	5	6.7

Source: Field data, 2019

4.2 Gender of the Respondents

The respondents were asked to identify their gender categories. The study found that; majority of the respondents were 40(53.3%) were male, 35(46.7%) were female as presented in Table below:-

Table 4.2: Gender of the Respondents

Respondents details	Number	Percentage (%)
Male	40	53.3
Female	35	46.7
Total	75	100

Source: Field data, 2019

Table 4.2 shows the gender of the respondents. The distribution indicates gender imbalance which reflect the proportion of females who join the organization it's not equal to that of men. This indicates that the number of male who are employed at Mbeya City Council is more than that of female. This implies that males dominate this area of work, further implying that there is a gender gap in the organization.

Therefore, it was important to examine gender of the respondents in order to establish if gender had any relationship with the factors responsible for trade union membership. The study found that 40 respondents were male accounting for (53.3%) and 35 were female accounting (46.7%) as shown in the table above.

4.2.1 Age of the Respondents

The study was interested in getting the status of the age of respondents. The respondents were asked to mention their ages. The studies found that majority of the respondents (61.3%) were aged between 29 to 39 years, as presented in Table 4.3.

Table 4.3 Age of the Respondents

Responses details	Number	Percentage (%)
18-28	5	6.7
29-39	46	61.3
40+	24	32.0
Total	75	100

Source: Field data, 2019

Table 4.3 above presents age of the respondents. It was important to examine the age of the respondents so as to establish the influence of age on the factors responsible for trade union membership. Most of the time young members of the trade unions may want to join than older members. It was important to examine the age of the respondents in order to identify the ability of the respondents. The study found that out of 75 respondents, most of the respondents were aged 29-39 years accounting 61.3%, followed by 32% aged 40 years and above and only 6.7% were aged 18-28 years old.

4.2.2 Marital status of the respondents

From Table 4.4 it is clear that in terms of marital status of the respondents the highest number of respondents at MCC had 57 that were married accounting for 76.0% of respondents were married compared to single employees were 7 accounting for

9.3%. This finding indicates that out of 11 accounting for 14.7% employees were widowed/separated/divorced.

Table 4.4: Marital status of the Respondents

Respondents details	Number	Percentage (%)
Single	7	9.3
Married	57	76.0
Widowed/Separated/Divorced	11	14.7
Total	75	100

Source: Field data 2019

4.2.3 Education level of the Respondents

Results in Table 4.5 show that most of employees (44.0%) had diploma qualification, followed by degree qualification (30.7%) while 18.7% had certificate, and 5% with master's degree levels of education.

Table 4.5: Education level of the Respondents

Respondents details	Number	Percentage (%)
Certificates	14	18.7
Diploma	33	44.0
Degree	23	30.7
Masters	5	6.7
Total	75	100

Source: Field data, 2019

Table 4.5 shows the education level of the respondents. It was important to look at the level of education of the respondents in order to recognise the ability of the respondents to participate and provide responses. The study found majority of the respondents (44%) had diploma qualification. Moreover, the study found that a significant number of the respondents (30.7%) had first degree; also the study found small number of the respondents (18.7%) had certificate and 6.7% master's degree qualification respectively.

4.3 Description of employment related variables

The findings show that most of respondents (97.3%) were working in permanent employment basis. The results indicate that most of them were working under education department (40%), followed by administration (18.7%). In terms of experience, the findings show that most respondents (65.3%) had an experience of 1-10 years. For membership of trade union, 50.7% belonged to TALGWU, 40% belonged to CWT, and 9.3% belonged to TUGHE. Most respondents (72%) had joined the trade union automatically by employer leaving only 28% of respondents who reported to have joined the trade union by their own willing. The results are as shown in Table 4.6.

Table 4.6: Description of employment related variables

		Frequency	Percent
Terms of employment	Permanent	73	97.3
	Temporary	2	2.7
Department	Education	30	40.0
	Administration	14	18.7
	Finance/audit	9	12.0
	Environment/water	8	10.7
	Agriculture, livestock, fishers	6	8.0
	Health	4	5.3
	Election	4	5.3
Experience (Years)	1-10	49	65.3
	11-20	12	16.0
	21-30	10	13.3
	31-40	4	5.3
Trade Union	TALGWU	38	50.7
	CWT	30	40.0
	TUGHE	7	9.3
Mode of Joining	Automatic by employer	54	72.0
Trade Union	By willing	21	28.0

Source: Field data, 2019

4.4 Term of employment

The study was interested in examining the respondents' term of employment in MCC. Respondents were asked to identify their contract of employment. The study found that the large number of the respondents were Permanent employment; fewer were temporary types of employment as presented in Table 4.7.

Table 4.7. Term of employment

Respondents details	Number	Percentage%
Permanent employment	73	97.3 b
Temporary employment	2	2.7
Total	75	100

Source: Field data, 2019

Table 4.7 presents the respondents' type of employment. It was important to examine it in order to identify their type of employment in Mbeya City Council. Therefore, the findings show that most of respondents (97.3%) were working on permanent employment basis.

4.5 Respondent Departments

The findings received from the employees regarding to the department they belong. The study found that majority of 40% of respondents they were in Education department, 18.7% of respondents indicated that they were in the Administration and human resource management. 12% of respondent they were in finance /Audit /Economic /PMU department. 10.7% they were in Environment/Water/Works/Urban planning. 8% they were with Agriculture/Livestock/Nyuki. 5.3% they said they were with Health department. 5.3% said they were in Election department.

Table 4.8 Respondent Departments

Department	Number	Percentage%
Education (Primary and Secondary education)	30	40.0
Administration/works	14	18.7
Finance/Audit/Economics/PMU	9	12.0
Environment/Water/Works/Urban planning	8	10.7
Agriculture/Livestock/Nyuki	6	8.0
Health/Community Development/Communication and Relationships	4	5.3
Election	4	5.3
Total	75	100

Source: Field data, 2019

4.6 Work experience with MCC

Table 4.9 shows the findings regarding the number of years the respondents had worked at MCC. 65.3 % indicated that they had worked between 0-10 years.16% said they had worked with MCC between 11-20 years while another 13.3% said they had worked between 21-30 years. 5.3% worked for more than 31-40.

Table 4.9. Work experience of the respondents

Respondents experience (in years)	Number	Percentage%
1-10	49	65.3
11-20	12	16.0
21-30	10	13.3
31-40	4	5.3
Total	75	100

Source: Field data, 2019

Table 4.9 in terms of experience, the findings show that most respondents (65.3%) had an experience of 1-10 years. 16% had an experience of 11-20. 13.3% had an experience of 21-30. 5.3 had an experience of 31-40.

4.7 Operation of trade unions membership in the Council

This study was interested in examining the operation of trade union in MCC, as follows: one of the trade union activities is that whenever there is a workers dispute at work place, the trade unions representative works with MCC employers to resolve employees' problems, whereby the trade union acts as a mediator for MCC employers and employees. Trade union representatives are experienced at solving problems through formal mediation and grievance actions. MCC Employer welcomes the involvement of a trade union representative, because it can speed up the resolution. When problem arises at the work place among employer and employee, the main objective is to address the situation to enhance safety and security using a win-win approach in which both sides feel satisfied with that resolution.

The study found that in MCC, Teachers Trade union (CWT/TTU) which is particularly for primary and secondary school teachers, do operate by depending on their orgonogram whereby on top there is chairperson, secretary, and treasury, at the middle there is representatives; women representative who represents the women problems within union. Primary school representatives, represents all teacher problems and its resolution. Secondary representatives also represent problems in the interest of all secondary school teachers as well as the representative for disabled employees; the last part concerning ten members who pray part as coordinator between city council CWT branch level with all representative. Therefore, members of teachers union joined automatically or under the influence of leaders with high bargaining power. When the problem arises they use their own advocates to solve their problem. Few joined because of CWT slogan. In case of contribution fee, each member contributes 2% per month, but for retired member there is no direct economic benefits; that is why others started joining CHAKAMWATA (TTU) whereby member contributes 1% fee per month and has direct economic benefits.

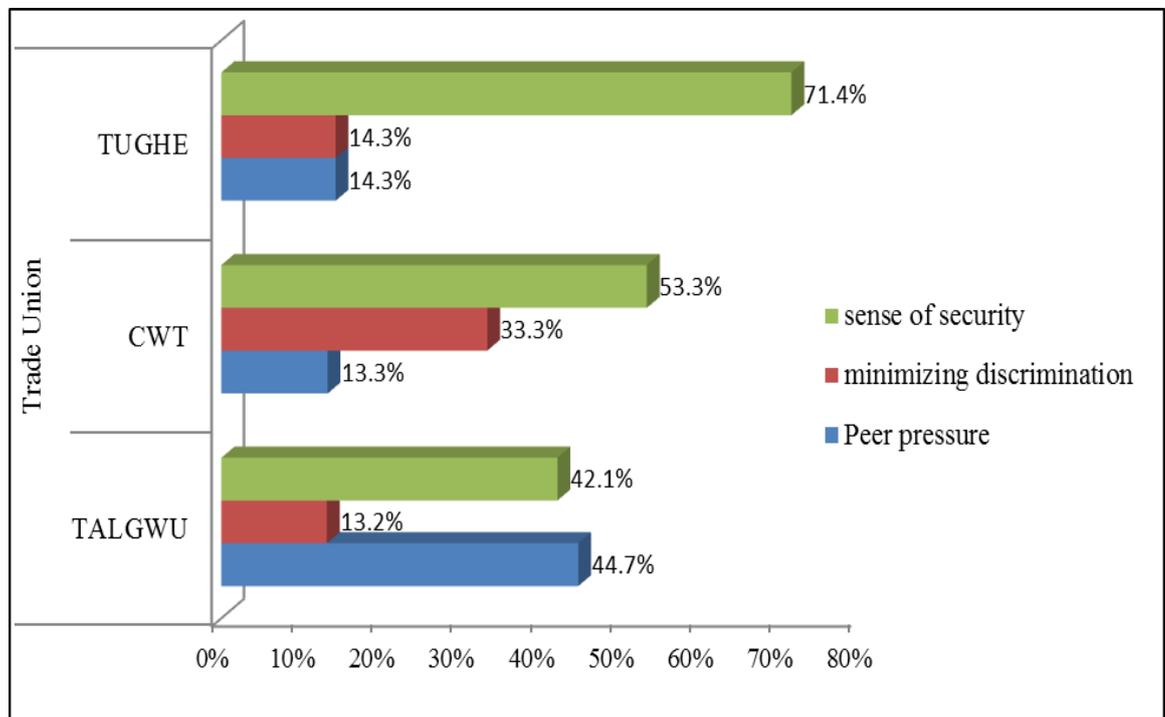
In case of TUGHE, the study found that, its operation depends on the nature of organogram structure, on the top there is TUGHE City coordinator who plays part as coordinator between TUGHE city council leaders and the TUGHE city branch leaders. Therefore, branch leaders are the representatives of TUGHE members who contribute and who do not contribute as well. They differ during the provision of economic benefits and when it comes to workers disputes, because those who contribute were deducting the agency fee from their monthly salary. When comes to the factors that influence employees to join TUGHE, most of them joined because of law itself, majority of health workers joined TUGHE automatically, others joined because of high bargaining power, few joined by will. Most of member were from health administration, all employees without considering who contributes 2% per month and who are not contributing both were the members of TUGHE, but when the problem comes or retired member, only those who contribute benefit from the union services.

Also, the last trade union is TALGWU whereby the study found that, TALGWU operates in accordance to the law, constitution and their organogram structure that enable them to provide services to their members. However the trade union on the top consists of chairman who chairs and hosts meetings, secretary is one who coordinates everything about the union and treasury who plays part as finance manager. On the middle part there is a branch chairman/secretary working at the branch level, also city council trade union members, as well as district chairman/secretary level, the last level contains the representatives that include disabled member representatives, female representatives, and member of committee who represent the problems of the trade union members from the branch level to their leader. If the problem arises the process begins at branch level where there are representatives, followed by city council level then regional level. Also, all members contribute 2% per salary each year, retired member will be offered some of building material; this is how they operate.

4.8 Reasons for joining Trade Union

Each respondent was asked on the reasons to join the trade union to which he/she belongs. The findings show that the main reasons for joining trade union are sense of security, peer pressure and minimizing discrimination. However, the extent of contribution of each reason varies from one trade union to other. The results indicate that most members of TUGHE (71.4%) members were influenced by sense security. For CWT, most members (53.3%) were influenced by sense of security followed by minimizing discrimination (33.3%). For TALGWU, the results show that most members joined the union due to peer pressure influence (44.7%) followed by sense of security (42.1%). Generally, the findings indicate that the reasons for joining TUGHE and CWT is for the sense of security (71.4% and 53.3% respectively) while the reasons for joining TALGWU are peer pressure influence and minimizing discrimination. The results are as shown in Figure 4.1.

Figure 4.1: Reasons for join trade union



Source: Field data 2019

4.9 Examination of the contribution of each factor that influence employee to join trade union in MCC

The study found that in MCC, respondents join trade union in order to minimize discrimination. Majority of employees complained on discrimination in decisions regarding payments, work, transfer, and promotion saying that they were highly subjective in nature. Also, some join just because of sense of security as they have a belief that it is an effective way to secure adequate protection Peer pressure made many employees join a union because their co-workers were the members of the union. Also, sometimes an employee joins a union under group pressure, where the colleague may influence the other to join labour union. Therefore, the study found that each of the factors contributes much in influencing majority of respondents to join any choice of trade union preferred in MCC.

4.10 Magnitude or extent of trade union in MCC

It was found that the decisions taken through the process of collective bargaining and negotiations between employer and unions are more important. Trade unions play an important role especially when the problem arises and are helpful in forging effective relationship between the workers and the organisation. Also, it plays the role in protecting members' interests. It ensures more job security for its members than non-union member. Also, it provides legal support to workers when they face law enforcement action and legal confusion. Trade Union is worker's tool for collective bargaining. Organisations with trade unions are always having higher wage structure compared to un-unionised. Trade Union in MCC tries to negotiate with employers for better terms and conditions of employment and for healthy workplace standards.

The rise of trade union to the some extent helped to improve the employee standard at workers' place, but nowadays most of trade union member look at union like a shadow and an instrument of various political matters which make them get disappointed in terms of its moral value.

4.11 General findings

The findings show that the main reasons for joining trade union in MCC; are sense of security, peer pressure and minimizing discrimination. Other reasons such as trade union slogan, collective bargaining, leadership style also influence other employees to join. However, the extent of contribution of each reason varies from one trade union to other.

The study found that, majority of employees in MCC were influenced to join trade union because they needed protection and improved terms and conditions of employment, though this can only be achieved through the power the trade union derives from collective strength and solidarity of its member for the purpose of maintaining and improving the conditions of their working lives.

Also, the study found that there many employees in MCC who joined automatically without knowing it seems like they were forcing them to join union, others disjoined because they look at unions like shadows because there is no direct economic benefit, high contribution fee, poor leadership style. Some of the respondents were in the process to join other unions that are more beneficial during retirement.

Furthermore, the study found that majority of older respondents in MCC joined automatically without being willing or even without knowing, but nowadays young respondents they join by will because of competition with new entrance union, they tried to influence young employees to join their union.

CHAPTER FIVE

DISCUSSION

5.0 Introduction

This chapter provides the discussion of the findings, consists of Introduction, Findings 1: To examine the operation of trade union membership in MCC , Findings 2: To examine the reasons for employees to join trade unions in MCC , Findings 3: To examine the contribution of each factor that influence employee to join trade union in MCC, lastly discussion on general findings.

5.1 Profiles of respondents

Respondent's profile characteristics cover gender, age, marital status and level of education in MCC. The respondents who were targeted to fill the questionnaires were those who work in different departments at RAS-MBEYA. The findings show that there were more males than females in the study that means, out of 75 respondents 40 were male and 35 were female. Most of the respondents (46) aged between 29 up to 39 years followed by those aged 40 and above years. In terms of marital status, most respondents (57) were married respondents, and 7 respondents were single. Majority of respondents (44%) were diploma holders in level of education followed by those who had degree (30.7%).

5.2 Examination of the operation of trade union membership in MCC

From the findings it can be discussed that from being a member of a trade union, employees are motivated when the trade unions present their problems to the employers to be solved and become satisfied with the working environment. Employee in Mbeya City council perceive that trade unions are existing theoretically (it is like a shadow) in functioning with all their major objectives but practically it has been a challenge since most of employees long-term problems are still existing and therefore to be a member of such trade union is due to employees being bounded by the regulatory framework or labour relation acts rather than their will to be a

member. Therefore, most of the employees in MCC are members of the TALGWU accounting 50.7%. The second trade union in terms of number of members is CWT which is particularly for primary and secondary school teachers with 40%. Members of TUGHE were 9.3%. Trade union in MCC do operates through their organisational structure, constitution, policies, as well as regulatory framework.

5.3 Examination the reasons for employees to join trade unions in MCC

A study concluded that, majority of employee in MCC joined trade union because of power of the employer that means employee they may see that already joined trade union unknowingly that's automatically joined trade union, these bounded either by regulatory framework or by power of the employer, but the most choice to joining a particular labour union by others will conceptualise as a result of interrelated factors; The results indicate that, most members of TUGHE (71.4%) members were influenced by sense security. For CWT, most members (53.3%) were influenced by sense of security followed by minimizing discrimination (33.3%). For TALGWU, the results show that most members joined the union due to peer pressure influence (44.7%) followed by sense of security (42.1%). Generally, the findings indicate that the reasons for joining TUGHE and CWT is for the sense of security (71.4% and 53.3% respectively) while the reasons for joining TALGWU are peer pressure influence and minimizing discrimination.

5.4 Examination of the contribution of each factor that influence employee to join trade union in MCC

A study concluded that each factor plays an important role in density member of each labour union, a study found that in MCC joined labour union due many factors, each factor contributed much on influencing un-unionised member to join labour union, those factors as described in chapter iv. For instance, some members of CWT joined labour union because of CWT slogan, the direct economic benefits; employment security, trade union secure retirement benefits of the workers and require the management to invest in welfare services for the benefit of the workers,

that peer pressure from colleagues was a reason, others influenced by only CWT leaders, therefore all factors mentioned contributed much the majority employee to join trade union in MCC.

5.4 Discussion on general findings

The general findings found that majority of employees in MCC joined trade union automatically where bounded by power of the employer or regulatory framework. But others they joined trade union for the sake of sense of security, minimizing discrimination, collective bargaining, and peer pressure. Fewer joined trade union like TALGWU just because of being bounded by the regulatory framework or labour relation acts rather than their willing, they joined it automatically (to be a member law by itself), others who are in the process of joining prefer to join TUGHE because of bargaining power, in case of CWT teacher joined because of slogan which stated that; “one power, one voice,” also influence of a leader that is the former national CWT president GRATIAN MUKOBA, with his secretary YAHAYA MSOLWA. Others prefer to join CHAKAMATWA that is new teacher’s trade union; they want to join it just because of contribution fee which is 1% per month as well as direct benefits after retiring, while other trade unions like TUGHE, TALGWU and CWT their members contribute 2% per month.

CHAPTER SIX

SUMMARY, CONCLUSION, RECOMMENDATIONS AND POLICY IMPLICATIONS

6.0 Introduction

This chapter presents the summary, conclusion and recommendations, policy implications to the study. The first section of the part gives summary of the study while conclusion is discussed in second part, third part contains recommendations of the study, fourth part areas for further studies, and the last section of the chapter gives policy implications.

6.1 Summary

The study explored the factors responsible for trade union membership. The study was conducted at Mbeya City Council (MCC). The objectives of the study were; to examine the operation of trade union membership in MCC, to examine the reasons for employees to join trade unions in MCC, to examine the contribution of each factor that influences employee to join trade union in MCC. A case study design was used employing a sample of 75 respondents.

Regarding data collection methods, the researcher applied various instruments such as; interview, questionnaire and documentary review. The researcher used interview guide whereby about 19 staff from each department/unit/division of Mbeya City Council were interviewed in order to get data that was difficult to get in distributed questionnaire. In the course of questionnaire, about 100 staff were given but only 75 returned the questionnaire. Data collected was analysed based on research objectives.

6.2 Conclusion

The study concluded that on the basis of the objectives of the study, the first objective was to examine the operation of trade union membership whereby the study concluded that majority (50.7%) of employees in Mbeya city council are

members of the TALGWU which is particularly for primary and secondary school teachers, the second trade union in terms of number of members is CWT (40%), members of TUGHE were 9.3%. Second objective was to examine the reasons for employees to join trade unions whereby most of employees are influenced to join trade unions for the sake of employment security (that they joined for sense of security). In TALGWU who joined for the sense of security were 42.1%, in CWT were 53.3%, in TUGHE 71.4%. As per peer pressure influence in TALGWU they were 44.7%, in CWT were 13.3%, in TUGHE were 14.3%. And those aiming to get minimal discrimination in TALGWU 13.2%, in CWT were 33.3%, in TUGHE were 14.3%. The last objective was to examine the contribution of each factor that influence employee to join trade union in Mbeya City Council. All factors mentioned above, each factor contributed much the majority employee to join trade union in MCC.

6.2.1 Examination of the operation of trade union membership in MCC

In findings a researcher found that in Mbeya City Council there are only (4) four trade unions that is TALGWU, CWT (TTU), TUGHE, and CHAKAMATWA (new TTU in MCC), but a researcher used TALGWU, CWT and TUGHE only as a cases the study, therefore majority of the employees at Mbeya City Council are members of the TALGWU of 50.7%, the second trade union in terms of number of members is CWT which is particularly for primary and secondary school teachers of 40%. Members of TUGHE were very few of 9.3%. Therefore, trade unions in MCC always operate through their organisational structure, constitution, policies, as well as regulatory framework, though most of members look at the unions as a shadow when a member faces a problem.

6.2.2 Examination of the reasons for employees to join trade unions in MCC

A researcher found that main factors influencing employee to join Trade Unions in Mbeya City Council are: Most (majority) of employees are influenced to join trade unions for the sake of employment security with 71.4% in TUGHE, all respondents responded that they joined for sense of security. Those joining trade union from peer

pressure influence only in TALGWU they were many and others aiming to get minimal discrimination CWT with 53.3% they were many. The choice to join a particular labour union was a result of interrelated factors detailed below:-

First factor is Peer pressure: In MCC many employees join a union because their co-workers are the members of the union. At times an employee joins a union under group pressure; if he does not, he often has a very hard time at work. On the other hand, those who are members of a union feel that they gain respect in the eyes of their fellow workers. They can also discuss their problem with the trade union leaders. Therefore, those who joined because of peer pressure in CWT were 13.3%, in TALGWU were 44.7%, in TUGHE were 14.3%.

Second factor is to Minimize Discrimination. In MCC majority of employees complained about discrimination on decisions regarding pay, work, transfer, promotion saying that they were highly subjective in nature. The personal relationship existing between the supervisor and each of his subordinates may influence the management. Thus, there are chances of favoritisms and discriminations. A trade union can require the management to formulate personnel policies that press for equality of treatment to the workers. All labour decisions of the management are under security of the labour union. This has the effect of minimizing favouritism and discrimination. For instance, the findings have shown that in TUGHE were 14.3%, CWT were 13.3%, as well as TALGWU were 13.2%.

Third factor is Sense of Security. The employees may join unions because of their belief that it is an effective way to secure adequate protection from various types of hazards and income insecurity such as accident, injury, illness, unemployment, etc. The trade unions secure retirement benefits of the workers and require the management to invest in welfare services for the benefit of the workers. Therefore, most of respondents were as follows in terms of membership according to security: in TUGHE they were many with 71.4%, in CWT were 53.3%, in TALGWU were 42.1%.

6.2.3 Examination the contribution of each factor that influences employee to join trade union in MCC

Employees in MCC join trade union in order to minimize discrimination, majority of employee claims on discrimination on decisions regarding pay, work, transfer, promotion, is highly subjective in nature. Also, join just because of sense of security; the employees may join unions because of their belief that it is an effective way to secure adequate protection; Peer pressure many employees join a union because their co-workers are the members of the union. Also, at times an employee joins a union under group pressure, colleague may influence other to join labour union. Therefore, each of the factors contributed much in influencing majority of employees to join any of trade union preferred in MCC.

The study found that young people are more likely to join the union than older people. The study found that older people more often members than young people. However, our study focused on the situation of decision making with regard to union-membership or not. In this light, the result actually makes good sense, simply because when employee is young, and enters the labour union, for the first time is faced with the decision whether to join the union. Then, the study recommends that if an employee at the beginning of his/her work life does not opt to join a union, it probably becomes more and more unlikely that this young employee will likely change this decision as one grows older.

6.2.4 General findings and general discussion

The findings shows in MCC that there were more male than female in the study whereby male were 53.3%. Most of the respondents 61.3% were aged between 29-39 years. In terms of marital status, most of respondents 76% were married. In terms of education, a large amount of respondents had diploma level of education 44%. The findings show that in MCC, most of respondents 97.3% were working on permanent employment basis. The results indicate that most of them were working under education department 40%. In terms of experience, the findings show that most

respondents of 65.3% had an experience. Through findings young employees were likely to join compared to older employees. All trade unions operate through their own organisational structures, policies, their constitution, as well as the regulatory law itself.

6.3 Recommendations of a study

Based on the findings of the study, the following recommendations were made:-

6.3.1 Recommendation on the operation of trade union membership.

A researcher found that, employees in Mbeya City council(MCC) joined labour union by expecting (carrots) that, there will be a sense of security (employment security),their problems will be settled easily but now the situation is contrary making them perceive that trade unions are existing theoretically (it is like a shadow) in operation with all their major objectives but practically it has been a challenge since most of employees long-term problems are still existing and therefore to be a member of such trade union is due to employees being bounded by the regulatory framework.

A researcher recommends; that leaders of the labour union should show leadership styles that have the potential of influencing the employee to join the labour union on their own choice and not join them automatically, which is not fair. Also, the study discovered that those in the process of joining were 4.9% but have not joined because of dissatisfaction with the high union subscription fee of the preferable labour unions, besides the study recommends that contribution fee should be affordable so that employees who are not yet to join can register as members.

6.3.2 Recommendation on the reasons for employees to join trade union

The study concluded that majority of employees who join labour union are from CWT, and most of the respondents were not satisfied with the services provided by the trade unions to which they belong. In short, majority of them joined only because of employment security and law itself but they are not satisfied with the labour

operation, this is evidenced by most of respondents being not satisfied. A researcher found that nearly all of employees are the members of labour union, and few joining but others have not yet joined labour union because of high contribution fee of 2% of their salary at each month (in MCC only one labour union has affordable fee and direct economic benefit), no direct economic benefits, they said labour unions in MCC are like shadows in nature, no any service that will be provided but only provision of one T-shirt and caps during May day for each year.

Therefore a study recommends that the MCC organisation should allow their employees to be free to make their own choice on the labour matter they prefer and be willing to join it because majority of employees have negative attitude on MCC labour union, therefore the study recommends that employees should always have choice on whether to join or not to join the labour union.

6.3.3 Recommendation on contribution of each factor that influence employee to join trade union.

The study found that each factor has its contribution in influencing employees to join labour union in MCC. Factors like employment security, leadership style, labour slogan, peer pressure from co-workers, high bargaining power, affordable contribution fee, and participation motivate and influence un-unionised to join the labour union. The majority of employees, females and males, are the unionised members, who joined labour union through factors explained above. Also, the expectancy theory was relevant to this study since it argues on what was observed in this study that the desired outcomes or results associated with joining a worker's union are a motivating factor for one to choose to join the union.

A researcher recommends that, desired (expectation) results that an employee expects and hence get attracted and be motivated behind joining workers' union include: improvement on the employee's economic conditions by giving direct economic benefit after retirement and the general welfare of the employee. Only this (direct benefits-money) factor apart from those mentioned in the previous chapter

contribute to increase in membership in labour unions. Trade union in MCC should improve their policy and constitution in order to motivate others.

6.3.4 General recommendations

The study found that government activities, economic factor, union leadership, and political matters interfere labour activities in solving their problems and make employees see that union are not functioning as expected.

Therefore the study recommends that the Government should always accept the advice from the trade union. In doing so the welfare of the employees will be improved and others will be influenced to join. Reforming regulatory framework of employment and labour relation in order to increase independent functioning of trade unions since some of the trade union leaders are the presidential appointees

6.4 Need for further research /attention

The purpose of the study was to examine the factors responsible for trade union membership in MCC. Since the study was limited in scope due to the time frame set for undertaking various activities in this research project, further studies are recommended as follows:

- i. Another study should be carried out in other districts apart from MCC to establish whether similar or different results will be obtained.
- ii. Another study can be undertaken on leadership styles since it is important to analyse the leadership style employed by the union leaders as they (leadership styles) have the potential of influencing the un-unionised employee to join a particular union or not.
- iii. A similar study should be conducted for other trade unions apart from TUGHE, C.W.T and TALGWU. This will enable researchers to have comparative analysis, which will lead to formulating a global policy for best practice on the factors responsible for trade unions membership.

- iv. Likewise, since the current study was both quantitative and qualitative in nature, with a small sample size, there is a need to conduct a quantitative study with a large sample on the factors responsible for membership in the trade unions in other districts in Tanzania.

6.5 Policy implications

The trade union policies are very important to employee because they are the guidelines on the trade unions which intend to solve employee problems at working places through their unions. These policies also define the philosophies and values through which employees should be treated. They also have principles which trade union are expected to act so that employee problems could be solved. That is why majority of employees joined labour union in MCC for sense of security, minimizing discrimination, bargaining power, influence of leaders, as well as trade union policies may influence employee to join labour union.

Therefore, the organisation like MCC should formulate a good policy which is implementable to enable and influence other employees to join the labour union by will, as recommended in employment and labour relation act, in order to provide assurance of excellent services to their member. The researcher found out these trade unions carry out their functions in solving working problems to their employees in many ways to ensure that their associations are put in place. However, the study also revealed that the trade unions do not solve employees' problems as much as the policies provide. Therefore, policy makers should reframe these policies which reflect trade unions in order to ensure that their basic functions are directed towards effectively addressing employees' problems, hence un-union employee will be influenced to join labour union.

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LIST OF ACT AND LEGISLATIONS CONSULTED

Tanzania Employment and labour relations Act No.8 of 2006 (principal legislation)

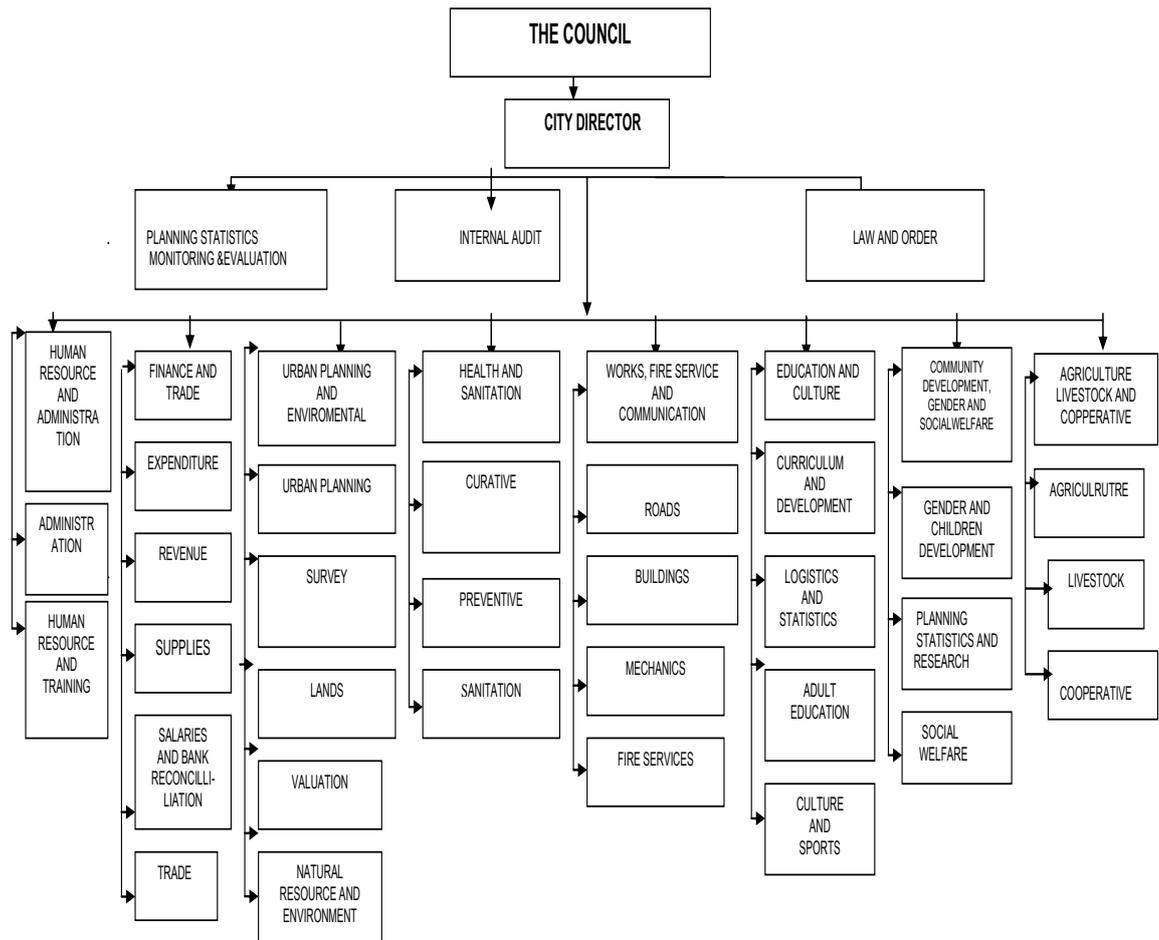
Tanzania Employment and Labour Relation Act. No. 6 of 4th June 2004. Published by the United Republic of Tanzania. & Printed by the Government Printer, Dar es Salaam.

APPENDICES

APPENDIX II

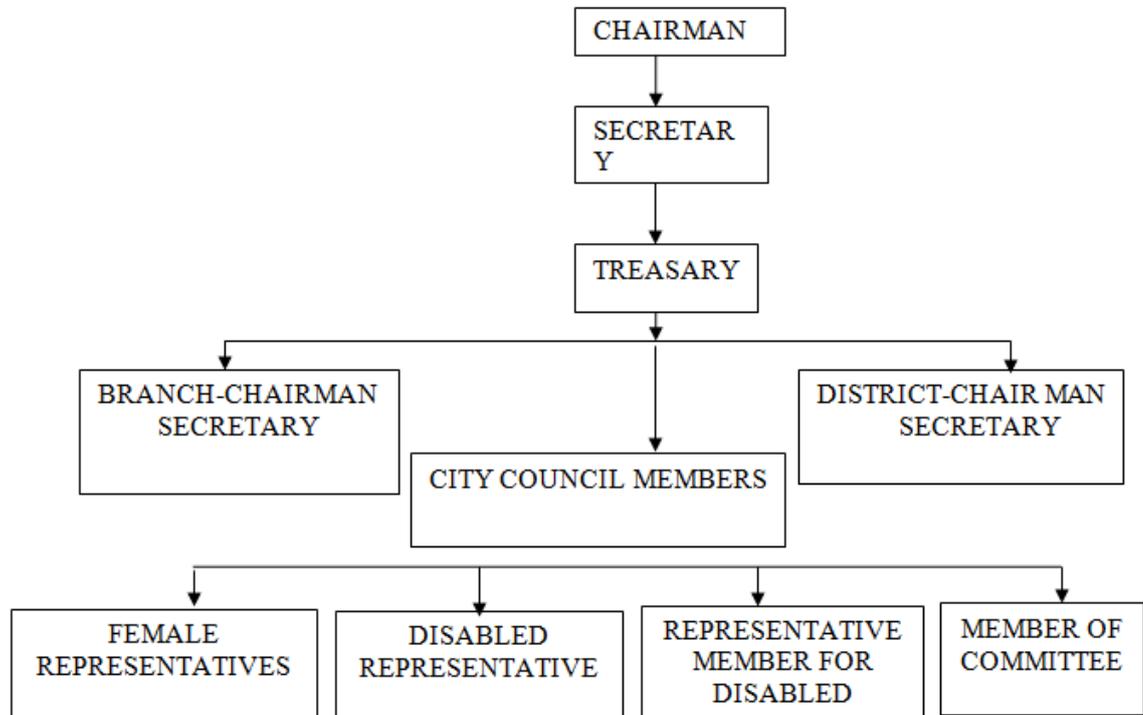
THE COUNCIL ADMINISTRATION ORGANIZATION STRUCTURE

THE COUNCIL ADMINISTRATION ORGANIZATION STRUCTURE



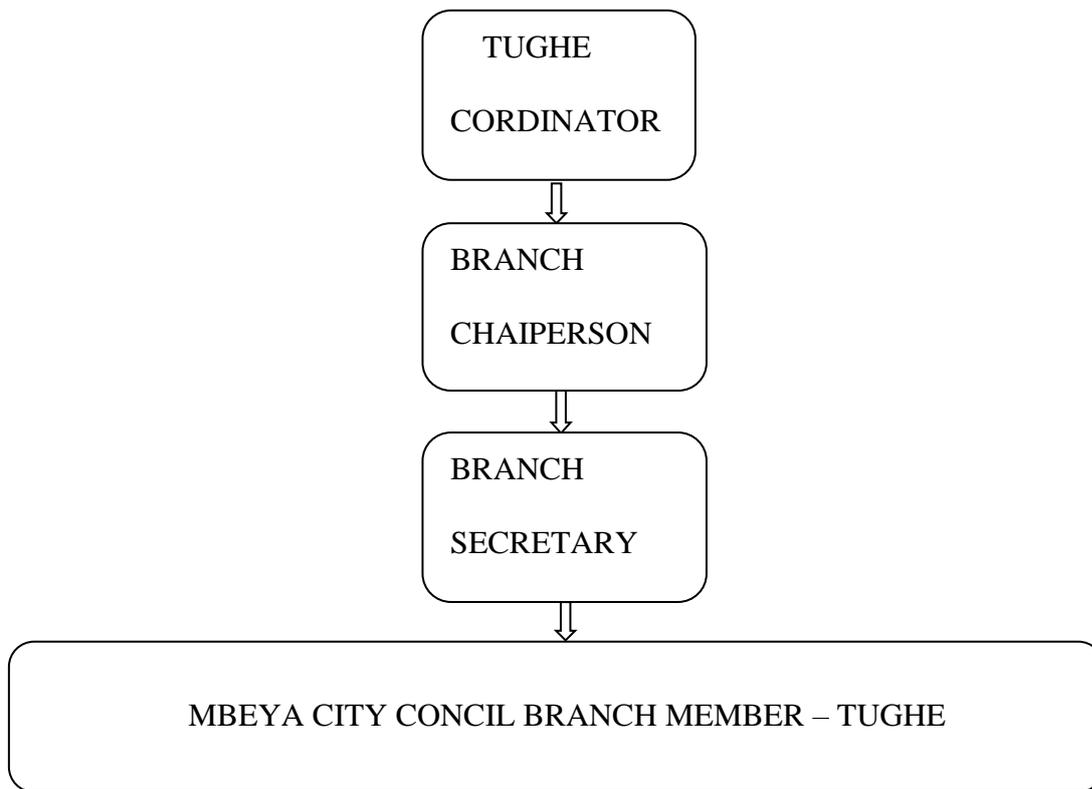
Source: MCC report 2018

TRADE UNION (TALGWU) ORGONOGRAM



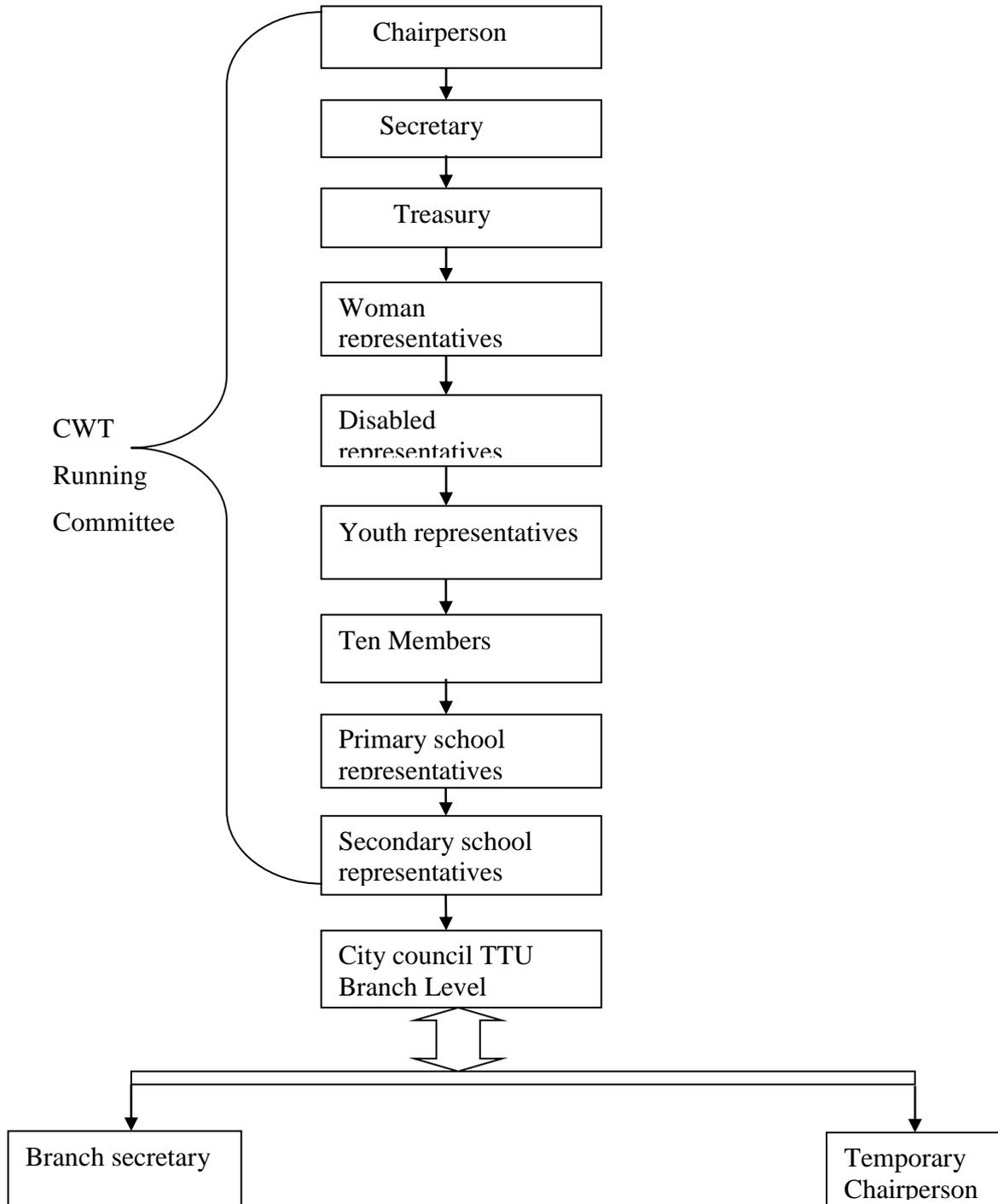
Source: TALGWU-MCC, 2018.

TRADE UNION (TUGHE) ORGONOGRAM AT MCC



Source: TUGHE report (MBEYA CITY COUNCIL BRANCH) 2018.

TRADE UNION (CWT) ORGONOGRAM AT MCC



Source: CWT report (MBEYA CITY COUNCIL) 2018.

AN INTERVIEW GUIDE

1. What were your reasons for joining your current labour union?
2. In your own opinion, is the labour union managed in a satisfactory approach by its officials?
3. Do you belong to any of the labour unions?
4. Why you have not joined?
5. Which worker union do you prefer the most joining?
6. Do you believe that your labour union officials are managing it for their own personal gains?
7. What is the interference of trade unions activities by governments?
8. Did you join your current labour union just because your workmates were in the same union?
9. Are you always satisfied with the outcome of the bargaining processes by your labour union officials?
10. How each trade union does operate in Mbeya City council?

Thanks for your cooperation.

It's me, Merydon Godian (0763729302)

A SAMPLE QUESTIONNAIRE

[Appendix: Covering letter for data collection]

[Questionnaire for factors for trade union membership]

Dear Respondent,

The attached questionnaire is part of the award of Master degree in Human resource Management (MSc.HRM), I am currently writing Research proposal on **FACTORS RESPONSIBLE FOR TRADE UNON MEMBERSHIP** in Mbeya City Council (MCC), and your cooperation in completing the questionnaire will be appreciated as the information collected will be of valuable assistance to me.

The questionnaire will be structured in such a manner that it will require maximum of Fifteen up to twenty minutes to complete, your responses to the statement will make a profound contribution in the ultimate outcome of the research. No names or other identification mechanism will be furnished and complete anonymity is guaranteed. All information will be impossible to identify any individual on the basis of the results included in the final report. Please return the filled form before 26/01/2019, but if you will be able to fill it today it will be okay too.

.

Thank you for your kind assistance in this matter.

.....

Merydon

Questionnaire for trade union members

This questionnaire guide is meant to collect information on the factors responsible for trade union membership in Mbeya city council. Therefore your honest response is very vital for the study. Please respond to all the items in this questionnaire. Fill the necessary information as required.

SECTION A

A1. What is your gender?

1. Male 2.Female

A2. Age in complete years.....

A3. Marital status

1. Single 2.Married 3.Divorced 4.Widowed 5.Separated

A4. What is your highest level of formal education?

1. Certificates 2.Diploma 3.degree (4) Masters

A5. Types of Department.....

A6. Indicate your work experience in years as Mbeya City Council staff.....

A7. What is your term of employment.....

1.Temporary	2. Automatically

SECTION TWO

B1. Are you the trade union member?

B2. Which trade union you belong here in MCC?

(a) TALGWU	(b) CWT	(c) TUGHE	(d) CHAKAMATWA

B3.How did you join trade union?

B4.What influenced you to be a member of trade union?

- 1. Peer pressure 2. Minimizing discrimination 3. Sense of security 4. Other specify.....

B5.Are you satisfied with the trade union service which you expected before?

B6.If you're convinced to join another trade union, which trade union that you would prefer the most? And why?

- 1. TALGWU 2.TUGHE 3. CWT 4.Other specify.....
Reason.....

B7. Are you influenced with trade union employer?

B8. Are you influenced with trade union which you are belong?

B9. Are you influenced with your co-worker?