

**CONTRIBUTION OF TRADE UNIONS ON PROMOTING EMPLOYMENT  
SECURITY AMONG FUEL FILLING STATIONS' WORKERS IN  
DAR ES SALAAM, TANZANIA**

**BY**

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**A Dissertation Submitted in Partial Fulfillment of the Requirements for the  
Degree of Master of Leadership and Management (MLM) of the Mzumbe  
University**

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## **CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled "*Contribution of Trade Unions on Promoting Employment Security among Fuel Filling Stations' Workers in Dar Es Salaam, Tanzania*" in partial/fulfillment of the requirements for award of Master's degree of Leadership and Management of the Mzumbe University

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Finally, I take a sole responsibility for any faults related to the thinking, interpretation, analysis, and expression of ideas that would be pointed out in this dissertation.

## **DEDICATION**

I dedicate this dissertation to Parents Martine Nkaya and Julieh Nkaya, and with love to my sons Walcott Rwabinyasi and Warren Rwabinyasi, and my daughter Lesley Rwabinyasi. It is an inspiration for academic commitment and success in their studies.

## **ABSTRACT**

This study explored the contribution of trade unions in promoting employment security for workers in fuel filling stations in Dar es Salaam. It involved a structured questionnaire with 102 randomly selected respondents from 52 filling stations (31 from city center and 21 outside the city) and interviews with two officials from TAMICO as well as review of official documents including action plans. Questionnaire data were analyzed using the Statistical Package for Social Sciences (SPSS) version 20 software plus manual examination of statistical outputs. Data from interviews and documentary sources were analyzed using thematic and content analysis methods. The findings revealed that, majority of the workers experienced employment security challenges in their workplaces. Majority of respondents felt that their security of employment was either very low or low. The key employment security challenges include fear of losing job, limited employers' concern for employees' livelihood, threats of being fired, lower wages, and absence (or unclear) contractual employment terms. Gender and the duration that the workers had worked for the filling station were the only demographic factors that were significantly associated with variation in perceptions of employment security. Overall, employees felt that TAMICO has very low contribution to the promotion of their employment security, mainly due to absence of TAMICO operations in most of the work places. The strategies that TAMICO used to promote employment security were pioneering, monitoring, educational, and networking where more preference was shifting to networking. Resources paucity, the nature of the target clientele, management capacity, and the dilemma of legitimacy were the main challenges to TAMICO. The study concludes by emphasizing the need to look at the problem of employment security as multiphase and thus requires a broad focus on employees, employment conditions, and trade union dimensions. Among others, the study recommends for capacity building for the workers and employers, implementation of workplace monitoring policy measures, and a collaborative partnership model in the promotion of employment security.

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## **ABBREVIATIONS**

ALU:	Asiatic Labour Union
CBA:	Collective Bargaining Agreements
CCM:	Chama cha Mapinduzi
CMA:	Commission for Mediation and Arbitration
JUWATA:	Jumuiya ya Wafanyakazi Tanzania
KMDA:	Kilimanjaro Motor Drivers Association
NUTA:	National Union of Tanganyika Workers
NSGRP:	National Strategy for Growth and Reduction of Poverty
OTTU:	Organization of Tanzania Trade Unions
SDG:	Sustainable Development Goals
TAA:	Tanganyika African Association
TACSA:	Tanganyika African Civil Service Association
TAMICO:	Tanzania Mines, Energy, Construction, and Allied workers Union
TFL:	Tanganyika Federation of Labour
TFTU:	Tanzania Federation of Trade Unions

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Introduction**

Like in the market place, a working place is a place in which two parties exist to benefit from one another. However, employers employ employees to make profit out of them (Sisson, 2008) and employees join employment to get survival, make living, or make good life out of it. Therefore, gain-gain tensions between employers and employees are inevitable in employment. In times of such tensions, employers stand at advantage since they have control over all the factors of production including employees themselves. In this case, employees come at a disadvantaged position of either being over utilized with no adequate returns or losing employment at any time. In this respect, the need for a third party to protect the employment rights of an employee, which the most important is ‘employment security’ arises. That third party, which comes in to help employees protect their rights is called a trade union.

Scholars in industrial relations have suggested that without trade unions, the world of employment would be horrible for employees, especially the less skilled employees (Gallie, 1998; Sisson, 2008). A trade union is an association formed by workers to protect workers’ interests and working conditions (Ibrahim, 2013). Employment security on the other hand is being able to attain, retain, and rely on an employment with an employer and expecting fair and just treatment in the course of employment (Wilthagen, 2002). This document presents a report of the study that sought to explore the contribution of trade unions towards promotion of employment security for employees who work in risky employment using the workers in fuel filling stations as a case. This chapter presents background to the problem, statement of the problem, study objectives and research questions, study significance as well as scope and limitations of the study.

#### **1.2. Back ground to the Problem**

Globally, trade unions have been acknowledged as important actors in the world of employment. Since the 19<sup>th</sup> century when the world experienced the emergence of work places, trade unions have become important players in economic and social

development (Baek, 2000). It is becoming consensual that trade unions served an important role in mobilizing working classes to address social and economic problems that were associated with human development such as urbanization, industrialization, and advancement of science and technology, which threatened welfare of the working class (Dasgupta, 2002; Katznelson, 1986; Martin & Ross, 1999). Since the mid-1800s, trade unions in both developed and developing countries have not only contributed to struggles for economic and social liberation, but also political struggles for liberation of workers and their societies (Streeck & Hassel, 2003). However, trade unions have stood as central actors in the protection of employment rights and promotion of employment security.

In Western Europe, especially Britain, Germany, and France, trade unions played an important role in restoration of the rights of poor urban industrial classes. For instance, the trade union movements were responsible for enactment of the first minimum wage act in New Zealand in 1894. The same, trade unions pushed for the enactment of the Fair Labor Standards Act of 1938 in the United States, which set the lowest wage at 0.25 USD per hour. In the United States, the law was first applied to 20 percent of the workers, but gradually trade unions demanded it to cover all the wage earning workers. The minimum wage laws were later adopted by other states in Western Europe and the United States as protection of the right to minimum earning for all workers.

Despite transitions to liberal economies, trade unions in western societies have retained their position as protectors of collective rights of employees in workplaces. In Italy for instance, trade unionists withstood pressures of globalized and liberalized work places and retained the identity of social partnerships, which are built on Gramsci and Marxist principles. The role of social partnerships is to ensure workers involvement and become active agents of employees in work places and the wider society (Baglioni & Crouch, 1990). In Britain and the United States, trade unions have continued to play their orthodox role as by becoming champions of universal workers' rights since the 1980s (Ackers, 2014). Therefore, the threat that globalization and liberalization would erode the traditional role of trade unions seems

to have proved failure in human resources management and industrial relations discourses.

In Africa, the role of trade unions in protecting employment security is historically linked with the introduction of colonial economic production. Trade unions played an important role in protecting rights of employees in urban and production centres such as mines, plantations, and docks (Friedman, 1987). After the Second World War in the 1940s, trade unions' activities focused on addressing intensified exploitation, which went beyond the struggle for achieving the basic employment rights. Struggle for independence in most of the African countries were framed under the umbrella of struggle for employment rights and security (Ekeh, 1975). After independence, the struggle shifted towards addressing the rights of the newly emerging class of employees in the public sector. Therefore, the majority of trade unions were concerned with better living conditions including better salaries and wages for the formal public sector employees (Dasgupta, 2002).

In Tanzania, like other countries in Africa, trade unions emerged in the 20<sup>th</sup> century following the expansion of colonial production. In the 1940s and 1950s, trade unions became important agents, which advocated employment security and rights of workers in the colonial production sectors and later the struggle for social and economic freedoms of the indigenous population (Babeiya, 2011). Trade unions such as the Tanzania Federation of Labour (TFL), in under the cover of workers' rights and security brought together all workers in the frontline of independence struggles. The TFL provided strong support to TANU and employment rights and security became an important agenda in the struggle for independence. After independence, the role of trade unions shifted to protecting employment rights of public servants from the new independent government.

In the 1980s, following changes in the economic policies, the role of trade unions became more important due to the emergence of the formal and informal private sector. The rise of an informal private sector employment came at a time where liberal economic policies, which try to elevate individual bargaining, negotiation, and

the use of mediation instruments rather than trade unions (Ibrahim, 2013). New legislations emphasized that employees should prefer the use of mediation and arbitration than trade unionism. This new direction was perceived as a threat to the non-skilled employees who experience more insecurity, but their bargaining power and voices are limited (Mwankusye & Fundi). It is in this context where sector specific trade unions emerged; the Tanzania Mines, Energy, Construction, and Allied workers Union (TAMICO) being one of them.

Tanzania Mines, Energy, Construction, and Allied workers Union (TAMICO) was registered in 2006 as one of the trade unions, which came to represent workers in the employment sectors, which experienced difficult working conditions, but were marginalized by the previous trade unions. TAMICO works to safeguard security and promote welfare of workers in the mining, energy, construction industries and wood work sectors, which include petroleum and gas drilling, exportation, and distribution companies.

Among others, TAMICO is responsible for empowering members to advocate for their working rights and protection. It pioneers discussion between workers and employers for ensuring better working condition. It has to ensure that Collective Bargaining Agreements (CBAs) are reached between the employers and the workers. As part of these objectives, it has a role to provide education to its members on skills and various issues related to their employment and cross-cutting issues. It also has to cooperate with the government, employers, and workers by forming tripartite discussion on issues related to workers welfare in the country. By fulfilling these functions, TAMICO has a potentially significant contribution towards protecting employment security for employees whose power to bargain on their own is limited including those in the fuel filling stations.

### **1.3. Statement of the Problem**

Trade unions perform a very important role in protecting the labour rights and employment security for workers who have limited capabilities to defend their own rights individually or through formal legal institutions including courts of laws.

These employees include non-skilled employees and employees who work in risky employment environments including those in the mining, gas, petroleum, and construction sectors (Fisher, 2007; Parkinson, 1971; Rekhadevi, Rahman, Mahboob, & Grover, 2010; Rom & Markowitz, 2007). The reason is that, despite exposure to physical and health risks, employees in these sectors are at tension of losing jobs once they complain for their rights since employers can replace them any time since their job needs little skills and training (Frey & Osborne, 2017; Fullerton & Wallace, 2007).

The Government of the United Republic of Tanzania and other employment relations stakeholders have undertaken steps to promote employment security and labour rights in both the public and private sectors since the 1990s. In 1993, the autonomous Industrial Court was established. In 2000, a long history of state control and interference into the activities of trade unions by the government ended. Both the constitution and the Employment and Labour Relations Act, 2004 allows for registration of trade unions and safeguard the right of employees to join trade unions, which aim to protect their labour rights and employment security. Trade unions have been established in different sectors including the ones, which had no representation in the previous trade unions such as the Tanzania Federation of Trade Unions (TFTU) and Organization of Tanzania Trade Unions (OTTU). In case of employees in the fuel filling and related sectors, TAMICO is responsible for registering them, mobilizing them, educating them on their rights, and generally protecting their employment security and welfare.

Despite these efforts, the problem of poor working conditions and employment insecurity has continued to exist in most of the working places in Tanzania. The situation is worse in some of the employments including mines, construction, and fuel filling stations. Apart from lacking formal contracts, employees in fueling stations are exposed to health risks by ingesting petrol and diesel vapour for long time without adequate steps being taken by employers to remedy their health (Kilabuko, Matsuki, & Nakai, 2007). Long time of working on fuel gases without

protection measures in a threat to employees' health since it is associated with lung diseases, which may cause death.

Furthermore, Trade unions seems to have remained weak in their major objectives: wages, salaries and working conditions have not been improved by the employers, Job security and social policies are not fair to employees , retired employees get very little retirement benefits from the social security funds and this has led to poor living standards by many retired employees (Fischer, 2011).

Due to low levels of education and skills, employees in filling stations and related sectors work at a pressure of losing employment at any time and without well explained reasons (Eichelberger, Farese, Cohen, & Colwell, 2004). Being the case, they are subjects of whatever decisions their employers impose on them, which include working for many hours without resting, and working without leaves, low wages (Gallie, 1998; Kulindwa, 2003). As a risky business facilities, filling stations are frequently exposed to robbery, which result loss of life for employees who hold money from sale of fuel(Eck, Clarke, & Guerette, 2007). This calls for the need for knowledge that would inform effective interventions. Therefore, this study aimed at exploring how trade unions, TAMICO in particular, contribute towards promoting employment security among workers in fuel filling stations.

#### **1.4. Study objectives**

##### **1.4.1. General Objective**

The general objective of the study was to explore the contribution of trade unions to the promotion of employment security for employees in the fuel filling stations.

##### **1.4.2. Specific Objective**

The specific objectives of the study were:

- i. To identify the main employment rights and security problems to which employees in filling stations are exposed.

- ii. To assess the perceptions of employees from fuel filling stations on the contribution of TAMICO towards promoting their rights and protection of employment security.
- iii. To identify the main strategies used by TAMICO to promote the rights and employment security of employees in fuel filling stations.
- iv. To identify the key challenges that TAMICO faces in the process of promoting employment security for employees in the fuel filling stations.

## **1.5. Research Questions**

### **1.5.1. Main Research Question**

The main research question that this study sought to answer was; what is the contribution of trade unions to the promotion of employment security for employees in the fuel filling stations?

### **1.5.2. Specific Questions**

In connection with the main question, the study was guided by four interrelated research questions.

- i. What are the main employment rights and security problems, which employees in filling stations face?
- ii. How do employees from fuel filling stations perceive the contribution of TAMICO towards promoting their rights and protection of employment security?
- iii. What are the main strategies used by TAMICO to promote the rights and employment security of employees in fuel filling stations?
- iv. What are the key challenges that TAMICO face in the process of promoting employment security for employees in the fuel filling stations?

## **1.6. Justification of the study**

Conducting this study was important due to the mushrooming of fuel filling stations in the city. Fuel filling stations employ workers who are continuing to face employment related problems including lack of contracts of employment, working longer hours without rest. Given limited skills and qualifications, most of the

workers in fuel filling stations are underpaid and they can be terminated any time without clear reasons. Therefore, this study came at a right time to understand the employment security problems that these workers face. Equally, the study was important to look into ways, which TAMICO and emerging trade unions that target filling station workers may successfully address problems related to employment security in this growing employment sector.

While Tanzania is planning to become an industrial economy, the energy sector, especially gas energy is important and strategic. Before transition to the gas driven economy, employment problems that the current energy industry workers face need to be understood and addressed in line with national and global policy and development plans. Among others, the second National Strategy for Growth and Reduction of Poverty (NSGRP II) requires that acceleration of economic growth should go with reduction of poverty, improving standard of living and social welfare of the people of Tanzania as well as good governance and accountability. The strategic intervention and achievement of the outcomes require improving quality of life and social well-being of low income groups including unskilled workers such as those in the fuel filling stations.

In connection with national policies, the majority of the workers in these risky and insecure working condition sectors are the youth and women who are a strategic focus of the NSGRP. Similarly, the Sustainable Development Goals (SDGs) goal 8 aims at promoting inclusive and sustainable economic growth, which requires full and productive employment as well as decent work for all. This study contributes on these efforts by providing information and recommendations that would help in promoting decent work for fuel filling station workers and their relevant trade unions.

### **1.6.1 Significance of the Study**

This study is of great significant for both the practitioners and researchers in Human Resources Management and employment security as well as industrial relations. It contributes to the development of knowledge as well as provision of evidence that

could inform the changes in work place and employment security rights in Tanzania. First, the study is the first that specifically targets workers in the fuel filling stations subsector. In this respect, it documents the key employment rights and security problems that the employees face in their workplaces. This would help as a starting point for further detailed research on employment conditions in related subsectors of the energy and extractive industries as Tanzania moves towards the industrial economy.

Second, the study explored, analyzed, and documented gaps in the strategies that TAMICO used to promote employment security for employees in the fuel filling category. TAMICO and other trade unions may use the lessons and recommendations from this study to strategize for empowerment of employees in risky employment conditions so that they can improve employment standards. This is important since most of the existing trade unions seem to focus on the formal sector employees who can resolve the disputes with employers through individual bargaining models rather than collective contracts.

Third, the study was carried out at a time when there is a contradiction between the liberal approach to labour disputes, especially individual bargaining and arbitration on the first hand and the social democratic approach that emphasizes the importance of collective bargaining and trade unionism. By explaining how the present employment context in Tanzania is, the study contributes to a theoretical academic discourse related to paradigm shift in employment and industrial relations. It presents a lesson that policies that seek to provide collective protection of the vulnerable and powerless employees who work in difficult working environments are still necessary. Therefore, the legislations and policies related to employment security need to take into account the effect of low education and skills, which are common among the employees who work in risky and vulnerable working environments. Their competency levels affect both their individual bargaining power and the capacity to defend their employment rights as it is for the workers in the fuel stations.

### **1.7. Scope of the Study**

There are many economic sectors, which have employees who are exposed to risks and vulnerable working conditions that make it difficult to defend their employment rights and security in person. Equally, TAMICO membership is broad and includes the mining and construction sectors. Since working conditions in different sectors are different, even the experiences are different; the study scope was limited to the employees in the fuel filling stations in Dar es Salaam only. The analysis focused on the experiences and perceptions of employees regarding the contribution of TAMICO towards promoting their employment rights and security as well as the context in which TAMICO works to address working and employment security rights of these workers as well as its effect on the efforts of TAMICO.

### **1.8. Organization of the Study**

This study is organized into six content chapters, which are logically arranged to present the problem, explain how the study was done, present and discuss the results, and finally identify the possible solutions based on the study findings. Chapter one is an introductory chapter, which provides a background to the problem, states the research problem, and identifies the study objectives and research questions. The chapter further explains the significance and scope of the study as well as how the study is organized. Chapter two reviews the key theoretical, conceptual, and empirical literature and provides a description of the conceptual framework that guided the study.

Chapter three is presents the methods and methodological techniques employed by this study including the study design, area of the study, population and sampling, as well as data collection and analysis procedures. Further, the chapter highlights the efforts used by the study to ensure validity, reliability, and abiding to the research ethics standards. Chapter four presents the study results along with the analysis of the study findings. Chapter five discusses the study findings in the light of the existing literature and theoretical assumptions, which informed the study as well as the implication for policy and knowledge. Chapter six is the last, which provides the conclusion and the key recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

. This chapter presents the review of the relevant literature focusing on conceptual, theoretical, and empirical issues debates on the role of trade unions. The next section provides definitions of the key terms used in this study.

#### **2.2. Definition of Terms**

In social and administrative sciences, concepts represent more than one meaning. In research, precision is needed to what the researchers mean by the concepts used. This simplifies communicating findings and sharing meanings with the audience. This section provides the definitions of important organizing concepts, which are used in this study. The key concepts include trade union, employment rights, employment security, risky working environments, and fuel filling station.

##### **2.2.1. Trade Union**

A trade union, also called a labour union (Ibrahim, 2013) is an organization formed by workers to protect workers and improve their conditions of work. A trade union primarily seeks to improve working conditions, lives of workers themselves, and provide means for expression of workers views and problems at work and in the society as a whole. In the definition adopted by Section 4 of the Employment and Labour Relations Act, 2004, a trade union may be concerned with regulation of relationship between employers and employees, employees and employers, or employers and employers. In this study, a trade union means an organization of workers and their leaders, which may include employees from one or more organization, sector, or sectors with a common purpose of protecting interests, rights, and welfare of members in their working places. For the purpose of this study, the relationships with which trade unions are concerned are the employment relationship mainly between employees and employers.

### **2.2.2. Employment Rights**

Employment rights are the basic standards provided by law to employees to make them enjoy the fruits of their labour and ensure their safety and welfare. They include such rights as the right to compensation, the right to work in clean and safe environment, and freedom to join a trade union (Thompson, 1994). According to Tjosvold (1991), the most important right is the right to know the terms of employment. In this study, the term employment rights is used to denote the basic entitlements that employees need in their work place including the right to fair and timely compensation, the right to privacy and respect. These rights also include right to rest, protection against health and physical hazards, which are connected with the job and work place, which can be foreseen and mitigated as well as freedom from discrimination and against degrading treatment in the working place. These rights are fundamental and essential even if they are not specified in the contract of employment.

### **2.2.3. Employment Security**

Employment security, sometimes also called job security denotes the trust within a person that there is no likelihood of losing job due to decisions of other persons than himself/herself. It is an assurance that an individual will keep his/her job without the risk of becoming unemployed. He/she will have continuity in employment and it may be from the terms of contract of employment, collective bargaining agreement or Labour legislation that prevents arbitrary termination (Dekker, 2008).

The key factors that assure employees of their security include skills, experience, need in the labour market, stability of employment terms and policies (Virtanen, Vahtera, Kivimäki, Pentti, & Ferrie, 2002). In this study, employment security relates to the confidence and assurance among employees that they were able to continue with their work with the same or different employers until they decide on their own either to leave that job, seek an alternative job, or leave employment following procedures of labour laws. The main indicator of employment security is whether the terms of employment are known, clear to the employees, and that employee feels that

if he/she meets required performance standards is likely to keep his/her employment until he/she personally decides to leave employment.

#### **2.2.4. Risky Working Environments**

Risky working environments refer to working place conditions that expose workers in conditions where they are likely to encounter physical, physiological, psychological, or any other harm due to the work they are doing, the way they do the work, and the place and time frame the work is done (Loscocco & Spitze, 1990). It relates to the work place, which is hazardous since it poses a threat that can result into accident, injury, contamination, contact with hazardous substance that can lead into negative effect on employees. In this study, the terms risky working environments refers to workplace conditions that intentionally or accidentally exposes an employee to occupational hazards including health and physical hazards to which the employer has little or no assured means of controlling those risks.

#### **2.2.5. Fuel Filling Station**

Different names such as petrol station (Sellappa, Sadhanandhan, Francis, & Vasudevan, 2010), service station, fueling station (Eichelberger et al., 2004).

In this study, the terms fuel filling station or a filling station was used interchangeably to mean a place where there is sale of gasoline, petrol, or diesel or where related services are provided to vehicular automotive machines such as motorcars, trucks, buses, and motorcycles. It means a station where gasoline and oil products and facilities are available and are utilized by workers in the process of refueling, repairing, or maintaining automobiles. The definition excludes shops, which sell kerosene for domestic use, and retail petrol venders who are also common in Dar es Salaam and other cities and towns.

#### **2.2.6. Decent work**

International Labour Organization (ILO) associate decent work with opportunity for work, fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, and freedom of people to express their concerns, organize, and participate in decisions that affect their lives.

The study adopted a definition of decent work from the United Nations Economic and Social Council (UNESCO), especially as an employment that respects the fundamental rights of a person as a human as well as the rights of workers in terms of conditions of work safety and remuneration, and respect for the physical and mental integrity.

## **2.3. Theoretical Literature**

### **2.3. 1. General Discussion of the Topic**

Globally, the trade unions have been instrumental in the struggle for restoration of rights of the working classes. In the literature, the increase of trade unionism and associated with two main factors. The first factor is industrialization, which contributed to the increase in labor commercialization and exploitation (Engels, 1993). The second factor is urbanization, which led to the concentration of the working class in cities and towns (Baek, 2000; Dasgupta, 2002). Urbanization was associated with other problems including the decline in living standards, low wages, and unemployment. A combination of these problems made working class movements a well-supported phenomenon in urban societies.

The other important point to consider regarding trade unions is whether they are created for an ultimate goal of serving the interests all their members. There are two positions regarding this question. The first position is the one that looks at trade unions as created for serving the collective goals of their members, especially the workers (Sachikonye, 1986). In this view, trade unions are desired as instruments for collectively empowering the workers to demand their denied rights.

On the other hand, trade unions are perceived as representing interests of few members of the working class. According to those who stick to this position, not all members of the trade unions have similar interests. Interests in the working class differ across levels of skills, education, and positions in employment cadres (Fairbrother, 2000). Using examples from India, Mathur (1966) shows that participants in trade unions were motivated by sectional interests. In such incidents, trade unions are likely to deviate from their original interests and manifest interests

of the few including the well-educated and leaders in trade unions (Martin & Ross, 1999). Therefore, it may sometimes be wrong to assume that interests of members in trade unions activities are homogeneous or trade unions will always work to achieve the common end.

The other point of contradiction in the trade unions' discourse is on whether their activities have positive or negative effect on the production process. Like the previous point, this discourse has attracted contending views. The first position is the one that argues in support of the point that trade unions work for the betterment of both the workers and employers. Their activities are also aimed at resolving workplace problems and promote production (Forrester, 1995).

Presenting experiences from Britain in the 1980s and early 1990s, Claydon and Green (1994) present experiences where trade unions were engaged in training workers on skills that aim at improving quality of their work. They were also concerned with ethics as a way of building positive relationship and cooperation with employers. This is a relatively convincing observation. Since workers have more confidence in trade unions, their engagement in skills development and resolving workplace conflicts may be an alternative to rule based discipline conservation in work places.

Contrary, some scholars look at trade unions in a negative way. For example, Faini (1999) argues that trade unions efforts have a negative effect in production sectors since they tend to increase wages for unskilled workers and thus depress growth. In addition, the author argues that this effect depresses growth in both backward and advanced economies. This implies that trade unions are undesirable (sometimes) not only in weak economies of a country like Tanzania, but also in developed countries (Baek, 2000; Sachikonye, 1986). This argument may sufficiently explain why the government tried to keep the activities of trade unions in the 1960s and 1970s at the lowest possible profiles. In unstable economic situations, trade unions may contribute to economic instability as they struggle to impose economic benefits, which the economy may not be able to support. Therefore, trade unions are desirable,

but their activities may not necessarily have positive effect on the economy. The next section focuses on discussing some of the relevant theories.

### **2.3.3. Relevant theories**

The contribution of trade unions, their role and effectiveness can be examined from different theoretical angles. However, related to the questions posed by this study, three main theoretical approaches can be closely compared. These are: the industrial democracy, elitism and Marxism.

#### **i) Industrial Democracy Theory/Approach**

The industrial democracy is a theoretical approach that comes from Political Economy, mainly attributed to by Webb and Webb (1897), the Western Political economists of the late 19<sup>th</sup> Century. In the 1940s, other scholars such as Clay (1949) retraced its history and used it to explain behaviour in trade unions, narrowly focusing on individuals. Today, it is used as both a theoretical approach and social economic process pertinent in industrial production.

The industrial democracy approach assumes that trade unions and trade unionism is an extension of democracy, a well desired social order into the industrial sector. Recognizing that employers are powerful and employees are powerless, the approach further assumes that the trade unions are primarily formed to facilitate for solutions related to industrial conflicts. Thus, as their contribution, trade unions seek to restore equality and collective agreement. This approach may relevantly explain why conflicts are more common in the industrial sector. Also, related to Tanzania, it may help one approach an unanswered question of why contribution of trade unions has historically been evident in the industrial related sectors (Babeiya, 2011).

However, this theoretical approach has a weakness of assuming that trade unionism are necessary in industries and thus leaving other needy sectors such as domestic workers as well as workers in the transport, agriculture, and health sectors. In all these sectors, trade problems that lead into trade unionism are common. Equally, the approach neglects the fact that trade unions may not necessarily be democratic in

nature or ensure equality. Studies have shown cases where trade unions are instrumentally used to serve the interests of the few and thus contribute towards dictatorship of the few over the many (Dasgupta, 2002; Mathur, 1966). Relevant for this study, the theory reminds the researcher that the extent to which employees feel attached to TAMICO and its leadership must also be explored.

## **ii) Marxist Theory**

It should be noted that the founders of the Classical Marxist Theory such as Karl Marx, Frederick Engels, and Vladimir Lenin did not have a comprehensive theory on trade unions. However, some later analysts have come to develop explanations, which in perspective associate the rise of trade unions with the class nature of the capitalist society. This perspective is built on basis of Marxist analysis of the capitalist society in its advanced stage. In this direction, the Marxist-Leninist theory becomes important in analysing the origins and role of trade unions. In this regard, the work of (Sharkey, 1944), (E. W. Campbell, 1945), (I. Campbell, 1996) are important in understanding how the Marxist school of thought treat the concept of trade unionism.

Marxism is built on the assumption that the capitalist economic system is a system of class exploitation and domination. It is characterized by commodity relations where labour itself is a commodity. In its advanced stage, the exploitation of the dominant class, the capitalist who own industries over the weak class, the proletariats necessitate class struggle (Marx & Engels, 1970). Therefore, trade unionism is an expression of struggle by the weak-exploited class.

For Marxists, in an advanced capitalist system, capital is a concentrated power, which is owned by capitalists. The workers on the other hand own only their labour at their disposal. Therefore, the relationship between capital and labour cannot be fair at any time (Marx & Engels, 1970). The only social force that the workers own is their number, numerical force. However, the working class members are by nature affected by competition. Workers organize themselves in trade unions in order to eliminate or at least minimize this competition in order to regain unity and struggle

for at least contractual conditions that can raise their status above the status of a virtual slave (E. W. Campbell, 1945). That is how trade unions come into existence.

In relation to the necessity, Marx argues that trade unions' activities are not only justified, but also they are necessary. They are as indispensable as a kind of a necessary guerrilla fight to the strong capital (Marx, 1867). For Marxists, trade unions are a necessary for the purpose of abolishing the wage labour system, which perpetuate the exploitation of the working class in the capitalist system. For Marxists, the importance of trade unions lay in the fact that they are neutral organizations and not political in their essence (E. W. Campbell, 1945). In other words, the only enemy of trade unions is the exploitative nature of the capitalist economy. Thus, Marxist analysis of trade unionism take trade unions as very necessary for the abolition of the capitalist system.

However, there are some faults which may be pointed out in the analysis of trade unions by the Marxist scholars. The assumption that trade unions were neutral holds little plausibility when it comes to the actual history of trade unionism across the world. It has been found that trade unions may be used as instruments for capturing power (Sachikonye, 1986). Indeed, destroying the capital may raise the weak working class over control of the state (Faini, 1999). The question what would happen if the poor working class is elevated over both political and economic control is never addressed in an adequate way in the Marxist analysis (Panitch, 1981; Sharkey, 1944). Related to the Tanzanian context, establishing the government of farmers and workers, which had been a dominant idea during the 1960s ended up creating another dominant class, which took over power and adopted a neo capitalist path. Therefore, one finds the Marxist view of trade unions useful, but somehow utopian and hardly related to practical experiences of the dynamics of relationship between the state, capital, and working class in the 21<sup>st</sup> century.

### **iii) Elite Theory**

The elite theory is a product of thinking in political science and sociology. The well-known scholars related to the theory include Robert Michels, Vilfredo Pareto and

Gaetano Mosca. Contemporary Elite theorists included Elmer Eric Schattschneider, Wright Mills, Floyd Hunter, and William Domhoff in their publications of the 1950s. The central concern of the elite theory is to explain power relations and decision making structures in contemporary society. Elite theories are applicable in explaining decision-making and power relations in different fields of enquiry and social organizations. However, because the world of employment is structured in terms of power relations between employers and employees(I. Campbell, 1996; Gallie, 1998), the theory has been used to explain trade unionism and some characteristics that stem out of trade union movements.

Related to trade unions and industrial relations, the theory assumes that in the world of employment, power endowment is different. As for the power difference between an employer and employees, in among employees are elites who are endowed with sufficient resources to influence others and enforce their interests (Merelman, 1968). Elitists argue that decision-making in pluralist communities involves competition of the unequal, “the elites” (Merelman, 1968, p. 17; Schattschneider, 1960) who possess power in different forms including skills, knowledge, information, authority, and money and non-elites. According to Pareto, there are governing and non-governing elites (Bottomore, 2006). The first group of elites may be part of the political system while the latter being part of the working class, but sharing some interests with the governing elites. Therefore, some members of the trade unions may be serving as non-governing elites.

Related to this study, elitists would assume that trade unions leaders are not likely to be committed to the needs and interests of the other workers they represent (Mathur, 1966). In the light of this study, by analyzing the content of collective agreements versus the actual needs and interests of the workers who are beneficiaries, one may be able to verify how this theoretical assertion is valid.

The theory is more relevant as it may explain whether TAMICO and its leaders cater for the actual interests and problems that the workers experience on ground. From experiences of the 1970s and 1980s, it was learnt that trade union leaders were

politically co-opted and thus served as arms of state authorities in trade unions (Babeiya, 2011; Bienefeld, 1979; Dasgupta, 2002). Guided by this theory, this study should be able to examine even the congruence of interests and pertinent problems as presented from the two sides, especially the workers in filling stations on one hand and TAMICO leadership on the other hand.

However, the weakness that need caution when using the elite theory is the biased position that try to treat trade unions and employers as two sides that should never work close (Schattschneider, 1960). This is practically unhealthy when it comes to building good relationship between employees and employers(Forrester, 1995). This study was guided by the elite theory, especially looking at the powers and interests of the workers and how they are reflected in collective agreements as part of the activities of TAMICO. However, the researcher used the theory with an open mind that in some of the instances, trade unions could well consider the interests of both employees and employers.

#### **2.4. Trade Unions in a Historical Perspective**

While trade unions exist in all countries of the developed and developing world including well industrialized and pre-industrialized economies, there are differing perceptions about both their necessity and role. The first perception holds that unions are a feature of stable industrialized economies. In that respect, as a product of industrial economy, trade unions are more functional in resolving employment and labour rights problems that employees face in industrialized countries (I. Campbell, 1996). Therefore, in developing countries, they are perceived as superimposed and troubling the weak employment sectors of the developing countries.

The second view on the necessity and role of trade unions holds that conditions such as labour commoditization and exploitation, which started in western societies during the 19<sup>th</sup> centuries, have happened even in developing countries. Thus, trade unions are a necessary, relevant, and inevitable as it was for the case of Tanzania (Sachikonye, 1986). This subsection traces the origins and evolution of trade unions

first in developed western societies, especially Britain then in Tanzania as a developing country in which this study were conducted.

#### **2.4.2. The rise and growth of Trade Unions in Tanzania**

In Tanzania, trade unions emerged because of the rise of colonial economy in the 20<sup>th</sup> Century. Before the 1920s, there were no formal trade unions in Tanzania (previously known as Germany East Africa since 1888 to 1919 and Tanganyika since 1919 to 1963). In the 1920s, the first groups of workers organized themselves in form of welfare associations. This is because they were not formally organized to struggle for employment rights. They were rather organized as voluntary groups for ensuring social relief and mutual assistance among members.

An example of these welfare associations was the Tanganyika African Civil Service Association (TACSA), which was established in 1922. Later in 1929, TACSA became Tanganyika African Association (TAA) in 1929. Others include the Kilimanjaro Motor Drivers Association (KMDA) and the Union of Shop Assistants, which were formed in 1927. These associations attempted to organize some activities of trade unionism. For example, the Kilimanjaro Motor Drivers Association and mechanics employees attempted a strike to demand salary increment in 1929. Thus, welfare associations prepared a road towards trade unionism.

Following the increasing activities of welfare associations, in the 1923s, the colonial government had enacted a law to regulate their activities, the Trade Unions Ordinance of (1933), which repealed the Native Servant Ordinance (1923). Following this law, the workers of Asian origin established the Asiatic Labour Union (ALU) in 1937. Following its formation, there was a mushrooming of trade unions between 1937 and 1942, which acted as a threat to order in the colonial production sectors. In 1943, the governor promulgated the Defence (Trade Dispute) Ordinance (1943) under which he was empowered to formulate tribunals for voluntary arbitration on labour disputes. In 1947, the government enacted the Trade Disputes (Arbitration and Inquiry) Ordinance, which sought to provide alternative way of solving employment disputes.

The legislations of 1943 and 1947 were steps to manage the activities of trade unions, which were gaining strength. However, trade unions were being established and continued to gain strength. For example, the Africans Amalgamated African Motor Drivers' and Commercial Road Transport Workers was established and registered in 1948. The Lake Province Tailors' Association was established and registered in 1949. Also, the According to Ackson (2015), in 1950 there were five strong trade unions. Since industrial actions such as lockouts and strikes were not outlawed, they continued in industries and working places until the law outlawed them in under the Trade Disputes (Arbitration and Settlement) Ordinance, No. 43 of 1950.

In the same direction, in 1951, the government introduced staff committees, which were to carry out the functions of collective bargaining in place of trade unions. As an intimidation, the registrar of trade unions deregistered a number of trade unions, which were of Africans. Examples of trade unions, which were deregistered between 1950 and 1951, were the Lake Province Tailors' Association, African Cooks, Washermen and Houseboys' Association, and the Amalgamated African Motor Drivers' and Commercial Road Transport Workers' in the register. Trade unions, which were not of the Africans such as the Dar es Salaam Asian Commercial Employees' Association, were not deregistered.

As Africans were not satisfied, they opted to form more strong trade unions through unification. In 1955, 17 trade unions came together and formulated the Tanganyika Federation of Labour (TFL). In 1956, the government repealed the Trade Unions Ordinance of 1932 replacing it by the Trade Unions Ordinance of 1956, which made registration more stringent (Babeiya, 2011). Despite this, trade unions continued to increase and reached 23 in 1956. Meanwhile, the colonial government observed that the trade unions such as TFL had strong alliances and support to Tanganyika African National Union, which was a political party (Dasgupta, 2002). Their agenda hardly differed from that of TANU. In 1959, the colonial government decided to enact the Trade Unions (Amendment) Ordinance, which empowered the registrar to deregister

any trade union that would deviate from its original constitutional objectives. The struggle for employment rights and security formed part of the struggle for independence, which TANU led up to 1961 when Tanganyika got independence.

After independence, the attempt to silence trade unions involved three main techniques. The first has been coopting leaders of vibrant trade unions to enter politics or appointing them into political posts. The second method has been tempering with the law to make industrial activities illegal. For example, the Trade Disputes (Settlement) Act, 1962 required that disputes between employers and employees in both public and private sector go through a compulsory arbitration (Babeiya, 2011).

The third method is reducing the number of trade unions by requiring them to operate under consortia or centralized unions. For example, the Trade Unions Ordinance (Amendment) Act No. 51 of 1962 required all trade unions to become affiliates of TFL, was placed under the ministry for Labour and the Registrar of Trade Unions (Friedland, 1969). In 1964, under the National Union of Tanganyika, the National Union of Tanganyika Workers (NUTA) became a sole trade union (Coulson, 1979). The top leadership of NUTA was appointed by TANU. These three methods weakened independent industrial activities of trade unions.

Equally, specific legal provisions were taken to make trade unionism constrained. For example, under the Civil Service (Negotiating Machinery) Act No 52 of 1962, all employees in the civil service who earned more than £702 annually were not allowed to join trade unions. Equally, the legislation procedures sought to weed out the well-educated civil servants. Under the same legislation and the Local Government (Negotiating Machinery) Act No 66 of 1963, the government interfered the arbitration process through obligatory involvement of state personnel (Friedland, 1969). Through the Preventive Detention Act of 1962, leaders of who were too vocal could be detained or deported by the government. Also, the Security of Employment Act No 62 of 1964, established workers' committees and workers disciplinary code as mechanisms for handling disputes in work places that had 10 or more employees

who were members of NUTA. Overall, these legislations and the formation of NUTA silenced trade unionism after 1964 (Babeiya, 2011). For example, within the next two years, the number of strikes dropped from 235 to 16 per year.

Between 1965 and 1985, the Arusha Declaration and Party Supremacy policies became the organizing policies in the employment disputes processes (Coulson, 1979). For example, the 1970-1975 period had many employment conflicts, but strikes were not allowed as they were taken as contempt to the government, endangering development, and disruption of national unity (Babeiya, 2011; Dasgupta, 2002). Industrial activities were part of the enemies of development (Nyerere, 1973). In 1967, the Tribunal Act of 1967 introduced the Permanent Labour Tribunal, which had the final powers of resolving labour disputes. Thus, disputes could hardly go to the court of law. In 1969, Workers' Councils were formed to give workers representation as a directive of TANU. In 1970s, as workers' committees were militant, they were abolished under the Labour laws (Miscellaneous) Amendment Act No 1 of 1975. NUTA, which later was replaced by *Jumuiya ya Wafanyakazi Tanzania* (JUWATA) (translation of NUTA in Kiswahili) in 1979, took over the functions of the committees through its field branches.

After liberalization in the 1980s and 1990s, government control over trade unions and collective bargaining was reduced. In addition, workers in the informal private sectors and civil society who were not represented in previous trade unions had to seek representation. Under the Bill of Rights, which was entered in the constitution of the United Republic of Tanzania, Section 20 (1) guarantees the right to join trade unions and associations (United Republic of Tanzania, 1977). In the 1990s, multiparty democracy made trade unionism detached from the ruling party. Equally, trade unionists from different sectors were seeking to leave JUWATA, which was an affiliate of the ruling party, Chama cha Mapinduzi (CCM) and become autonomous (Babeiya, 2011). This resulted into dissolution of JUWATA in 1990. JUWATA was replaced by the Organization of Tanzania Trade Unions (OTTU) as an umbrella of trade organizations in 1990, which was established under the Organization of Tanzania Trade Unions (OTTU) Act No 20 of December 1991.

After 1990s and 2000s, several developments have emerged in the trade unions in Tanzania. In 1995, the Tanzania Federation of Free Trade Unions (TFTU) was established as the first independent national labour congress in the country. The Labour Tribunal Act of 1967 was amended to establish the industrial court under the Industrial Court Act (1993). Industrial actions were allowed in theory, but in practice, the process could go through a long procedure (Friedland, 1969). Equally, TFTU remained unrecognized whenever it attempted to negotiate for employees until 1998 when the Trade Unions Act No 10 of 1998 was enacted. In 2001, OTTU was dissolved and its 11 affiliates of TFTU reregistered under the Trade Union Congress of Tanzania (TUCTA). In 2004, the Trade Unions Act of 1998 was repealed under section 4 of the Employment and Labour Relations Act (ELRA), No. 6 of 2004 under which trade unions are currently registered.

Unlike in the western capitalist economies, trade unions in Tanzania grew as a reaction to foreign economic domination. As a result, their history has been a history of hostility and suffocation from the state. The state and its apparatus have been hostile to trade unions mainly due to a history of limited trust in trade unions. Through laws and decrees, the state has attempted to put down the flourish of trade unions unsuccessfully, which to some scholars reveals an inevitable necessity of trade unions.

#### **2.4. Empirical Literature**

The literature on trade unions and their role is broad and rich. However, publications specifically about how contributive are trade unions in improving labour rights and employment security in Tanzania are scanty. Therefore, the empirical literature reviewed here included both the global literature and a few publications about Tanzania.

The earlier study by Hines (1964), which concentrated on the relationship between trade unionism and change in wages during the times of inflation in the United Kingdom between 1893 and 1961. The study was established that throughout this

time, there were positive strong relationship between trade unions' push and improvement in wages. One important lesson in the study was that, labour demand in the production was not a significant mediating factor between trade unionism and change in wages.

Related to the current study, it is notable that all the fuel filling stations crucially utilize cheap and easy to obtain labour. This may indeed limit the usage of the concept 'labour demand' (Hines, 1964, p. 221) as used. This is mainly due to the fact that most of the employees who are employed in the mines, construction, and energy sectors do not require sophisticated skills. They may acquire skills within very few days only seeking work that can help them earn hand-to-mouth incomes. Apart from expecting little interest in trade unionism that even affects awareness of what trade unions do, they are likely to become less concerned with efforts done by trade unions on their behalf (Babeiya, 2011; Dasgupta, 2002). In this context, it is learnt that it is important to explore attitudes of workers towards trade unionism and the essence of those attitudes.

Studies show that, trade unions have significant contribution, especially during the time of liberalization. It is argued that trade unions allow employees of all levels to learn their rights and responsibilities in a non-interfered working process (Forrester, 1995). It is further insisted that this kind of contribution should not underestimated as it serves both collective and individual liberation of employees whereas even the decision to quit employment is also taken as a by-product of such knowledge and awareness of the rights (Baek, 2000). Based on these findings, the researcher gets alert that the contribution should not necessarily be limited to collective bargaining process. That is why the design has included a simple survey as a way of capturing information related to contribution at the level of individual employees themselves. However, it is questionable whether the capacity difference that employees have in terms of education, experience, and skills is considered. In some cases, employees who lack higher qualifications are at threat of permanent loss of job. Therefore, they may not be concerned for educating each other even if they know that their rights are being threatened by employers.

The study from Tanzania, by Babeiya (2011), considering changes related to liberalization examines the contribution of trade unions towards improved working environments and benefits. The study found that apart from the basic function, which is employees' benefits and welfare protection, trade unions are engaged in the business of democratizing the state to become concerned with the rights of the workers. However, noting that despite liberalization, state functionaries and policy instruments were silent on the role of trade unions and employment relations concerns that are addressed by trade unions. As a result, it concludes that the bias of being "apolitical" persist as it was before liberalization and thus continue to affect the contribution of trade unions in Tanzania.

Findings from the study by Babeiya (2011) are supported by conclusions of another study by Dasgupta (2002), who carried out a comparative study on the attitudes towards trade unions in Bangladesh, Brazil, Hungary, and Tanzania. Considering Trade Unions as traditional agencies of workers' voices representation, the observation was equally that Trade Unions fail to address the specific needs of the workers, especially due to negative perceptions of both workers and employers on the extent to which their concerns are given importance by leaders of trade unions. Indeed, what is regularly emphasized in this respect is examining the congruence between trade unions' activities and the problems that are pertinently identified by workers represented by the trade unions. Likewise, this is one of the most important points of focus in this study.

The study by Rizzo (2013) examined the organization of workers in the informal public transport sector in Dar es Salaam, Tanzania and its success in terms of achieving workers' rights between 1995 and 2012. The study found that efforts of the Communication and Transport Workers Union (COTWUT) to formalize working arrangements and enter collective agreement with Dar es Salaam Commuter Bus Owners Association (DARCOBOA) had not been ultimately successful. The study noted that while the ultimate goal of the coalition was to formalize the process and ensure implementation between the coalition and DARCOBOA, few days after signing the agreement, the coalition lost its primary direction and started lobbying

with state officers while maintaining litter contact with the workers and bus owners. The findings supports the findings by Babeiya (2011) whereas trade unions are identified as marked with danger of cooptation and domination by state officers and instruments, which are in turn responsible for enforcement of collective agreements that are recognized under the law that governs employment in the country.

Ibrahim (2013) conducted a study to understand the roles of trade Unions and the problems that employees face in their working areas at Tanzania Union of Government and Health Employees (TUGHE) and Communication and Transport Workers Union (COTWU). The study found that the main problems were lack of enough salary, the habit of trade unions to side with employers, and lack of formal contracts for employees. The study noted that trade unions played a role of improving working conditions through negotiating collective agreements, representing employees in disciplinary and grievance proceedings, and helping employees understand setting basic labour standards. Thus, the study concluded that to some extent trade unions contributed towards improving working conditions of the employees. However, there were some problems with their branding among workers and impartiality. Findings from this study are important in that they remind us to look at the level of partiality and objectivity when trade unions try to resolve dispute between the employees and employers. This is an important factor that needs to be considered in the course of understanding how employees perceive the contribution of TAMICO towards promoting their employment security.

A case study by Mussa (2014), which was conducted at Tanzania Teachers Union (TTU) examined the challenges that members of trade unions faced, the problems that trade unions face in attending members' needs, and strategies that employees use in participating in improving employee's needs. The study found that majority of the workers faced a challenge of little pay. It also found that the biggest barrier that the trade unions faced was lack of supporting documents that justify members' claims. Moreover, the study established that transparency would be the strongest strategy for improving performance of trade unions. This study contributes some knowledge on the role of trade unions and the factors that affects their performance. However, the

study had some methodological faults, which makes its findings less credible. One strong weakness was an attempt to generalize from a small sample of 80 respondents while the trade union itself had more than 200,000 members countrywide. Equally, there is a notable confusion in operationalizing the research objectives. For example, the way the study uses the term ‘challenges’ does not logically tally with the questions, which were asked in the questionnaire that the study uses. Therefore, the study’s main weaknesses exist in the design and methodology. In the present study, the researcher will ensure consistency from the stage of designing the study, operationalization of concepts, and finally designing data collection instruments.

In light of the empirical literature, studies seem to agree on different aspects including the importance of trade unions, and the changing focus when looking at contribution in the era of liberalization. However, considering these changes related to liberalization, the new state and public sector relations and interactions, and the general persistently existing evidence of workers exploitation in the mines, construction, and energy sectors in Tanzania pose paradoxes that need to be studied. Guided by the literature, both theoretical and empirical, there is a need for having in place a framework for conceptualizing and analyzing the contribution considering a limited number of factors.

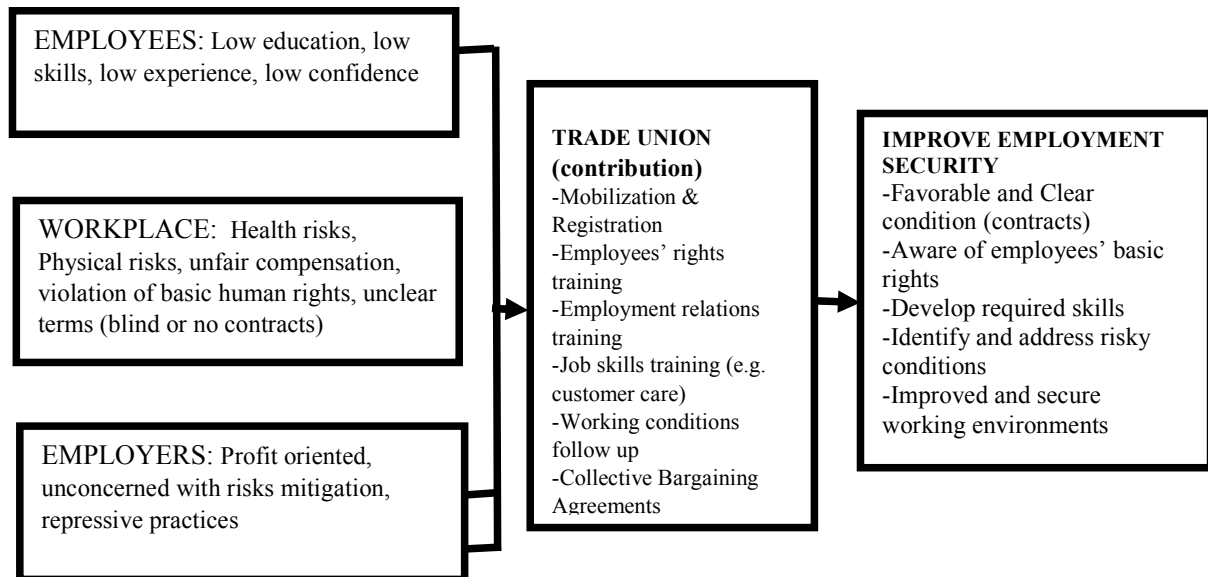
## **2.5. Study Gap**

The literature review shows that there is a consensus that trade unions may contribute towards improvement of working conditions for workers. Through collective bargaining, trade unions serve an important purpose. They increase the power of individuals to claim their rights through the ‘power of numbers’, which make the powerful employers respect claims of individuals. Equally, it has been clearly noted that sometimes trade unions bring matters of social concern to political agenda. In addition, trade unions are confronted by some barriers that affect their potential. However, the knowledge gap that this study needed to fill is what would be the context of such contribution if the workers have limited education and skills, but they work in potentially risky working environments as it is for fuel filling station workers?

## 2.6. Conceptual Framework

This section provides the conceptual framework that the study used. It starts by providing a conceptual model that brings together the key study concepts in a diagram. Thereafter, it identifies the key variables that the study dealt with.

**Figure 2. 1: Conceptual framework for the contribution of trade unions in improving employment security**



**Source:** Researcher (2017).

### 2.6.1. Description of the conceptual framework

There are three domains that need to be taken into account when examining the contribution of trade unions carrying out trade unionism activities including protection of employment security. The first domain suggested when analysing the contribution and effectiveness of Trade Unionism in relation to improved employment security is the employee domain. This means considering the capabilities of employees in question. These capabilities include their education, skills, knowledge, and experiences that determine whether they can articulate their needs (Gall, 1998). The lower the capabilities, the more the employees would need to depend on support from trade unions.

The second domain is the workplace domain or the employment itself. This includes the level and nature of hazards to which employees are exposed to. A well-established workplace is expected to have in place means and strategies for mitigating physical and health risks that may depress employees and make them feel insecure (Hyman, 2005). This may relate to working space, hygiene, the nature of leadership, and work procedures, and the general treatment of employees in the workplace. The better the workplace condition, the more secure the employees will feel and thus minimum reliance on trade union support (McGuire, 2002). In relation to this study, the researcher explored and documented the working conditions that the employees experience and any risks they feel exposed to if any.

The third domain to focus on is on the employer related forces, which relate to how the employer deals with employees and the initiatives that an employer takes in favour of protecting employees (Osterman, 1987; Virtanen et al., 2002). A concerned employer reduces the level of insecurity among workers and increases the feeling of belonging. On the other hand, employers who are profit centred and repressive make employees doubt of their job security.

In the process of promoting employment security, a contributive Trade Union is relevantly the one that addresses problems that to a large extent are rooted in the overarching needs of the employees as they experience them. Thus, apart from mobilizing members, a trade union must take stock of the issues that employees face and educate them on the best way to address those issues (Martin & Ross, 1999). In addition, organizing for improving skills and discipline of the members significantly increases their confidence and thus make them feel secured. In case of breakdown of order, a contributive trade union is expected to engage employers for effective collective bargaining and enter agreements with employers on behalf of employees. In addition, the trade union will make follow up whether problems that members raise and are brought at attention are addressed by employers.

If workers are effectively engaged by trade union, this contributes towards better relationship between employees and employers. Therefore, a trade union has a potentially positive contribution if it represents members agenda rather than its own agenda (Gallie, 1998). For example, in actual scenes, if the overarching cries of the workers are related to low wages and uncondusive working environments, trade unions agreements and declarations should seek to improve wages and working conditions among the members and beneficiary employees. Related to this study, the researcher attempted to explore if there is congruence between activities of TAMICO and the needs and concern that employees who were engaged in the study identified.

A successful balance of the three domains in a supportive and integrated way helps a trade union to bridge between the needs of employees and the employers. Equally, it increases awareness of employees on their basic rights, it increases their skills, and thus give them control over their job(Boxall & Haynes, 1997). A competent employee is certainly assured of the future of employment and thus increased confidence which in turn improves both economic independence, satisfaction, and job security in general (Feliciano, 2001). On the opposite, a knowledgeable worker may benefit from knowledge of laws and policies that gives them additional power(Bryson, Forth, & Millward, 2002). Therefore, the contribution of trade unions is more important for fuel filling station employees compared to highly skilled employees.

### **2.6.2. Study variables and Measurement**

The study is largely exploratory in the way that it sought to understand the perceptions of workers on the contribution of trade unions to their employment security rather than measuring the influence of trade unions on employment security. In the way, it also explores the main employment security that employees face, the key strategies that TAMICO uses to promote employment security, and the key challenges that TAMICO faces. In this respect, the contribution of trade unions (existence and activities in a work place) stands as an independent variable while employment security as a dependent variable.

The concern with measurement in this study would rather be with perceptions, which are measured in terms of proportions (frequency and percent). On the independent variable, which is trade unions, the contribution is measured in terms of employees' experience of selected activities such as mobilization, training, and follow-up on working conditions. On the dependent variable, especially employment security, the study is concerned with perceptions of the employees on the contribution on employment security.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

The previous part of this proposal was on a review of the literature. This part explains the methodology and techniques that were used in collecting and analysing data. It also describes the design, sampling procedure, and ethics strategies that this study adopted.

#### **3.1. Research Design**

There are different types of research designs, which range from experimental, semi-experimental, to non-experimental research designs. This study sought to explore the contribution of TAMICO to promotion of employment security among filling station employees. This objective could be best achieved through a case study, in which both structured information and in-depth insights were equally required, thus this study used a cross sectional case study design. Case study is suitable if a researcher wants to get in-depth analysis of the problem in its natural settings (Stake & Savolainen, 1995; Yin, 2012). When using a case study, a researcher may collect both quantitative and qualitative data to get in-depth insights as well as the context of the study problem. Therefore, the researcher wanted to get both perceptions of the workers and detailed experiences from TAMICO, the trade union management on its role, strategies used, and challenges.

#### **3.2. Study Area**

Study area refers to the actual geographical site where data is collected (Kothari, 1999; Madge, 1953). According to Baradyana and Ame (2007), it may also refer to the field of inquiry. Related to these definitions, the definition adopted is the one by Kothari (1999), especially referring to the geographical location in which the inquiry is conducted and the logic for its choice.

This study was conducted in Dar es Salaam. Selection of Dar es salaam is because it has well established activities of the employment sector ( fuel filling station) that the researcher wants to study. Despite the fact that other regions also have filling

stations, limiting the study to Dar es salaam helped the researcher to concentrate on TAMICO as an organization that is part of the study, which its main offices were located at the same region.

### **3.3. Target Population and Sampling Procedures**

#### **3.3.1 Target Population**

In this study, the target population is made up of the employees who work in filling stations. It includes only employees who are recognized by employers as entrusted with activities that expose them to fuel products such as petrol, diesel, and kerosene. The respondents were selected from filling stations, which are a target of TAMICO's operations.

#### **3.3.2. Sample Size**

Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Kombo & A.Tromp, 2006). According to Babbie (2015) a good sample must reflect the key characteristics of the theoretical population (businesses and construction sites in which employees engaged in the study are located) on which research is conducted. A good sample is required when conducting a research since it is a ground for relevance, comparability, and sometimes reliability and validity of the findings.

The planned sample was 123 including respondents in all the two categories. However, the actual participants in the study were 102 respondents from 52 filling stations (31 from city center and 21 outside the city) and two respondents from TAMICO who were interviewed. The sample size was set depending on the time and resources available for the study. Table 3.1 shows the planned versus actual numbers of respondents in the study.

**Table 3. 1: Planned versus actual participants in the sample**

	<b>Category</b>	<b>Planned</b>	<b>Actual</b>	<b>Percent</b>
1	Filling Station workers	120	102	85.00
2	TAMICO officials	3	2	66.67
	<b>TOTAL</b>	<b>123</b>	<b>104</b>	<b>84.55</b>

**Source:** Field data, 2017

As table 3.1 shows, the response rate was 85 percent for the questionnaire respondents and 66.67 percent for interview respondents making the average response rate 84.55 percent. Up to the end, 180 participants could not participate in the questionnaire mainly due to restrictions by their employers. Despite the fact that this response rate is at average high, it is worth noting that the respondents in the TAMICO officials' category were only three, which makes the percent too small (66.67). However, the two officials who were available could provide all the information that the researcher needed.

### **3.3.3. Sampling Techniques**

According to Babbie (2013), sampling is broadly categorized into two types of designs, namely random sampling (also referred to as probability sampling) and non-random sampling (non-probability sampling). Each of the two categories of sampling designs has its strength and weaknesses, which are to be considered when drawing a sample from a given theoretical population.

To maximize both objectivity and reliability of the findings, this research applied both probability and non-probability methods of sampling. This is basically because as related to the argument of Johnson and Turner (2003), probability sampling increases objectivity of the researcher towards selection of the respondents to take part in the study, while non-probability sampling ensures that some other pre-established dimensions that can help the researcher to get access to the most relevant information are considered. Thus, the researcher used three major sampling techniques.

#### **(a) Systematic Random Sampling**

Bryman (2006)) defines random sampling as a sampling procedure that selects population elements based on chances of occurrence; this ensures that the sample accurately represents the intended population. Simple random sampling was used to select filling stations. TAMICO had identified a total of 611 filling stations, which were its target. The researcher used it as a sampling frame to identify 120 stations, which were needed. Names were arranged alphabetically and the highest number noted, which was 611 then divided to 120 to get the sampling factor of 5.09. Therefore, the sampling interval was 5.0 meaning that the researcher selected the first filling station in the list. After that, systematic counting that involved one to five was used where those stations that were counted as the fifth were selected. TAMICO provided addresses of all the filling stations, which were selected.

#### **(b) Purposive Sampling**

The researcher used purposive sampling because it helped the researcher to get direct information for the study, it involved supervisors who have much knowledge and more information about their employees who are aware with what the researcher want. Thus, in addition to questionnaires, 10 employees who had supervisory roles at 10 of the filling stations were interviewed. In addition, the interviewees from TAMICO were chosen purposively since they had leadership positions in which they strategized for increasing outreach and coverage of TAMICO activities. Therefore, they were well informed of the challenges that TAMICO faced. Purposive sampling refers to a sampling technique where selection of a respondent to a sample is determined by an established purpose or dimension.

### **3.3. Data type and Sources**

Scholars argue that there should be logical connection between the needed information, sources of such information selected, and the methods and tools designed for capturing such information (Marshall & Rossman, 2014). In this study, efforts were made to ensure that the data needed strategically address the key

research questions and come from relevantly known data sources. Table 3.2 summarises the types of data needed and sources of such data.

**Table 3. 2: Data types and sources matrix**

	Needed Data	Source of Data and Collection Method
1	Information on employment security problems that employees face and measures that employers take to solve problems.	Questionnaire with 102 employees.
2	Perceptions of employees regarding the contribution of TAMICO towards promoting their employment security.	Questionnaire with 102 employees
3	Information on strategies employed by TAMICO to promote employees' employment security	Interviews with two TAMICO executive leaders
		Documented collective bargaining contracts between Trade Unions and employers, documents from TAMICO head office.
4	Challenges that TAMICO face in promoting employment security for filling stations employees.	Interviews with two TAMICO executive leaders
		Documented collective bargaining contracts between Trade Unions and employers, documents from TAMICO head office.

**Source:** Field data 2017

### 3.4. Data Collection Methods

Data collection refers to attracting and documenting relevant information from a broad range of available information, which is relevant for answering the questions posed by the researcher (Djolai, Kasper, Santos, Srivastava, & Waldman, 2014). In this the study, both primary and secondary methods of data collection were employed. Due to the nature of the research problem, the research relied on both secondary and primary data. However, primary data were most used. Specifically, the following methods were used in the collection of data. The reasons for using the specified data collection methods/tools are explained under each of the selected methods.

### **3.5.1. Primary Data collection**

These are direct information the researcher obtain direct from the field. Two main methods were used to obtain data from the field namely the questionnaire and interviews.

#### **(a) Questionnaire**

It refer to an instrument of data collection that consists of a set of predetermined and structured questions given to the subject to respond to in writing or to be filled by researcher through self-administered questionnaire (Adam & Kamuzora, 2008). This instrument was used to gather information from filling station employee respondents. The reason for using a questionnaire was that the study needed to compare perceptions on identified aspects such as knowledge of TAMICO across different demographic variables such as gender and age in employment.

#### **(b) Interview**

Interviewing was used to collect data from TAMICO executive leaders; it involved unstructured question. These were key informants since they have information on both coverage of TAMICO and the strategies and challenges related to promotion of employment security for filling stations employees. Interview is relevant since TAMICO executive leaders have knowledgeable, rich in information, and possess vast experiences about the activities of TAMICO. Thus, instead of instructing them what to say, the researcher aimed at learning from them since they are the ones who have experiences on how TAMICO interact with employers and their employees as well as outcomes of such interactions in their working places.

### **3.5.2. Secondary Data collection**

#### **(a) Documentary Analysis**

According to Kothari (1999), documentation as a data collection method refers to the use of any communicable materials such as text magazine, video, audio, journals or combinations, therefore, used to explain some attributes of an object, system or procedure. Since the aim of the study is to examine the contribution of TAMICO on improving employment security, it could not ultimately rely on primary data. This is

because previous efforts are documented in documents including contracts, agreements, meeting minutes, reports, as well as studies conducted by other scholars and organizations on related topics. Thus, such documents were collected and analyzed to evaluate both the potential and actual contribution.

### **3.6. Data Analysis**

Data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data group .It involve inspecting Transformation and Modeling of data (Kothari 2004) With the goal of discovering useful information to support decision making. This study had both quantitative data, which came from questionnaire and qualitative data from interviews and documents. The analysis of questionnaire data involved the use of the Statistical Package for Social Sciences (SPSS), after which statistical outputs were examined manually.

After processing, the data were summarized in frequency and percentage tables then examined to observe the main findings in relation with study variables. Then data were edited to ensure that the items were entered correctly and determine their accuracy, consistency, and appropriateness in order to avoid errors and biasness. Qualitative data from interviews and documents were analyzed using qualitative thematic and content analysis from which the researcher developed patterns of description and discussion in relation with the codes that emerged from the data. Then data interpretation and conclusion were drawn based on the research question and objectives.

### **3.7. Validity and Reliability of the Study**

Validity and reliability of the study findings are two closely related issues of concern in research. At the general level, valid and reliable researches are likely to be credible and authoritative. The next two subsections explain the steps taken by the study to ensure the validity and reliability of the study as the means for ensuring the authenticity of the study findings.

### **3.7.2. Validity**

Validity refers to the precision, accuracy, and correctness of research results considering the quality of the data and how the data were collected (Polit & Beck, 2004). According to experience Creswell (2004), a reliable study should reach findings that can be validated as reflecting the true state of the research problem and how it is. There are three types of validity namely constructive validity, which is associated with the process of establishing the correct operational measurement for the concepts to be studied; the second type is internal validity, which concerns the proof that only the independent variable caused the dependent variable or the approximated cause-effect relationship may be true; and, the third is external validity, which deals with to generalizability of findings (Yin, 2003).

In this study, different efforts were used different methods to ensure validity. The questionnaire was pilot-tested with three colleagues in the researcher's work place and five postgraduate students from Mzumbe University to ensure that the questions are consensually understood. Also, the interview and questionnaire questions were moderated by researcher to ensure that the questions addressed the set objectives. Further, the selection of respondents for the questionnaire was random in order to control the possibilities of bias in the selection process. Regarding the data from TAMICO, the study used data from the headquarters, which could be validated and information from interviews were crosschecked against available documented information.

### **3.7.1. Reliability**

Reliability refers to the condition that the measurement instrument and process, which the study uses should be able to produce the same or similar results when repeated overtime (Yin, 2003). It is more concerned with whether the measurement instrument is used to measure what it is supposed to measure or a right measurement scale is used for measuring the right constructs. It emphasizes that variations in the data should consistently reflect the actual variations in the characteristics of the population rather than the measurement scales. This study tested reliability of the questionnaire using Chronbach's coefficient alpha to ensure that they questionnaire

items were consistent. Table 3.2 overleaf shows the Cronbach Coefficient Alpha results for reliability test.

**Table 3. 3. Cronbach Coefficient Alpha for questionnaire reliability test**

Variable/Questionnaire item	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
Gender	47.41	.743
Marital status	47.36	.732
Age of respondent in years	46.38	.743
Level of formal education	46.25	.742
Years in the current employment	47.16	.744
Were you employed in any other filling station before joining the current station?	47.70	.729
If yes, for how many years	47.80	.730
Are you trained in any other skills?	47.25	.716
If yes what are the other skills	46.88	.759
There are steps to mitigate risks such as disease, theft, and accident at work place	47.55	.695
I receive my wage timely without difficult	47.42	.692
I am relatively satisfied with the salary and benefits I receive	47.36	.699
I feel that the management respects me and treats me fairly	47.47	.712
I work the duration that sufficiently allows me to rest	47.52	.690
My entitlement to leave is fulfilled without difficult	47.41	.694
When I am sick/having a problem I am assured I will not lose my job	47.13	.708
The management is concerned with my life than money and property	47.22	.707
There is a written job contract with my employer	47.48	.687
The terms of employment contract are clear and understandable	47.39	.689
I do not have fear of losing job any time and I feel safe	47.20	.701
TAMICO has efforts to mobilize new members to join in my work place	47.28	.734
There is information about the work performed by TAMICO at my workplace	47.48	.687
TAMICO has ever provided me with information about my employment rights	47.42	.691
TAMICO has ever gave me training to allow me do my work better	47.20	.702

TAMICO makes continuous follow up on employees' rights at work place	47.36	.689
TAMICO involves us employees in collective bargaining with employers	47.09	.716
TAMICO does follow up on different cases between employees and employers	47.42	.685
TAMICO emphasizes good relationship between us, employees and employers	47.45	.685
In general, how would you rate the overall contribution of TAMICO towards promotion of your employment rights and security?	46.42	.838
In general, what is your overall feeling of employment security	47.38	.730

**Source:** Field data, 2017

From table 3.2, the Cronbach Coefficient Alpha results for reliability test showed that the questionnaire items had a relatively good consistency. The Cronbach Alpha values if individual items were deleted ranged from 0.685 to 0.838. This indicated that removing any of the items could not lead into higher improvement of the scale, which meant satisfactory consistence.

### **3.7. Ethical Considerations**

Ethics refers to what is wrong and what is right in human societies or proper and improper (Kothari 2004). In this research, the ethics considerations include the following.

First, the respondents' freedom to decide whether they should participate in the study or not was respected. The researcher informed the respondents that they were free to decline from participating in the study in the course of filling the questionnaires or decide not to answer a specific question. This is called informed consent.

Second, names of respondents and their respondents were kept secret and anonymous. This is called anonymity.

Third, all information collected was not given to another person, but was used for the research only. This was done to ensure respondent privacy and protect them.

Fourth, all sources of information used in the study were properly acknowledged. To make the participants benefit from the study, the researcher had an opportunity to share the results with the leadership of TAMICO and advise them on how they could expand their outreach in order to serve more employees in the feeling stations.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

#### 4.1. Introduction

The first three chapters were on the introduction, methodology, and review of relevant scholarships. This chapter provides the presentation, analysis, interpretation, and discussion. The presentation follows the research objectives and their constituent questions. However, to get a picture of the sample population, which in fact helps the reader to understand the findings better, it is crucial to start with the basic respondents' profiles.

#### 4.2. Respondents' Demographic Profiles

Demographic attributes, which were important in relation with this study included respondents' gender, marital status, age, and the levels of formal education. The other ones were the time that the employee has been in employment with the current employer and whether the respondents had any other skills apart from fuel filling. Understanding demographic differences in the population is important since these differences affect both the perceptions across demographic groups in the population and how different respondent groups define the severity of employment security conditions to which they are exposed.

In the analysis, demographic characteristics served two purposes. At a basic level, they present a clear statistical picture of the sample population, which provided the data. At an advanced level, these attributes are analyzed as demographic variables, which may help one predict what groups of respondents were more likely to feel comfortable regarding their employment security despite the fact that they all work under closely related employment conditions. Table 4.1 overleaf summarizes the key demographic characteristics of the respondents who participated in the study.

**Table 4. 1: Respondents basic demographic characteristics (N=102)**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	46	45.1
Female	56	54.9
<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Married	56	54.9
Not yet married	33	32.4
Divorced	13	12.7
<b>Age category in years</b>	<b>Frequency</b>	<b>Percent</b>
18-35	63	61.8
36-50	39	38.2
<b>Formal education level</b>	<b>Frequency</b>	<b>Percent</b>
Primary education	42	41.2
Secondary education	60	58.8
<b>Time in the employment</b>	<b>Frequency</b>	<b>Percent</b>
Less than one year	50	49.0
1 to 2 years	45	44.1
3 to 4 years	7	6.9
<b>Have any other formal skills</b>	<b>Frequency</b>	<b>Percent</b>
Yes	37	36.3
No	65	63.7

**Source:** Field data, 2017

As Table 4.1 shows, the majority (56) of respondents, which translates to 54.9 percent are female respondents. This proportion shows the difference in gender in the workforce that filling stations employ in Dar es Salaam. From observation of the researcher in the actual population, the ration is likely to be six or seven out of every ten workers. In a follow up interview with one of the workers who was a filling station supervisor in Temeke, the respondent said that women are more preferred

since they are easy to control, employers trust them, and most of them are not likely to become a source of troubles in working places. From these responses, the researcher learnt that women are more preferred because they are not stubborn to employers even when their rights are at stake. In addition, most of the female workers are ready to work under poor employment conditions compared to their male counterpart.

The majority (56) of the respondents, which translates to 54.9 percent are married, 33(32.4 percent) are single, and 13 (12.7 percent) are divorced. This shows that many of the employees of filling stations are married. Two reasons may explain this. The first is presence of spousal financial support, which makes them afford living despite low earning while the second is the fact that married individuals are more likely to have reliable residential address and thus employers think they can trust them if they disappear with the money from sales.

In terms of age, the respondents' age ranged from 18 to 50. However, the 18 to 35 age groups had more 63 (61.8 percent) respondents compared to 39 (38.2 percent) respondents in the 36 to 50 years age category. The explaining factor here would be that, due to the need for energy to work for many hours, people who are aged 36 or above find it difficult to continue with employment in the filling stations. These findings are also supported by the duration at which the respondents had stayed with their employers, where 50 (49.0 percent) respondents had stayed less than a year, 45(44.1) had stayed more than a year, but less than two years while 7 (6.9) had stayed with their employers for between two and three years. No respondents had worked with their current filling stations for more than three years. This may suggest limited retention, which is may reflect unsatisfactory employment security conditions.

By looking at levels of education and skills, one may learn that, 42 (41.2 percent) respondents are primary school leavers, 60 (58.8 percent) are secondary school leavers and a small proportion 37(36.3 percent) had alternative skills that could give them alternative employment compared to 65 (63.7 percent). According to many of

the interviewees, employers preferred employees who were less educated and lacking alternative skills since they were more disciplined and retainable compared to those who had higher education and training. In addition, the supervisors reported that workers with lower education and skills were cheaper, easy to manage, and assured of availability. However, someone may think beyond what respondents said and thus the interpretation becomes that filling stations as one of the employment sectors that have poor working conditions, and that would always invest in cheap labour, which is easy to obtain, maintain, discipline, and replace at any time. Thus, the characteristics of the respondents who participated in this study reflects that filling stations are virtually characterized by environments of unsecure working conditions, which force them to strategically employ workers who should necessarily be vulnerable, voiceless, and easy to control.

#### **4.3. Employment Security Challenges Experienced by Employees**

Related to the first research objective, the aim was to find out whether employees had experiences of employment security conditions in their work place. To achieve this, we first asked respondents to provide an overall ranking of the feeling of employment security they had. The second task was to identify individual employment security conditions that individuals were experiencing in their work places. The next subsection starts with the general feeling of employment security among the respondents.

##### **4.3.1. General experiences of employment security**

As an entry step, respondents were asked to rank their feeling of employment security on a five point scale starting from “very low” (which was given a value of 1) to “very high” ” (which was given a value of 5). Table 4.2 overleaf shows the overall scores using frequencies and percentages.

**Table 4. 2: Frequency table on the overall feeling of employment security**

**(N=102)**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Very low	64	62.7
Low	24	23.5
Moderate	10	9.8
High	4	3.9
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source:** Field data 2017

From Table 4.2, the study findings show that the majority 64 (62.7 percent) experienced a feeling of very low employment security while 24 (23.5 percent) experienced a feeling of low employment security. Only 10 (9.8) and 4 (3.9 percent) felt that they had either moderate or high employment security. Of all the respondents, no one experienced very high feeling of employment security. This suggests that working with filling stations in the context of Dar es Salaam is associated with experiences of low employment security.

#### **4.3.2. Individual employment security conditions**

It would be appropriate to answer the question what would be the specific feeling of an individual who experiences employment security conditions. 11 variables were used in the questionnaire to identify whether respondents experienced some employment security conditions. These were existence of steps to mitigate risks such as disease, theft, and accident at work place, receive wages timely and without difficult, being satisfied with the salary and benefits, and feeling that the management respects them and treats them fairly. The other ones were work duration that sufficiently allows workers to rest, entitlement to leave without difficult, and the assurance that one could not lose job when is sick or has a problem. Lastly, they also included the concern of management about one's life and having a secure written contract with clear employment terms spelled out. Table 4.3 overleaf shows the results.

**Table 4. 3: Frequency analysis of responses on specific employment security conditions (N=102)**

<b>Employment security condition</b>	<b>Yes n (%)</b>	<b>No n (%)</b>
There are steps to mitigate risks such as disease, theft, and accident at work place	60 (58.8)	42 (41.2)
I receive my wage timely without difficult	52 (51.0)	50 (49.0)
I am relatively satisfied with the salary and benefits I receive	42 (41.2)	60 (58.8)
I feel that the management respects me and treats me fairly	52 (51.0)	50 (49.0)
I work the duration that sufficiently allows me to rest	60 (58.8)	42 (41.2)
My entitlement to leave is fulfilled without difficult	47 (46.1)	55 (53.9)
When I am sick/having a problem I am assured I will not lose my job	25 (24.5)	77 (75.5)
The management is concerned with my life than money and property	28 (27.5)	74 (72.5)
There is a written job contract with my employer	50 (49.0)	52 (51.0)
The terms of employment contract are clear and understandable	44 (43.1)	58 (56.9)
I do not have fear of losing job any time and I feel safe	28 (27.5)	73 (71.6)

**Source:** Field data 2017

Table 4.3 shows perceptions and feelings of respondents on their employment security conditions. For each of the conditions, respondents were asked to say where they felt secure “yes” or insecure “no” with the aim of identifying and ranking employment security challenges that they experience in their individual working environments.

The top challenge is that, majority of the employees had limited assurance whether the employers would continue employing them. A total of 77 (75.5 percent) of the respondents felt that they were not assured that their job would be secured if they fall sick for some days or experience a problem that required them to travel. In two of the interviews, interviewees were clear that they are not assured that their employment would be protected,

*If you fall sick and you feel you should not come to work you are giving the bosses the ticket to replace you. When you come back you will find no job and you don't have anywhere to go (Female respondent, Kinondoni)*

*..if you come tomorrow and someone tells you that there is no job you don't have to question. Decisions are made on spot and you have to turn your neck and leave. So what is important my sister is to keep quiet, pray to God, and do everything you are told to do as smart as you can (Male respondent, Msasani).*

Such responses show that, an employee cannot be assured that is going to be part of the company in the future. One reason that respondents associated with this is the fact that the relation that guide employment is not clear and sometimes employees do not directly communicate with their top management. Instead, supervisors who don't give clear terms employ some of the employees and tell them that they would be receiving certain levels of wages on which there are little chances to bargain. What they only know is their basic wages, which they could receive at any time of the week or month.

The second challenge that the study identified is limited concern of employers about employees' lives and wellbeing. A total of 74 respondents (72.5 percent) had a feeling that employers value what they produce than their own lives. In case of family problems or sickness, employers rarely take care of the employees. Many of

the employees who were interviewed had experiences where their colleagues had problems, but no one took care,

*These people are on the money side. One of our colleague was sick. She was admitted at Sinza for two weeks. When she got miscarriage and lost her baby, none of the bosses went there to say sorry to her. I don't know if a person will attend even if you die here doing their job (Female respondent, Kijitonyama).*

Such quotations suggest that, employers are less concerned with welfare of employees and thus in case of any problem employees have to stand by themselves. Therefore, such employees experience challenging environment of limited protection and limited guarantee that employers may take responsibility to solve problems that they may encounter because of their job.

Related to the two first challenges, the third challenge is that the workers are always threatened to lose job any time. A total of 73 (71.6 percent) respondents said that, their employers or supervisors had threatened them that they would lose job. In the interviews, firing was identified as one of the main tools that employers feeling stations use to silence the workers who demand their rights. For example, one of the interviewees at Goba explained;

*Here, "do you want your job"? is a daily question. You may come here late for two minutes only due to traffic jams, but a person threatens you to fire you. If someone wants, something from you will threaten you to fire you. These are the environments of our employment. Some of our colleagues compare them with employment as a waiter in the bars. When you go against what the boss thinks you should do you may lose job even if you have the right to say no (Female respondent, Goba).*

The other two challenges, which were closely equal in terms of their importance were the challenge of lower wages at 60 (58.8 percent) and lack of clear and fairly

communicated contractual employment terms by 58 (56.9 percent). Apart from the fact that majority of the respondents did not have written contracts of employment, those who had been employed by written documents (which indeed did not qualify to be contracts) had no documents that mentioned what the employers have to pay them as remuneration and other benefits. In three of the interviews, the researcher noted cases where employees did not know what they were to be paid until the end of their first months of employments. The main reason is that in such cases new workers fail to bargain on what they should be paid thinking that they would lose job if they do so. The quotation exemplifies such typical cases,

*..when you get here you start working. Sometimes you don't know the salary because if you start to bargain the salary others who need job will take it. When the end of the month comes, you receive what the boss thinks it is appropriate. Even those who signed letters sometimes receive money for fare and sometimes they don't.*

(Male Respondent, Ukonga)

An interpretation of this would be that, employees' rights and security issues are at stake because they do not sign formal contracts of employment when they are recruited. From interviews, the researcher found that new employees are just asked to come with letters of referees and introduction from local government authorities. Indeed, these documents serve little purposes in the future relationship between employees and employers. As one sided protective strategies, such documents become useful when employees attempt to disappear with some properties of their employers including the money from sales.

In addition to these challenges, in both the questionnaire and interviews, respondents pointed out different challenges that they faced as employees in the filling stations. These included lack of respect from employers, which sometimes involves the use of degrading and humiliating languages. Equally, some employees reported that the working schedules were unpredictable where sometimes a person could be asked to work for 16 hours a day without rest. Some said that some employers and supervisors tended to victimize them for unjustifiable reasons including making negative

decisions on them due to personal attitudes, relationship, and instincts. Therefore, both the working environments in the filling stations and limited competences among the potential employees and employees pose challenges that force employees to remain submissive and subjective so that they can get and keep their job.

#### 4.3.2. Influence of demographic factors on employment security perceptions

The analysis went further to find out if demographic variables such as gender, marital status, level of education, age, and training in other skills had any significant influence on perceived differences in perceptions on employment security conditions. This was done through crosstab analysis where the interest was in the chi-square test of independence and symmetric measure of strength of association. Since the variables were categorical (ordinal and nominal scales), the chi-square and Cramer's V statistics were the most appropriate. Therefore, important values were the Pearsons chi-square, likelihood ratio, p-values, and the Cramer's V values. Whereas the p-values measures association, the Cramer's V shows the strength of association particularly for nominal or ordinal variables, which may not be a case when relying on p-values. Table 4.4 summarizes the results.

**Table 4. 4: Association between demographic variables and employment security perceptions (95 Confidence Interval)**

Variable	Pearsons Chi-square ( $X^2$ )	Likelihood Ratio	P-value ( $p$ )	Cramer's V
Gender	8.733	8.849	<b>0.033</b>	<b>0.293</b>
Marital status	4.966	5.300	0.548	0.156
Age of a respondent	0.546	0.549	0.909	0.073
Education level	4.789	4.779	0.225	0.217
Years in the current employment	13.860	8.364	<b>0.031</b>	<b>0.621</b>
Having any other skills	10.636	12.232	0.100	0.228

**Source:** Field data, 2017

From Table 4.4, the findings show that, only gender and the years that the employees had been working in the filling station were associated with perceptions of employment security among individual employees. The  $X^2$  value of 8.733 with a p-value of 0.033 shows that gender difference are associated with difference in how individuals perceive their employment security (whether they feel secure or not). Equally, the  $X^2$  value of 13.860 with a p-value of 0.031 shows that the years that the employee had worked in that filling station was associated with perceptions of employment security. Since the p-values for the two variables were greater than 0.05 (critical significance value), then gender and years in the current employment were associated with perceptions of employment security.

The Cramer's V value for gender was 0.293 (between 0.2 and 2.9), which shows that the association between gender and perceptions of employment security is moderately strong. On the other hand, the Cramer's V for the years that the employee had worked in the filling station was 0.621, which is above the 0.3 threshold. Therefore, the association is strong. In this respect, the findings shows that the years that the employee had worked in the filling station and gender were the only variables that had significant effect on the perceptions of employment security. The likelihood ratios of approximately 8 shows that existence of differences in gender and duration of working in the filling stations was 8 times more likely to cause difference in perceptions of employment security compared to inexistence of such difference.

Training in other skills apart from filling fuel was found to have significant influence in terms of the probability on workers security perceptions with larger  $X^2$  and likelihood ratio values, 10.636 and 12.232 respectively. This suggests that the probability that an employee who had alternative skills would perceive employment security conditions differently (and indeed make a decision) is fairly high. However, the respective p-value of 0.100 and the Cramer's V of 0.228 (weak association) suggest that in the case of the selected sample, such skills were not significantly associated with the difference in perceptions.

#### **4.4. Employees' Perceptions on the Contribution of TAMICO**

The second objective of the study was to assess the perceptions of employees from fuel filling stations on the contribution of TAMICO towards promoting their rights and protection of employment security. The assessment was done by considering the general perception on the contribution of TAMICO and using eight criteria that show the perceptions of employees to whether TAMICO was engaged in activities, which could promote employment security as identified in the conceptual framework as well as the general assessment. To get a clear understanding, it is best to start with the overall rating of the contribution in which respondents were asked to rate the perceived contribution of TAMICO based on their experiences.

##### **4.4.1. Overall Perception of the contribution of TAMICO**

Related to contribution, the study sought to find out how employees from their experiences rated the overall contribution of TAMICO to promotion of employment security. Five rating scales, especially very low, low, moderate, high, and very high were used in the questionnaire, to which each of the respondent rated the contribution of TAMICO. Table 4.5 provides a summary of distribution of the ratings using frequencies and percentages.

**Table 4. 5: Workers overall rating of TAMICO's contribution on promoting their employment security (N=102)**

<b>Perceived rate of the overall contribution</b>	<b>Frequency</b>	<b>Percent</b>
Very low	48	47.1
Low	4	3.9
Moderate	27	26.5
High	23	22.5
<b>Total</b>	<b>102</b>	<b>100.0</b>

**Source:** Field data, 2017

From Table 4.5 one observes that the majority 48 (47.1 percent) of the respondent perceived TAMICO as having very low contribution. A total of 4 (3.9 percent) respondents thought TAMICO's contribution is low, while 27 (26.5 percent)

respondents perceived TAMICO as having a moderate contribution while 23 (22.5 percent) thought TAMICO’s contribution was high. No respondent thought that TAMICO had very high contribution. From the findings, taking into account the distributions, one learns that the respondents perceived the contribution of TAMICO on promotion of employment security as generally low.

#### 4.4.1. Contribution by individual Criterion

The eight criteria for assessment of the contribution included processes related to the mobilization, capacity building, and follow up and moderating relationship between employees and employers. For each of the criteria, respondents had opportunity to assess from their experience whether TAMICO met the criteria using binary responses, especially ‘yes’ or ‘no’. The statistical findings are presented in table 4.6 overleaf.

**Table 4. 6: Workers assessment of the contribution of TAMICO (N=102)**

	<b>Criteria for contribution assessment</b>	<b>Yes</b>	<b>No</b>
1	TAMICO has efforts to mobilize new members to join at my workplace	<b>46 (45.1)</b>	<b>55 (53.9)</b>
2	There is information about the work performed by TAMICO at my workplace	<b>50 (49.0)</b>	<b>52 (51.0)</b>
3	TAMICO has ever provided me with information about my employment rights	<b>46 (45.1)</b>	<b>56 (54.9)</b>
4	TAMICO has ever gave me training that allows me to do my work better	<b>28 (27.5)</b>	<b>74 (72.5)</b>
5	TAMICO makes continuous follow up on employees’ rights at my workplace	<b>42 (41.2)</b>	<b>60 (58.8)</b>
6	TAMICO involve us as employees in collective bargaining with employers	<b>14 (13.7)</b>	<b>88 (86.3)</b>
7	TAMICO does follow up on different cases between employees and employers	<b>46 (45.1)</b>	<b>56 (54.9)</b>
8	TAMICO emphasizes good relationship between us and our employers	<b>48 (47.1)</b>	<b>54 (52.9)</b>

**Source:** Field data, 2017

From Table 4.6, the findings show the workers' perceptions to whether TAMICO met selected individual criteria of contribution to their employment security. Regarding the efforts to mobilize new members to join TAMICO at their workplaces, only 46 (45.1 percent) against 55 (53.9 percent) agreed. Almost a half, that is 50 (49.0 percent) respondents against 52 (51.0) felt that there was information about the work performed by TAMICO at their workplaces. Forty six (45.1 percent) against 55 (53.9 percent) agreed that TAMICO had ever provided them with information about their individual employment rights. In addition, only 28 (27.5 percent) had received a sort of training from TAMICO that allowed them to do their work better while 74 (72.5 percent) had not. In these criteria, it appears that TAMICO has done a relatively little contribution in terms of mobilization, information, and capacity building to filling station workers.

The findings show that, TAMICO has also not provided a significant contribution in terms of actual deliverables to the workers and workplaces in the filling stations subsector. Only 42 (41.2 percent) against 60 (58.8 percent) had experience that TAMICO made continuous follow-up on their employment rights and security. A very small number, that is 14 (13.7 percent) felt that TAMICO involves them in collective bargaining with employers while a significant majority 88 (86.3 percent) did not. Whereas only 46 (45.1 percent) had experience that TAMICO does follow up on different cases between employers and employees, 56 (54.9 percent) did not have such experience. Finally, 48 (47.1 percent) respondents felt that TAMICO emphasized on good relationship between employers and employees while 54 (52.9 percent) did not. Overall, many of the respondents could not agree that TAMICO had significantly contributed on employment security in the selected contribution criteria.

#### **4.5. Strategies used by TAMICO to promote employment security**

The third objective was to identify the main strategies used by TAMICO to promote the rights and employment security of employees in fuel filling stations. Data for addressing this study objective were from interviews with TAMICO officials and documents, which were available at TAMICO offices.

In relation to the strategies used, the study identified different strategies that TAMICO used to promote employment security for employees in the fuel filling sector. However, these strategies seem to fall in three main categories. These strategies are pioneer strategy, monitoring strategy, educational strategy, and network strategy. Details on each of the strategies are provided.

#### **4.5.1. Pioneer strategy**

The pioneer strategy involves creation of dialogue opportunity and tapping in employees and employers in dialogue that result into development of consensus. TAMICO's management, based on its constitution has a mandate of identifying employees and employers in the sectors it covers and take them as a priority for solving employment problems in a given year. To make this strategy successful, TAMICO collects information on employment relations and employment security conditions in target priority subsectors, towns, regions, or work stations. After analyzing the information, the management develops a strategy for approaching the employers and their employees to get details on employment relations and employment security conditions in their work places.

From meetings that represent both employees and employers, the management of TAMICO propose a course of action that guide employees and employers to implement actions for improving workplace conditions and abiding by the minimum national and international labour standards and legislations. According to one of TAMICO officials who were interviewed, if the implementation based on mutual trust and cooperative improvement approaches fails, TAMICO management takes on the matter to guide the employees and employers through a collective bargaining process and sign collective agreement contracts,

*We start with pioneering interactive, friendly, and cooperative discussions aiming at making employees and employers understand what they have to do on their own to resolve existing tensions and make the working places harmonious. However, in some cases this fails and thus it forces us to guide them through a discussion that involves documenting the demands of the parties*

*and developing collective agreement contracts* (Interview, Male respondent).

#### **4.5.2. Monitoring strategy**

According to TAMICO officials, when they guide employers and employees into an agreed course of action, the remaining challenge becomes the implementation. In this respect, TAMICO has to make follow up to verify if the employers and employees implement the agreements they reached as agree. Therefore, this strategy involves tracking how successful employment rights promotion agreements, especially collective bargaining agreements are successfully implemented. As opposed to pioneering, its use depends on existence of prior engagement with employers and employees on matters that need attention and implementation that should be backed up with the understanding of the labour standards and the laws that guide employment relations in a particular sector or subsector.

#### **4.5.3. Educational strategy**

From the interviews and planned activities list at TAMICO, the study noted that there were strategies that sought to make employees in different sectors including petrol stations get information and knowledge on the basic rights that they deserve to get in their work places. Among others, the planned activities for the remained time of 2017-2018 financial year included providing training to members on the basic labour law rights. While the laws are in complex legal texts, TAMICO was aware of the need to make them simplified and clearly understood by employees who have low levels of education such as those in filling stations and mines. However, since there were no sufficient financial resources, most of the planned trainings, workplace visits, and workshops including those of the previous years were not executed at all.

#### **4.5.4. Network strategy**

During the time of the study, TAMICO was in the course of implementing an internal capacity strengthening process, which was financially supported. Following this capacity strengthening process, TAMICO developed a plan of action, which mainly focus on the Dar es Salaam city. The plan of action seeks to balance the role

of TAMICO across the subsectors, especially mining, energy, and construction and fairly cover all the three districts of Dar es Salaam namely Temeke, Ilala, and Kinondoni. In this plan, the TAMICO emphasizes the need for collaboration with other actors including the government, NGOs, and other stakeholders in delivering useful information that will help workers in its target sectors join. From the training of TAMICO executives that they received in 2016, they realized that collaboration and partnership would be the most important strategy for successful promotion of employment security in the target sectors including filling stations.

While TAMICO continues to strategize for improving its capacity to serve its target members better, it was clear from interviews that success would take a relatively long time. Apart from the fact that its image in the market is not well portrayed, it has additional challenges that would also require the management to develop strong inward and outward looking interventions before attaining the desired level of performance. Of the four identified strategies, the networking strategy seems to be the most efficacious as it may allow TAMICO to extend its outreach through resources owned by new collaborators and responsible government institutions. However, still the plan does not give a deserving weight the need to develop strong engagement of employers who seem to be not happy with the idea of making the workers well-informed of their rights and strengthening their bargaining power. The next section will synthesize the key challenges that TAMICO faces on its way towards achieving effective promotion of employment security.

#### **4.6. Challenges for TAMICO in Promoting Employment Security**

The fourth study objective was to identify the key challenges that TAMICO face in the process of promoting employment security for employees in the fuel filling stations. As it was for the strategies used to promote employment security, interviews with the two officials at TAMICO revealed that there are many challenges that TAMICO faces in the course of promoting employment security for the workers in the filling station subsector. In the analysis, the researcher grouped the challenges into four inclusive categories under four themes namely paucity of resources, the nature of the target clientele, management capacity, and the dilemma of legitimacy.

#### **4.6.1. Paucity of resources**

Paucity of resources refers to the observed lack of important resources that TAMICO needs in the current context to achieve the goal of reaching more of its target clients and engage them in activities aimed at promoting employment security. From interviews, it was noted that TAMICO has no strong and assured source of finance. The union depends mainly on the membership contributions from the members, which end up financing the day the day to day office operations rather than extending services to its members in their working places.

Given the very small and inadequate human resource, the union fails to strengthen its capacity to collect enough funds from membership fees. This is because filling stations and other workplaces have very large turnover; they replace employees very often while TAMICO takes years without visiting these working places and registering new employees. In addition to financial and human resources, the study found that TAMICO does not have well-established technological resources including electronic and information technology resources for maintaining and updating records of members as well as monitoring workplaces. Instead, the union personness relies on offline storage of files in the computer and printed backup of the records. According to the interviewee, sometimes it becomes difficult to track and retrieve information, especially when there are transitions in office holding.

#### **4.6.2. The nature of the target clientele**

The other challenge that TAMICO faces in the process of promoting employment security related to the target employees that the union deals with including those in the fuel filling stations. From interviews, the researcher noted that filling station workers are largely unconcerned with their rights. For example, according to the interviewee, the majority of the cases of labour rights violation are not reported. *“Even those that we have dealt with in the past, we pioneer on our own and identify that employees have problems”*. Therefore, while TAMICO is ready to take action for unjust actions in filling stations, employees themselves lack agency and hardly take action for their rights.

In addition to limited concern, the study identified that filling station employees hardly take action even if their rights are infringed because they are partly constrained by fear of losing job or being victimized otherwise by employers. The interviewee had view that,

*Someone who thinks of not getting job anywhere else if he loses the current one will always hold through anything bad and good provided that he can earn the daily bread”(Interview, female respondent).*

In this situation, one learns that the workers remain silent about their rights due to several reasons, which may include ignorance of the right, and the proper course to seek the right. Similarly, poverty and hand to mouth income that makes workers feel that they cannot survive for a day if their employment ceases and limited employability due to low education and skills make the workers passive victims of poor working conditions and working under insecure terms. Therefore, TAMICO is challenged by the fact that it is not only responsible for knowing what to do to address employment security problems, but also to open up closed rooms in which those problems are hidden (which is difficult, but must be done).

#### **4.6.3. Management capacity**

Management capacity as this study found relates to the limited capability to solve the day-to-day problems in the organization and focus on strategic issues. From the interviews, the researcher found that between 2014 and 2017, TAMICO was experiencing internal conflicts that also involved personalization of power and disintegration of the management team.

According to the informants, the tensions ended up with some top management members leaving offices without providing clear information that would allow new managers to successful address the existing problems. In general, the new management of TAMICO, which the researcher found in office was at stress of putting together the information from previous years that would allow the union to successfully reorient its performance. However, given the resources paucity and

nature of the clientele, the pace seems to be slow and needing ample time and assistance in terms of technical knowhow.

#### **4.6.4. The dilemma of legitimacy**

While TAMICO struggles to be a leading trade union that promotes employment rights and achieve better conditions for its members, the management of TAMICO recognizes that cooperation between employers and employees is prerequisite. However, the study noted that legitimacy of TAMICO was limited in the face of both the employers and employees. From field visits, it was clear to the researcher that employers perceive TAMICO as colluding with employees to make workplaces unmanageable and impose demands that are unbearable by employers.

On the other hand, the workers in filling stations owned by companies, which closely worked with TAMICO such as Lake Oil and Nat oil thought, had a feeling that TAMICO is not actually addressing their problems. Workers were looking at TAMICO as a collaborator of their employer who were not fulfilling their responsibility to the employees. In this was, as one of the interviewees said, sometimes the TAMICO management found itself having a big challenge of first creating trust in the eyes of both employees and employers at the same time seeking to bring the two sides together to address problems that relate to employment security using collaborative and partnership approaches. Generally, there is a challenge of how TAMICO should balance closeness with both employers and employees, which creates an image of divided loyalty.

#### **4.7. Conclusion**

This chapter provided the presentation, analysis, and interpretation of data as well as the discussion of the findings in relation with the study objectives and their related aspects. The pertinent findings from the chapter has been that given the nature of employment management in the filling stations and the low level of education, skills and competences, workers experience a continual feeling that employers would not be concerned with their employment rights and security. Despite the recognition by TAMICO that its efforts are important to promote employment security in the filling

stations, TAMICO faces many challenges that make its performance quite limited. These challenges include limited human and financial resources, divided loyalty and mistrust from both employers and employees, and the general technical knowhow that is required to make the implementation effective and efficient.

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1. Introduction**

The fourth chapter was on presentation, analysis, and interpretation of the study findings. This chapter provides a discussion of findings, which are organized according to the findings on each of the objectives.

#### **5.2. Discussion of findings**

The discussion considers how the findings relate to the existing theory, literature, and conceptual framework. Finally, it ends up by pointing out the most critical limitations that need attention when one applies the findings of this study to other cases and actual practices.

##### **5.2.1. Employment security challenges experienced by employees**

The findings of the study emphasized that the majority of the workers had experiences of employment security challenges. Despite the fact that there were differences, the challenges are commonly patterned in the way that most of them felt little control over their employment in the sense that any time they could lose the employment. Apart from that, the majority experienced that employees had little concern with their livelihood; they were rather concerned with getting the job done and profit. In addition, the study found that lower wages and lack of clear contractual terms that safeguarded employment relations increased insecurity among the workers.

These findings are consistent with the existing literature where they support studies such as (Mussa, 2014) who found that trade union members in Tanzania are mainly challenged by little pay and unlimited powers of organized employers against less organized employees who often failed to defend claims due to improper documentation. These findings are important since the alert researchers and policy makers to consider the context, which surrounds the interaction between trade unions and their members. Thus, it becomes clear that employees may continue to experience employment security changes even in contexts where trade unions play

their critical role. An important lesson becomes the need to understand the relativity of employers and employees' competences, power, and knowledge and how it affects the role of trade unions in favour of employment security challenges.

### **5.2.2. Employees' Perceptions on the contribution of TAMICO**

The findings of the study show that, TAMICO has very low contribution to the promotion of employment security. However, it is clear considering data from different sources that TAMICO has confined its operations to some specific geographical areas and working places. Despite the fact that many said TAMICO had low or very low contribution, 14 percent believed it had either moderate or a high contribution. However, it should also be noted that successful contribution to the promotion of employment rights might not be an automatic role of every trade unions. When one compares with results from interviews, it is possible to establish that barriers that affect the contribution of TAMICO are stem from multiple angles one of which were the limited competencies, passivity, and the apathetic nature of the employees in the fuel filling industry.

In general, these findings shows the need to take into account a broad array of factors including capacity of trade unions themselves, the structure and culture of organizations which trade unions target, and the social economic factors that empower or disempower employees to understand their employment rights and demand them. The study findings validates the conceptual framework proposed by the researcher, which suggested bringing together factors from different dimensions including workplace conditions, employers, employees, and trade unions in a holistic manner. It is therefore consistent with findings of studies such as Hines (1964) and Dasgupta (2002), which emphasize the importance of the wider social, economic, and political contexts that affect the role of trade unions including political cultures and ideologies.

### **5.2.3. Strategies used by TAMICO to promote employment security**

The study findings revealed that, TAMICO used different strategies to promote employment security. The strategies were classified into four distinct sets namely

pioneering, monitoring, educational, and networking strategies. Despite the fact that his classification can be used to develop a clear understanding of the adaptation techniques that trade unions use to keep their members engaged and supporting them, the classification has some kind of overlaps. For example, successful monitoring strategy requires a rational trade union to go back and use pioneering strategy. In contexts where the role of trade unions is contended, monitoring must equally involve pioneering.

In addition, while the findings revealed that the current management of TAMICO preferred use of the networking strategy, it could possibly be reasoned that the preference comes because of shifting in paradigm towards the governance paradigm, which is dominant in the management of all public affairs. The governance approach stresses the need for partnership and collaborative models, which may not be the most effective, efficient, or efficacious. Therefore, while the study emphasizes the need for employing partnership and collaborative models in promoting employment security, it does not attempt to prescribe that these models would be the most successful for trade unions in all contexts.

#### **5.2.4. Challenges that TAMICO face in Promoting Employment Security**

The findings of this study showed that there are different challenges that TAMICO face when it tries to promote employment security for employees in the filling stations. The challenges were grouped in four main categories identified under themes namely resources paucity, the nature of the target clientele, management capacity, and the dilemma of legitimacy and divided loyalty. The reservation regarding these findings would be that, TAMICO is working in different sectors apart from the filling stations, which are in the energy industry. While some of the challenges such as resources may apply to all the target sectors, some of the challenges such as the nature of clientele might be industry specific and applying to the trade unions that have members whose majority have low education and skills. Therefore, one needs to take caution, as these challenges cannot claim to be universally associated with all trade unions.

From these findings, the emphasis is that solutions for promoting the contribution of trade unions should be context sensitive. However, consistent with the study by Frey and Osborne (2017), this study validates and supports the theoretical assumptions that professional employees who are skilled and educated are more likely to aid trade unions to play their role. Findings also consistently support observations from Friedman (1987) and Ekeh (1975), which associated advance, politicization, and formalization of trade unionism, with the emergence of the elites in Britain and Africa. Related to the dilemma of legitimacy and loyalty, the study findings validated the assumptions of the elite theory where elites within trade unions would be necessarily expected to collaborate with employers who are economic elites and sometimes become insensitive with the agenda that the unskilled and uneducated masses primarily hold. Overall, the findings of this study sheds light for understanding employment security promotion context in the broader perspective that looks at employees, employers, employment conditions, and trade union as interdependent.

### **5.3. Study Limitations**

There are two limitations that the author would like to acknowledge in relation with this study. First, the study relied mainly on primary data from the field. For both interviews and questionnaire, only a small part of the information could be validated through official documents such as the action plan of TAMICO. In this context, the researcher analyzed and presented the information as the respondents had reported. Therefore, there would not be a 100 percent assurance of the validity of the information that the respondents provided through primary methods.

Second, in case of the questionnaire, the researcher was alerted from two of the petrol stations that the top managers had censored the respondents to tell them what they should answer in the questionnaire. While this was discovered in only two work places, the researcher recognizes that in case this had happened in other petrol stations, it could result into provision of responses that seek to portray positive images of the employers rather than the experiences on the ground. In this respect, there could be some variations between the actual employment security challenges in

some workplaces and what is reported in the questionnaires, which informed the findings of this study.

## **CHAPTER SIX**

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

#### **6.1. Introduction**

The previous chapter provided presentation, analysis, interpretation, and discussion of the study findings. This chapter summarizes the study, it provides the conclusion of the study, and finally the recommendations, which are based on the study findings and conclusion.

#### **6.2. Summary**

This study aimed at exploring the contribution of trade unions in promoting employment security for workers in fuel filling stations as one of the sectors that experience risky working conditions. The study was conducted in Dar es Salaam a central business hub of the country where most of the fuel filling companies have their offices and employ more workers due to the increasing demand for fuel products. TAMICO was selected as a trade union, which has a jurisdictional responsibility to register workers in the filling stations, educate them on employment rights, and facilitate collective bargaining between employees and employers to promote employment security.

Both primary and secondary data were collected. Data collection involved administration of 102 questionnaires over respondents who were randomly selected from filling stations within and outside the city centre business areas and interviews with two TAMICO officials and 10 filling station employees among those who participated in the questionnaire. Supplementary data were obtained from office documents at TAMICO offices. Analysis of the data from the questionnaire involved examining statistics that were coded and processed using the Statistical Package for Social Sciences (SPSS) version 20 software. Interviews and documentary sources' data were analyzed using qualitative content analysis methods.

The study findings revealed that filling stations virtually employed workers who could fit in their working conditions. Filling stations have environments of unsecure working conditions, which force them to strategically employ workers who should

necessarily be vulnerable, voiceless, and easy to control in terms of gender, education, skills, and other competences. The main challenges that employees experienced and were concerned with were limited assurance that employees would continue to employ them as acknowledged by 77 (75.5 percent), limited concern of employers about employees lives and wellbeing by 74 (72.5 percent), threat to lose job any time by 73 (71.6 percent), lower wages by 60 (58.8 percent), and lack of clear contractual employment terms by 58 (56.9 percent). Work environments are limited competences make (potential) workers in the filling stations necessary victims of employment security challenges.

The study findings also showed that, majority of the workers experienced employment security challenges in their workplaces. Up to 86.2 percent of the workers felt that the security of employment was either very low or low. The key employment security challenges that employees experienced included the fear of losing job when one falls sick or has emergency that needs travel to travel away (75.5 percent) followed by limited employers' concern with their livelihood (72.5 percent), then threats of being fired (71.6 percent). The other top challenges were lower wages 60 (58.8 percent) and lack of clear and fair contractual employment terms 58 (56.9 percent). Of the demographic variables, only gender and the duration that the workers had worked for the filling station were significantly associated with variation in perceptions of employment security. Generally, employees had a feeling that TAMICO has very low contribution to the promotion of employment security, which arises from an observed absence of TAMICO operations at most of the working places.

The study identified four distinct sets of strategies that TAMICO uses to achieve the promotion of employment security for its members. These were pioneering, monitoring, educational, and networking strategies. However, the study found that the current management of TAMICO preferred use of the networking strategy, which involves cooperation, collaboration, and partnership since it seems to be efficacious and cost effective. Finally, the challenges that TAMICO faces could be identified under four main themes: resources paucity, the nature of the target clientele,

management capacity, and the dilemma of legitimacy and divided loyalty. The study concludes by emphasizing the need to look at the problem of employment security in the fuel filling stations subsector as multiphase and thus requires a broad focus on employees, employment conditions, and trade union dimensions.

### **6.3. Conclusion**

The problem of employment security in fueling stations is necessarily complex and multiphase. This comes because of interacting factors in three domains. The first domain relates to working environment, including inadequate management of employment relations. This makes filling stations a place where compromising employment rights and security in favour of profit maximization is likely to be a common practice. Filling stations are therefore ‘high risk’ places when it comes to employment security and labour rights protection. The second domain includes limited educational and skills related competencies that make potential employees too submissive and passive to bargain, question employers, or demand their rights. The third domain is the lack of strong, assured, and institutionalized mechanisms for protection of employment security rights by trade unions and related stakeholders. This makes the workers in filling stations who are virtually ‘voiceless’ gain an additional status of being ‘helpless’. This study reinforces the need to look at the employee, employer, workplace, and trade unions' related factors as interdependent in the search for successful employment security promotion.

The study concludes that promotion of employment security rights in filling stations requires strong legal and policy mechanisms for ensuring compliance with labour standards in the filling stations. It also needs building capacity of potential employees and employees to understand their rights and responsibility in the promotion of employment security. Finally, there is a necessity of supporting and strengthening the capacity of trade unions including TAMICO to play their responsibility in promoting employment security through building positive relationship and collaboration between employees, employers, and other stakeholders including the government and its labour rights regimes.

## **6.4. Recommendations**

Based on the study findings and the conclusion provided in the previous section, the study makes seven recommendations in three categories. These categories are recommendations for action, policy, and areas for further research.

### **6.4.1. Recommendation for action**

- a) TAMICO should have a single area of specialization and commit its efforts to employees in a single sector rather than the wish to deal with employees in all the sectors, especially mining, energy, and construction. Apart from affecting efficiency in planning and setting goals, this lack of specialization makes other social entrepreneurial individuals and organizations continuously hesitate to establish trade unions that target the mining, construction, and energy sectors, which need strong and active trade unionism.
  
- b) TAMICO should liaise with other stakeholders who are working on employment security and labour rights projects in the country in order to find where they can collaborate in some of the areas and activities. Among others, the researcher found that, TAMICO would benefit well from working close with the International Labour Organization (ILO), Forum for International Cooperation's Decent Work Program, and the Youth Employment in Dar es Salaam (YEID) project, which is jointly implemented by Open Mind Tanzania (OMT), Youth of Africa (YOA), and Tanzania Youth Vision Association Alliance (TYVAA).
  
- c) TAMICO and other employment security and labour rights supporting organizations need to conduct extensive capacity building campaigns that should seek to develop good relationship between unskilled employees and their employers. In the study, it was noted that many of the employers think trade unions are on the side of employees only. On the other hand, some employees thought employers co-opt trade union officers wherever they visit their workplaces. Therefore, there is a need to mobilize the two sides to cooperate and build environments where employees are safe and thus they

enjoy working since they think employers are ready to protect them from job related risks.

#### **6.4.2. Recommendation for policy**

- d) The government of the United Republic of Tanzania needs to reform, formulate and implement compulsory laws that strictly require employers to have written contracts with all employees who enter employment with them. Failure to comply procedure to file the case to the court should be followed. The Employment and Labour Relations Act no.6/2004 does not have the provision which allows this.
- e) The ministry responsible for labour should enable a department that is responsible for inspecting and ensuring that filling stations take adequate steps to ensure safety and security for their employees. This also needs to restrict the maximum time duration through which employees should be exposed to petroleum and related benzene products per day. This is especially important for women who are at risk of bearing children with mental problems due to long time and unsafe exposure to petroleum and benzene products.

#### **6.4.3. Recommendation for further research**

- f) In connection with the findings of this study, the researcher proposes another research that should focus on understanding the possible health risks that employees who are exposed to petrol and gas products are likely encounter. This is important since most of the workers in fuel filling stations did not think there are any health risks apart from low wages, pressure of losing jobs, and working for longer durations.
- g) Finally, there is a need for a countrywide study that should entirely focus on the extent to which employment rights are respected and granted in the sectors, which employ unskilled workers including filling stations, mining, and construction. This is important because there were many complaints including those related to gender insubordination and sexual harassment, which needed voice, but given the time limitation and the scope of the study, the researcher could not explore them in details.

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## **APPENDIXES**

### **Appendix 1: Questionnaire for Fuel/Filling Stations Employees**

#### **INTRODUCTION**

Dear respondent,

My name is Lena Martin Nkaya. I am a Master's degree student at the Mzumbe University. I am doing a research on the contribution of trade unions towards promotion of employment security among workers TAMICO being my case. I request you to participate in this study by responding to these few questions. You only need 15 to 20 minutes to finish responding to the questions.

#### **A. RESPONDENT'S INFORMATION**

1. Gender

- 1) Male
- 2) Female

2. Marital Status

- 1) Married
- 2) Not yet married
- 3) Divorced
- 4) Widowed

3. Age of the respondent (years)

- 1) Less than 18 years
- 2) 18-35 years
- 3) 36-50 years
- 4) 51-59 years
- 5) 60 or above

4. Level of education

- 1) Less than primary education
- 2) Primary education

- 3) Secondary education
  - 4) University degree
  - 5) Other higher education (non-degree)
5. Years of employment in the current filling station
- 1) 1-2 years
  - 2) 2+ to 3 years
  - 3) 3+to 4 years
  - 4) 4+ to 5 years
  - 5) 5+ years
6. Were you employed in any other filling stations before joining this filling station?
- 1) Yes
  - 2) No [if the answer is 'No', skip question 6b.]
- 6(b) If yes in question 6, for how many years?
- 1) 1-2 years
  - 2) 2+ to 3 years
  - 3) 3+to 4 years
  - 4) 4+ to 5 years
  - 5) 5+ years
7. Are you trained in any other skills apart from the work you are doing here?
- 1) Yes
  - 2) No
- 7(b) If yes in question 7, explain your skills \_\_\_\_\_

**B. EMPLOYMENT AND EMPLOYER DOMAIN CHARACTERISTICS**

8. Choose the answer yes or no for each of the following statements in relation to your workplace and employer [put a tick]

		Yes	No
8.1	There are steps to mitigate risks such as diseases, theft, and accidents at work		
8.2	I receive my wages timely and without difficulties		
8.3	I am relatively satisfied with the salary and benefits I receive		
8.4	I feel that the management of the company respects me and treats me fairly		
8.5	I work the duration that sufficiently allows me to rest		
8.6	My entitlement to leave is fulfilled without difficulty		
8.7	When I am sick or have a problem for some days I am sure I won't lose job		
8.8	The management is concerned with my life than money and properties		
8.9	There is a written job contract between me and my employer		
8.10	The terms of my employment contracts are clear and understandable		
8.11	I don't have fear of losing my job any time, I feel safe		

8.9. Mention any three unfair, inhuman, degrading, or repressive practices that you have experienced at your work place (if any). If none, write "NONE"

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_

—

**C. CONTRIBUTION OF TAMICO TOWARDS PROMOTION OF EMPLOYMENT SECURITY**

9. Regarding your perceptions about the contribution of TAMICO to your employment security, give the answer yes or no, for the following questions.

		Yes	No
9.1	TAMICO has efforts to mobilize new members to join at my workplace		
9.2	There is information about the work performed by TAMICO at my workplace		
9.3	TAMICO has ever provided me with information about my employment rights		
9.4	TAMICO has ever gave me training that allows me to do my work better		
9.5	TAMICO makes continuous follow up on employees' rights at my workplace		
9.6	TAMICO involve us as employees in collective bargaining with employers		
9.7	TAMICO does follow up on different cases between employees and employers		
9.8	TAMICO emphasizes good relationship between us and our employers		

10. In general, how would you rate the OVERALL contribution of TAMICO toward promotion of your employment rights and security?

1. Very Low
2. Low
3. Moderate
4. High
5. Very High

**THANK YOU FOR YOUR COOPERATION**

## **Appendix 2. Interview Guide for TAMICO Executive Leaders**

### **INTRODUCTION**

Dear respondent,

My name is Lena Martin Nkaya. I am a Master's degree student at the Mzumbe University. I am doing a research on the contribution of trade unions towards promotion of employment security among workers TAMICO being my case. You are one of the most important persons who have useful information for this study, especially on the strategies, efforts, processes, and challenges that TAMICO go through as it attempts to fulfill its role in promoting employment security for the workers (particularly those who work in filling stations). I therefore request you to participate in this study by responding to these few interview questions. We only need 15 to 20 minutes to finish responding to the questions.

### **MAIN QUESTIONS**

1. Can we start by talking about TAMICO in terms of its role and development, and success in general?
2. As part of the efforts to promote employment for members employees, what are the strategies, methods, and techniques that TAMICO employ?
3. Let us now talk about the relationship between TAMICO and its key stakeholders such as employers, employees, and government institutions such as the industrial court and the commission for Mediation and Arbitration (CMA).
4. I would like to learn about the main challenges that TAMICO faces when trying to promote employment security for its member employees, especially those in the filling stations.

**THANK YOU FOR YOUR COOPERATION**