

**EXAMINING THE ROLE OF TRADE UNIONS IN SOLVING EMPLOYEES
PROBLEMS: A CASE OF MWANZA CITY COUNCIL**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: **“Examining The Role of Trade Unions Towards Solving Employee’s Problems: A Case Study of Mwanza City Council”**, in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

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DECLARATION

I, Lazaro Aloyce Mwanyenza,do hereby declare that this dissertation is my own original work and it has not been presented for a similar or any other award to any other University.

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Signature

.....

Date

DEDICATION

This research is dedicated with heartfelt to my lovely parents MR&MRS Mwanyenza, wife Rosemary Joachim and my daughter NoreenL. Nyenza. May God bless you all.

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ABSTRACT

The main objective of this study was to examine the role of trade unions in solving employee's problems. Mwanza city council as the case study. Simple random and purposive sampling techniques were used to get a total of 75 study respondents from distinct trade unions which are C.W.T, TUGHE, and TALGWU. Data were collected through documentary reviews, questionnaires, and interviews. Data analysis was based on qualitative analysis which is complemented by quantitative analysis presented in forms of tables, charts, and percentages. The findings of this study shows that trade unions havenot played its role to the extent that to insure employee's problems are solved and their rights are preserved since workers complain that their problems still exist in the working places while trade unions are there. The study revealed that if employees' problems could be solved there will be satisfactory working environment thus it will strengthen working and employment relationships. Therefore, underperformance of trade unions leads to employee's dissatisfaction resulting to high absenteeism rate and workers turnover. The study recommends the government should, reform regulatory framework of employment and labour relations acts in order to increase independent functioning of trade union alsoworkers should insure election and appointment of committed leaders to their trade union who could stand firm during defending the interests of its members to their employers'. This will result in good working performance and satisfaction to employees.

Key words; Trade union, Employee, Health and safety, Salary scale, Labour cases.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF APPENDICES	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Research Problem	6
1.3 Research Objectives	8
1.3.1 General Objective.....	8
1.3.2 Specific Objectives.....	8
1.4 Research Questions	8
1.5 Significance of the Research	9
1.6 Limitations of the Study	9
1.7 Delimitations of the Study.....	10
1.8 Organization of the Research	10

CHAPTER TWO	12
LITERATURE REVIEW.....	12
2.1 Chapter Overview	12
2.2 Conceptual Definitions.....	12
2.2.1 Trade Union.....	12
2.2.2 Employee.....	12
2.2.3 Employer	13
2.2.4 Collective Bargaining.....	13
2.2.5 A Collective Agreement.....	13
2.2.6 Motivation	13
2.2.7 Health and Safety	14
2.2.8 Conciliation	14
2.2.9 Arbitration	14
2.2.10 Mediation	14
2.3 Theoretical Literature Review.....	15
2.4 Empirical Literature Review	20
2.5 Research Gap.....	27
2.5.1 The Conceptual Framework.....	28
CHAPTER THREE	31
RESEARCH METHODOLOGY	31
3.1 Chapter Overview	31
3.2 Research Paradigm.....	31
3.2.1 Research Design.....	31
3.3 Area of Research	32

3.4	Sampling Design and Procedures.....	32
3.4.1	Distribution of the Sample	33
3.5	Variables and Measuring Procedures	34
3.6	Validity and Reliability	35
3.7	Methods of Data Collections.....	35
3.7.1	Questionnaire Administration	36
3.7.2	Interview.....	36
3.7.3	Documentary Review	37
3.8	Data Processing and Analysis	37
3.9	Ethical Issues.....	38
	CHAPTER FOUR.....	39
	RESULTS AND DISCUSSION	39
4.1	Chapter Overview	39
4.2	Data Cleaning	39
4.2.1	Reliability of Questionnaire	40
4.3	Demographic Characteristics of Respondents.....	40
4.4	Position of Trade Union in Assisting Employees in Wage Negotiation with Employers	41
4.4.1	Corruption	45
4.4.2	Fear.....	45
4.4.3	Disloyal and Incompetence	46
4.5	Contribution of Trade Union in Insuring Good Working Condition to Employees	47
4.5.3	Employee Welfare.....	50

4.5.4	Fair Practices	51
4.5.5	Legislation	52
4.5	Contribution of Trade Union in Assisting Employee into Different Court Actions	53
4.5.2	Participate in Arbitration	55
4.5.3	Participation in Mediation	55
4.5.4	Participation in Litigation.....	56
CHAPTER FIVE.....		57
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		57
5.1	Chapter Overview	57
5.2	Report Summary	57
5.3	Conclusion.....	58
5.4	Implication to the Research.....	60
5.4.1	Implication to Policy	61
5.4.2	Implication to the Knowledge	62
5.5	Recommendations	62
5.5.1	Recommendations to Trade Unions	62
5.5.2	Recommendations to Employees	63
5.5.3	Recommendations to the Government	63
5.5.4	Recommendations for Further Studies	64
REFERENCES.....		65
APPENDIX		72

LIST OF TABLES

Table 2.1: Summary Chapter.....	29
Table 3.1: Sample Size	34
Table 4.1: Cronbach's Reliability Test.....	40
Table 4.2: Demographic Characteristics of Respondents.....	41
Table 4.3: Association of Variables on the Position of Trade Union in Assisting Employees in Wage Negotiation with Employers	42
Table 4.4: Contribution of Trade Union in Insuring Good Working Condition to Employees	47
Table 4.5: Relationship between Trade Unions and Membership Benefits	53

LIST OF FIGURES

Figure 2.1: Conceptual and Theoretical Framework.....	28
Figure 4.1: Trade Union Assisting Employees in Wage Negotiation.....	43
Figure 4.2: Why Trade Union not Assisting Employees in Wage Negotiation.....	43
Figure 4.3: Contribution of Trade Union in Assisting Employee into Different Court Cases	54

APPENDIX

Appendix I: Questionnaire	72
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LIST OF ABBREVIATIONS

CWT	Chama cha Walimu Tanzania
ILO	International labor organization
JUWATA	Jumuiya ya wafanyakazi Tanzania
KMDA	Kilimanjaro Motor Drivers Association
MHRM	Masters of Human Resources Management
NUTA	National Union of Tanganyika Workers
NUTA	National Union of Tanganyika Workers
RAAW	Researchers Academicians and Allied workers
SPSS	Statistical Package for Social Science (SPSS)
TALGWU	Tanzania Local Government Workers Union
TAMICO	Tanzania Mining and Construction workers Union
TASU	Tanzania Seamen Association Union
TFTU	Tanzania Federation of Trade Union
TPAWU	Tanzania Plantations and Agriculture workers Union
TRAWU	Tanzania Railway Workers Union
TRL	Tanzania Railways Limited
TUCTA	Trade Union Congress of Tanzania
TUGHE	Tanzania Government and Health employees
ZATUCO	Zanzibar trade union congress

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Trade Unions are integral part of any organization. Whatever organization it may be, whether big or small, private or public, trade unions do exist to safeguard the interest of the employees working therein. A trade union also improves the living and the working conditions of the employees, Paragshir (2013). A trade union, like any other organization, emerges and grows in a definite environment. On one side the environment may either nurture or impede its growth and development trends.

On the other hand the organization might influence and shape the environment in which it carries out its functions. The dialectical relationship between an organization and its environment is therefore indispensable. The environment in this regard denotes the socio-economic, the legal and political contexts existing in the country at different times. These factors, by and large play a crucial role in influencing and shaping the behavioral patterns of trade unions. In order to attain a thorough understanding of the current trade union movement one need not negate the varying contexts in which the trade union movement originated and developed.

As such, the historical facts are essential. They should not be overlooked. History shows that the development of trade unions is closely linked to the industrial revolution. Schneider (2005) the issues of poverty, working and life conditions of dependent workers around 1850 provoked the creation of organizations allowing the joint expression of the workers interests.

Throughout contemporary history, trade unions have played a crucial role in making workplaces safer. In the United States for example, trade unions were fundamental to the development and passage of the Occupational Safety and Health Act in 1970. Schurman *et al* (1998) and the Coal Mine Health and Safety Act in 1969.

John (1995) Britain's trade unions possess' longest history as workers organization than anywhere in the world. In 1990 they face deep seated problems yet they were more popular than at any other time since 1960s. Despite reverses around half of the workforces are still covered by the collective bargaining thus trade unions are inseparable from the society in which they are created and recreated. Collective organization of workers by hand and brain they come into being as a response to capitalism which created antagonism over the terms and conditions of employment. Conflict is structured by the interest of employers of maximizing profit which competes with the employee's interest in maximizing wages and balancing power between individual workers and employers. Trade union mobilizes power to redress the bargaining imbalance between employer and employees by articulating conflict between capital and labor and render more equality, Heymans (1975).

According to Bacon (1999) in industrialized world workers are becoming more insecure due to the decline of trade unionism as primary institution upon which the employees are relied for protective regulation at work. As union membership and coverage by collective bargaining have fallen in Britain, Australia, New Zealand, the USA, Germany, and other countries, so workers vulnerability to offensive action by employers and to hostile market forces has increased. In Britain available evidence indicates that episode of employer derecognition of trade unions has been followed

by decline in relative wages, great use of contingent contract and the imposition of managerial characterized by tighter discipline, work intensification and close scrutiny of individual employee performance. Security in various manifestations it seems to decrease when protective shield of trade unions is removed. While decline may hasten the birth of insecure workforce, the reverse may be true and the shift towards insecure employment. On the other hand poses a series of threat to unions because workers are difficult to organize and difficult to present. Josev (2002) contends that trade unions in developing countries have not achieved a secured income for the majority for the workers. Thus, there is need for them to develop a wide support base which addresses the needs of many constituencies, including schemes which involve job creation and active involvement in human resource development.

In Africa Trade unions are restricted in terms of the proportion of the nation's labor force that they organize, Adu-Amankwah (1993). In Ghana the coverage is about one quarter of formal sector workers. Their limited coverage notwithstanding they do have a role to play in terms of promoting workers rights. The formation of trade unions cut across the troublesome ethnic, political, and religious divides. The primary concern of trade unions has been the defense of workers' rights in the work place. It has been easy to conceive of any process of defending workers' right as promoting democracy, Fossum (1985).

In Africa there are some events that have caused erosion in trade union strength. Mozhayev (1990) this includes Changes in the nature of production which no longer prompts workers to associate as they used to. Decline in the size of workers with the tradition of organizing and an increase in the number of golden-collar workers,

highly educated and highly skilled specialists who are not much interested in organizing, also the Structural Adjustment Policies of the 1980s which has caused the transfer of nearly all public enterprises and industries to private owners who are only interested in making profit and therefore exploit labor. World Bank and IMF created conditions that gives them complete control over countries and only grants credits to developing countries that show proof that their economies are healthy by closing many “inefficient” enterprises, and modernize production with the consequence of reduced labor force and erosion of trade union strength.

The result has been a drastic fall in the membership of trade unions, loss of revenue and the breakup of trade unions into even smaller units in some nations. Any attempt by workers to defend their interests by opposing ultra-liberal policies is interpreted by their government as attempts by trade unions to hamper efforts to modernize the economies of their countries, Kester (1997). Therefore all of these leading to general erosion and suppression of the roles of the established trade unions towards defending workers rights.

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

In 2000, the Trade Union Congress of Tanzania (TUCTA) was founded as a new umbrella of organization for the unions in the country thus Tanzanian Industrial and Commercial Workers Union (TUICO), Tanzania Local Government Workers Union (TALGWU), Researchers Academicians and Allied workers (RAAWU), Tanzania Seamen Association Union (TASU), Tanzania Railway Workers Union (TRAWU), Tanzania Government and Health employees (TUGHE), Tanzania Plantations and Agriculture workers Union (TPAWU), Tanzania Mining and Construction workers Union (TAMICO), Communication and Transport and workers Union (COTWU) becomes under TUCTA.

Shivji (1986) the industrial relations policy after independence geared towards prevention of strikes (by outlawing strikes), improvement of economic rights and address workers rights within the context of the goals of the country to achieve rapid economic development. Collective bargaining became impossible under those conditions instead the government set mechanisms for fixing wages and other fringe benefits. Workers were introduced to the culture of wage/salary increase announcements by the government during May Day.

What to note is that the post independence governments, for three decades, did not create a conducive environment for the growth and development of an autonomous trade union movement contrarily to what has been stipulated on The Employment and Labor Relations Acts. i.e., the Act, 2004 section 4 which defines trade union as “any number of employees associated together for the purpose, whether by itself or with other purposes, of regulating relations between employees and their employer or employers’ associations to which the employers belong”.

Therefore trade unions are there not for struggling to secure benefits of their members, such as financial gains like rise of wages, bonuses, various allowances, insurance benefits, overtime payment and non financial benefits such as job security, comfortable work place, recreational facilities and decreasing fear of employer through collective bargaining.

Shivji (1986) the regimes deliberately destroyed the symbiotic relationship between the union and their members leading to weakening of their core function stated and known as trade unions are considered with the major principal purposes to negotiate workers and working condition terms, regulate relations between workers and the employer take collective action to enforce the terms of collective bargaining, raise new demands to its members, and help settle their grievances.

1.2 Statement of the Research Problem

The right to formation and participate in Trade unions is enshrined both in an international and local instruments. At international arena, the International Labor Organization (ILO) passed the Freedom of Association and Protection of the Right to Organize Convention, No. 87 of 1948 and the Right to organize and Collective Bargaining Convention, No. 98 to provide the freedom of Association. Tanzania has already ratified both Conventions. In Tanzania Article 20 of constitution of the United Republic of Tanzania of 1977 as amended from time to time, provides for the freedom of association. Again S. 9 (1) of Employment and Labor Relations Act, 2004 provides every employee with the right to form and join trade Union and to participate in the lawful activities of the trade union. To know the influence of trade unions in Tanzania, the focus is directed on the size of trade unions in terms of

members, their role in collective bargaining and dispute settlement and the extent of trade union activities. To know their role currently, the guiding factors of assessment is also based on the purpose or goals of their formation or their existence based on various theoretical frame works of scholars.

TUCTA report (2007) there is absolutely no doubt that both government employees and non government employees despite of being members of trade unions still remain with working grievances like low wages, poor working conditions, poor health and safety, fear of termination to their employers when demanding their interests, unlawful termination, fear to participate on lawful activities of trade unions.

HakiElimu and TTU (2004) conducted a study to investigate teachers' payment in Tanzania and realized that teachers are earning less than what is required for their human survival. Teachers in Tanzania earn about \$120 a month. Sumra (2006) who claims that "teachers are facing many and complex problems in Tanzania". These problems range from low salaries to low status". John (2010) indicates that Government schools do not offer quality education because teachers are demoralized to work effectively due to low salaries they get, poor working conditions and poor treatment they are getting from the government. Manyele et al (2008) in government hospitals working environment is terrible as Needle stick injuries accounted for the largest part of the most common accidents (52.9%) followed by splash of blood from patients (21.7%) burn injury from chemicals (10.6%) and slippery floors (5.9%). Most of the hazardous activities were carried out by nurses and attendants. Chemicals used in hospitals were mainly antiseptics and disinfectants, which causes skin burns during handling and use.

Therefore there is a long standing complaint from different government and nongovernmental employees that the existing Tanzanian trade unions do not fully support employees in collective bargaining and dispute settlement towards solving the labour related problems in their working place. This weakness motivated the study with an intention to examine the role of trade unions in solving employee's problems by assessing them through functions, aims, and their objectives of existence.

1.3 Research Objectives

1.3.1 General Objective

The purpose of the study is to assess the role of trade unions in solving employee's problems.

1.3.2 Specific Objectives

The study is guided by the following objectives.

- (i) To examine the extent of trade union towards assisting employees in wage negotiation with their employers in getting high wages.
- (ii) To assess the contribution of trade union in insuring good working condition to employees.
- (iii) To examine the contribution of trade union in assisting employee into different court actions and other court proceedings on their labor related cases.

1.4 Research Questions

The research question revolves around the three specific objectives that have to be answered as follows.

- (i) Are trade unions assist employees in demanding the rise of the required salary scale level?
- (ii) Do trade unions negotiate with employers to insure good health and safety at work place?
- (iii) Are trade unions assist employees in labour related cases and other court proceedings?

1.5 Significance of the Research

The findings will be useful as it will contribute to the existing knowledge on how to institute and implement trade union activities according to their basic objectives.

In policy making the Ministry of Public Service Management in Tanzania can use the findings from this study to make review and decisions related to management and functions of trade unions particularly in the Local Government Authorities (LGAs).

The result will provide clear picture to what extent trade unions in Tanzania are playing their roles in solving employees' problems. The research is part and parcel of the partial fulfilment of the requirement of the award of Masters of Human Resources Management (MHRM). It will also broaden the researchers understanding on the subject of trade unions and their position towards solving employee's problems.

1.6 Limitations of the Study

This study was limited to a small sample of 75 employees of Mwanza city municipality due to factors including funding and time allocated for the study. Trade

unions participated in this study represented workers who are under TALGWU, CWT and TUGHE. In the schools, hospital and local government employees selected not all employees participated in the study. The focus of the study was on getting employees views and perceptions on the role of trade unions in solving employee's problems. Due to the small/unique sample available for the study, results may not be generalizable beyond the specific population from which the sample was drawn but forms the basis for understanding on the role of trade unions in solving employee's problems.

1.7 Delimitations of the Study

The study was made successful by easy access to employees by researcher in gathering information regarding the role of trade unions in solving employee's problems. Data were collected to employees who are employed in schools, hospitals, Mwanza city council and data collection instrument was a questionnaire, documentary review for all employees and an interview guide for trade union officials.

1.8 Organization of the Research

This dissertation consists of five chapters. Chapter one: the introduction this chapter consists of background of the research problem, statement of the research problem, research objectives both general and specific objectives, research questions and significance of the study, Limitations of the Study, Delimitations of the Study. Chapter two: Literature review. This consists of an over view, conceptual definitions, theoretical literature review, imperial literature review, research gap, as well as conceptual, theoretical framework and chapter summary. Chapter three:

consists of an overview, research philosophy, survey population or area of research, sampling procedures, variables and measuring procedures, validity and reliability and methods of data collection and ethical issues. Chapter four: data processing, analysis, results and discussion. Chapter five: conclusion, summary and recommendations of the report.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

The purpose of this chapter is to review the theoretical literature on how trade unions contribute in solving employee's problems on their working places. The chapter starts by discussing definition of key concepts, then the trade unions Overview, followed by the theoretical and empirical literature review and lastly the conceptual framework.

2.2 Conceptual Definitions

2.2.1 Trade Union

This refers to as an organization or workers that have been formed specifically for the purpose of maintenance and improvement of the condition of their members working life. Also trade union as “any number of employees associated together for the purpose whether by itself or with other purposes of regulating relations between employees and their employer or employers’ associations to which the employers belongs”. The Employment and Labor Relations Act, 2004 section 4, Webb (1920).

2.2.2 Employee

The concepts denotes to anyone who has agreed to be employed, under a contract of service to work for some form of payment. This can include wages, salary, commission and piece rate, home workers people who have been offered and have accepted job, fixed-term employee's, seasonal employees, casual and part-time employee's, employees on probationary and trial periods, Armstrong (2003).

2.2.3 Employer

The concept refers to any person, including the Government and an executive agency, who employs an employee; ELRA sect: 7 (2004).

2.2.4 Collective Bargaining

These are those set up by agreements between managements, employers' associations, or joint employer negotiating bodies and trade unions to determine specified terms and conditions of employment for groups of employees. Collective bargaining processes are usually governed by procedural agreements and result in substantive agreements and agreed employee relations procedures.

2.2.5 A Collective Agreement

This refers to the outcome of the collective negotiation and may contain issues ranging from wages, working hours, benefits, job grading, promotions and dispute settlement among others. Collective bargaining is essentially a process of negotiation of conferring and, it is hoped, reaching agreement without resorting to force (although hard words may be exchanged on the way), Armstrong (2006). Also 'collective agreement' means a written agreement concluded by a registered trade union and employer registered employers' association on any labour matter; ELRA (2004) Armstrong (2003).

2.2.6 Motivation

It is the intensity of a person's desire to engage in some activity. Omary (2011) maintains that motivation is a complex and illusive human phenomenon which defines humanity what we are and what we become, explains our poverty, success and failure and all goal directed behaviours are governed by it, Dessler (2001).

2.2.7 Health and Safety

These are programmes concerning with protecting employees and other people affected by what the company produces and does against the hazards arising from their employment or their links with the company, Armstrong M (2009).

2.2.8 Conciliation

An attempt through informal discussions to help parties in a dispute to reach their own agreement. The third party does not recommend or decide on a settlement. One advantage of this process is that it helps the parties to retain ownership of the resolution of the problem, which can in turn bring greater commitment to its implementation. Conciliation is the most frequently used form of third-party involvement, Armstrong (2006).

2.2.9 Arbitration

Armstrong (2006) it is the process where the parties put the issue to an independent third party for determination. The parties agree in advance to accept the arbitrator's decision as a means of finally resolving the matter. There is sometimes a reluctance to use this method as it removes control over the final outcome from employers, employees or trade unions.

2.2 10 Mediation

Formal but non-binding recommendations or proposals are put forward for further consideration by the parties. The use of dispute mediation is rare, partly because it is seen as a halfway house. There is sometimes a feeling that if conciliation cannot succeed, it may be best simply to go all the way to arbitration adjudication although

it is less formal as the arbitration process is quasi-judicial and not adjudicative, Armstrong (2006).

2.3 Theoretical Literature Review

There are various theories to explain the reason or objectives for the formation and existence of trade unions. These theories provide objectives and goals of trade unions which provide us with benchmarks for evaluating them and how to go through in assessing their contributions towards solving employee's problems.

Revolutionary Theory. The theory was developed Karl Marx In his books Poverty of Philosophy (1847) and the Communist Manifesto (1848). The theory is known also as the Theory of “class war and dialectical materialism”. For Karl Marx the purpose for existence of trade unions is to overthrow capitalism. Marx also believes that every trade union or proletariat class consciously or unconsciously has to involve in political action which is indispensable for achieving economic equality.

Trade Unions are therefore the instruments for class struggle between proletarian workers and capitalist businessmen. Its short run purpose is to eliminate competition among labour, and the ultimate purpose is to overthrow capitalist business man. Trade union is pure simple a class struggle, and proletarians have nothing to lose but their chains and they a world to win. Marx is of the opinion that trade unions should aim not only for abolition of wage system but for gaining political power through revolutionary watch work which means the trade union shall not remain as bargaining agent for wages but shall aim at political power so that there will be equal society, Shiva (1970).

As far as the theory is concerned Marx is on the two conflicting parties that are the employers and employees where by the employers are the ones who controls and run the state (Government) and are the ones who establishes strong exploiting legal mechanisms which undermines workers working life such as low wages, long working hours, poor working tools .In contemporary business environment the rulers are the capitalists. According to this theory, employees should strive on strengthening power through their trade unions as a proletariat class through involving in political activities forming political party to compete and take total control of the ruling system in order to create safer and favourable legal grounds for employees who are working in. Therefore the employee problems could be solved by working under the political and economic system controlled by working class themselves.

Evolution theory. This theory is known also as “the theory of industrial democracy”. It was formed by Sydney and Beatrice Webb’s .According to them trade union is an extension of the principle of democracy in industrial sphere. In other words, Webb’s (1920) argue trade union is not an instrument to overthrow capitalism as argued by Karl Marx, but as a means of equalizing bargaining power of labour and capital. Trade unions provide a means by which workers overcome managerial dictatorship in one hand and express voice and empower their participation in decision making processes in work organizations.

On the other hand through conclusions of collective agreements, trade unions and employers or employers’ associations have established various Workers Participations in Management (WPM) models. These include Joint Consultations

Councils, Consultative Committees, and Board representations. This in turn has expanded industrial democracy, workers participation and enhanced peace and harmony in work organizations.

When we apply the theory trade unions should function as a body which regulate differences between employees and employers and concentrates on advocating workers participation on management as the way in which the industrial democracy will be enriched. The working relationships is going to be strengthened by allowing employees jointly participate in Managerial decisions and discussing about their interests with their employers. In doing so employee problems will be solved leading to working satisfaction.

Lenin's Theory. Lenin says "The economic struggle is a collective struggle of the workers against the employers for better terms in the sale of their labour power, for better conditions of life and labour. This is inevitably a trade union struggle because the conditions of labour differ greatly from trade to trade. Here Lenin differs from Marx and says that the working class by their very nature of their needs will get trade union consciousness but in order to have political consciousness some outside help is needed so for making the workers politically class conscious the contributions of the intellectuals are needed. He directs that the intellectuals must lead the struggle of working class not only for better terms for the sale of labour power but also for the abolition of the social system which compels the property less class to sell itself to the rich. Lenin is of the opinion that the workers aim shall not be economical struggle or the abolition of the very wage slavery but its scope shall be extended to political power in order to have a favourable legislation, Shiva (1970).

It is important to consider the theory, Trade unions by themselves they cannot manage to overthrow the existing socio political system undermining their working rights thus trade unions could affiliate themselves with other political parties by allowing intellectuals from these parties so to join a trade union so that it could be extended into strong political party. The political party in turn will control the political system leading to the establishment of legislation which favour employee's interests. Therefore the trade union by their nature should create the political platform in struggling to overthrow the existing system thus the employee problems will be solved.

Gandhian theory. Kankha (2003) This approach was propounded by Mahatma Gandhi. As for this approach, trade unionism is based on “class collaboration rather class conflict and struggle of Marx”. The idea is workers to take due share from capitalism by reform and self-consciousness through trade unions. Therefore for him, trade union is not only related to material, but also to moral and intellectual aspect.

Similarly trade unions to a large extent are not means of opposing capitalism mode of economy but a means to champion improved social and economic welfare in the capitalism or liberalised business environment. As far as the theory is concerned Trade unions has to work enough to build employees awareness with regard to their work rights at the legal perspective as a vast size of employees are not aware of employment or labour laws and instruments protecting their welfare, there after making collaboration with employers and taking due share within the capitalist production and other economic systems. Therefore by taking share will enable them

to be included in the whole process of controlling capital as the source of exploiting nature to employees and solve their working problems.

Union control of industry' theory. The theory was propounded by Cole's. The theory of the trade union movement is the same theory that of class struggle of Marx. It was in 1913 in his book "The World of Labour" that he gave a systematic shape to his theory. He argues that unionism is class struggle and the ultimate is the control of industry by labour and not revolution as predicted by Marx. Cole's approach is syndicalist approach which advocates workers shall not aim at merely wages but also get the control of industry in partnership with state. Cole wants that the trade union has to play economic role coupled with political activity which is control of industry.

According to him the main role of trade unions is how to run the industry rather than how to maintain state. As far as the theory is concerned, the employee through their trade unions has to focus on increasing economic struggles in order to gain power to run the industry. There for the strength of the theory is that for the employees to be the owners of industries coupled with political activities will be the way of solving their working problems.

Harold J. Laski It is from his work "**Trade Unionism in the New Society**" (1950) that we get his ideas on Trade Unionism. He wants that the Trade Unions must be guided by long-run philosophy in their struggle against capitalists. According to Laski, "The supreme duty of trade union is raising the standards of workers and therefore of their leaders is to set economic policy in the political perspective that makes its fulfilment possible". For this the political philosophy is needed. Trade

unionism in the hands of Laski is much more political trade unionism. By political trade unionism he does not mean that the trade unions shall affiliate themselves to political parties but he meant that the trade unions themselves grow as political party. He maintains that the capitalism must be replaced by the philosophy of socialism. Therefore in order to face the strong capitalism, the workers need the philosophy of socialism Singh (2004).

Again for Harold's views when we apply the theory trade unions must work and grow by itself at any challenging environment to become a strong political party and formulating long run economic and political philosophy to change a society from capitalism to socialism. The root cause for employee problems is the exploitation done by the employers, there for employee problems could be solved by enacting socialistic philosophy which advocates equality for all.

2.4 Empirical Literature Review

Hank (1999) conducted a study on the "role of trade union in development". The study was conducted in western Europe and serve the objective as to highlight the potential role of trade unions as development partners in order to change misconceptions of unions by the development community as part of the problem rather than as part of the solution. Data was reported from interview. The study found that, the trade union has a major role to play in sustainable development and participatory democracy. Trade unions as a large organized group in civil society can bring a unique contribution to the development community. They are directly involved with economic systems of production and distribution, they can influence the course and content of employment and social and economic policies, they are

representative and accountable, they have considerable experience in organizing the more vulnerable sections of society, and they have the experience and standing required to access national legal systems and public facilities. However, the study was conducted in western Europe its result cannot be generalized due to the fact that western Europe environment is not the same as Tanzania. Therefore the study did not explain the role of trade union towards solving employee's problems especially in Tanzania trade union context.

Stefanie (2006) conducted a study on why trade unions at the European level do not play as an important role as neofunctionalist theory had foreseen? The study was conducted in Europe and used comparative methodology. This means, comparison of hypothetical assumptions of Neofunctionalism was done with the actual state of trade union involvement. The study provides that the weakness of the trade unions at the European level has it been, that its bargaining position is comparatively low. In a political system where social policy plays an overall inferior role and social (re-) regulation rests within the member states, they do not possess their traditional bearing channels and they are therefore looking for more promising areas they could operate in. Therefore the study does not discuss directly the role of trade union rather to speculate the reasons to why European trade union does not play their roles as neo-functionalists believe in. Thus this marks one potential area of conducting research.

Centre for employment and labour relation report, (2014) conducted a study on the "role of trade union and the enforcement of minimum standards". The study was conducted in Australia. The report presents the preliminary findings that has sought

to empirically examine the extent to which and how trade unions in Australia monitor and enforce minimum employment standards concerning wages, hours of work and leave. The study has consisted of qualitative case studies of five Australian trade unions, involving in-depth, semi-structured interviews with elected officials, industrial/ legal officers and organizers in each union as well as analysis of relevant material provided by the unions. The report provides that trade union has the task of securing compliance by employers of minimum wages and conditions of employment continue to constitute a dominant function of trade unions. Therefore the study has gone through in Australian trade union context on 2014 according to time and place we will continue the study.

Mohamed *et l*, (2012) conducted a study on ‘The role of labour union for the human resource development (HRD).The study has developed on descriptive secondary information searched from research literature about role of labor unions for Human Resource development (HRD - training and education) of workers. The study was conducted in Pakistan the study provides that only thing permanent in the world is change in technology, systems, laws, trends, attitudes, and business situations are continuously changing which stress the need of training. This study contends that unions have been taking active part in education and training activities by stressing employers for making arrangements for workers training, skill building, education, organizing and making themselves arrangement for training and education.

Therefore the study concluded that unions besides seeking benefits for their members under collective bargaining also take part in the activities of human resource development by exerting efforts for training and education of workers. Therefore,

the study stresses on insuring employee performance on working places leaving aside other employees benefits. So we can push forward for the study.

Muhammad (2010) conducted a study role of labour union beyond collective bargaining. The study was conducted in Pakistan. The research has developed on descriptive secondary information obtained from research literature. The objectives is to assess the role of labour union beyond collective bargaining and the study provided that unions have also been playing role beyond collective bargaining for society in protection of environment and climatic change, energy planning and management, sustainable development and public health, alleviation of poverty, and providing training and education services to worker. In this literal study those aspects of labor unions have been exposed which are beyond collective bargaining that is to secure benefits for their members, such as financial gains like rise of wages, bonuses, various allowances insurance benefits, overtime payment and non financial benefits such as job security, comfortable work place recreational facilities and decreasing fear of employer. Therefore according to contextual, time, and results of the study we will continue with the study.

Paragshill (2013) Conducted a study on "railway employees perception towards working condition and role performed by trade unions" the study was conducted in India. The objectives is to know the status of existing railway trade unions and also to assess the perception of the railway employees about working conditions and role performed by the trade unions for their betterment. The study was an exploratory one and based on both primary and secondary data. Secondary data were collected from available literatures, websites, journals, periodicals, newspapers and the office of the

“Employees Union” and “Mazdoor Union” at Badarpur sub- division of Indian Railways. The report shows that employees of Badarpur sub-division are satisfied with the salary, benefits provided by the organization, leave, working hour, maternity leave, and bonus. Since the employees do not have any grievance regarding these factors therefore the trade union just look after that this matters always remain satisfactorily to the employees and Most of the employees are not satisfied with the promotion policy of the Indian Railways, they have the complain that they are not promoted fairly.

Hence, the trade union strives to bring a better and fairer promotion policy through negation with the authorities and lastly almost all the employees are dissatisfied with the New Pension Scheme, to mitigate their grievance the trade union is trying hard to bring back the old pension scheme. The study was done in India with contextual difference with Tanzanian trade union and employees. So we have a reason to continue the study.

Ntwala (2008) conducted a study on “the role trade union on job creation. The study conducted was in South Africa. The main objective of the study was to examine the role (success of) trade unions in job creation. However, the study was primarily concerned with escalating or soaring overall national unemployment, which is higher among the youth. The study provides that there are various causes of unemployment named two: low levels of skills or lack of skills and a mismatch between skills and labour market demands. The focus of the study was on the initiatives that trade unions have undertaken to deal with the challenges of unemployment with a specific focus on direct job creation.

In order to assess the role of trade unions in job creation, the study focused on the Labour Job Creation Trust (LJCT) as a case study. The Labour Job creation Trust was formed by the three main federations the Congress of South African Trade Unions,(COSATU), The Federation of Unions of South Africa(FEDUSA) and the National Council of Trade Unions (NACTU) in South Africa as a response to the challenges of unemployment. The year (2008) marks the 10th year since the inception of the Trust which allows for a proper assessment of the impact of trade unions in job creation based on the strength, weaknesses, successes and challenges that trade unions face in job creation. The study used a combination of quantitative and qualitative research methods.

The study found that trade unions in developing countries need to be involved in job creation due to the high unemployment rate in developing countries, low and irregular incomes and lack of a comprehensive social security system. This means that role of trade unions go beyond their traditional role of collective bargaining and get involved in the broader developmental issues of the country that uplifts the lives of all people in society as compared to concentrating on one class that of Workers. Therefore we will continue with the study because the study does not address the trade union in solving employee's problems.

Clara and Mary (1999) conducted a study on "Trade union services and benefits". Objective of the study was to evaluate the ability/capacity of trade unions to provide services and benefits to their members as a means to sustain the interest of existing members and to attract new members to the labour movement in Ghana. The main methodology employed in this study was descriptive analysis. Data was gathered

from both primary and secondary sources. In the case of primary data, information was gathered through questionnaires and a structured interview guide. The findings from the study show that trade unions in Ghana continue to deliver on their traditional services of collective bargaining, representation and education for the members. Some unions that have been proactive and innovative have used collective bargaining as a tool for both wage and non-wage negotiations. The study did not provide a real picture to what how trade unions assists employees' in insuring good working conditions and also due to time and location there for we will continue with the study.

Jane and Mohammed (2000) "conducted a study on Trade union services and benefits" The main objective of the study was to evaluate the ability and capacity of unions to provide services and benefits to their members as a means to sustain the interest of existing members and to attract new members to the labour movement in Kenya. The study used a case study approach focusing on employees where trade unions were purposefully selected as multiple case study sites. The major instruments used for data collection were the questionnaire and document analysis.

The study provides that Trade unionists like Tom Mboya found themselves with the dual role of fighting for political independence and improvement of the welfare of Workers. In the late 1950s, as part of the campaign for political independence, trade unionists demanded the release of all political detainees. This was eventually granted when Jomo Kenyatta (the first president of Kenya) and others were released in 1961. At this time, most trade unionists went ahead to form and join various political parties and eventually joined the government at independence in 1963. The study

also contends that the most prominent role played by trade unions was to provide to employees education, training, and collective bargaining. The decision to provide the services was derived from the Union Constitution and has been in practice in the country since the early 1960s. The services are provided to all paid up members and staff of the unions. Most of the benefits offered are generally contained in the Collective Bargaining Agreements. The study also did not provide a real picture to what how trade unions assists employees on insuring good working conditions and also due to time and location there for we will continue with the study.

2.5 Research Gap

None of the studies provides a real picture on to what extent the position of trade union specifically on how they contribute to the rise of employee's salary in Tanzanian context. Also in literatures nothing has been written about the how trade unions bargains with employers to insure good health and safety at work place. Moreover literatures overlooked about individual employee problems who are committed with different labour related cases from different occupations regarding Tanzanian working context which needs direct assistance from the trade union rather they concentrated on collective bargaining.

In addition to that, it remains a matter of serious concern that there is no research based designed to evaluate the extent to which trade unions contribute in solving employees problems under the existing legal frameworks by which public and private employees are exposed . It is upon this premises that this study is designed to fill these gaps and provide the foundation for further research study.

Independent variablesDependent variable

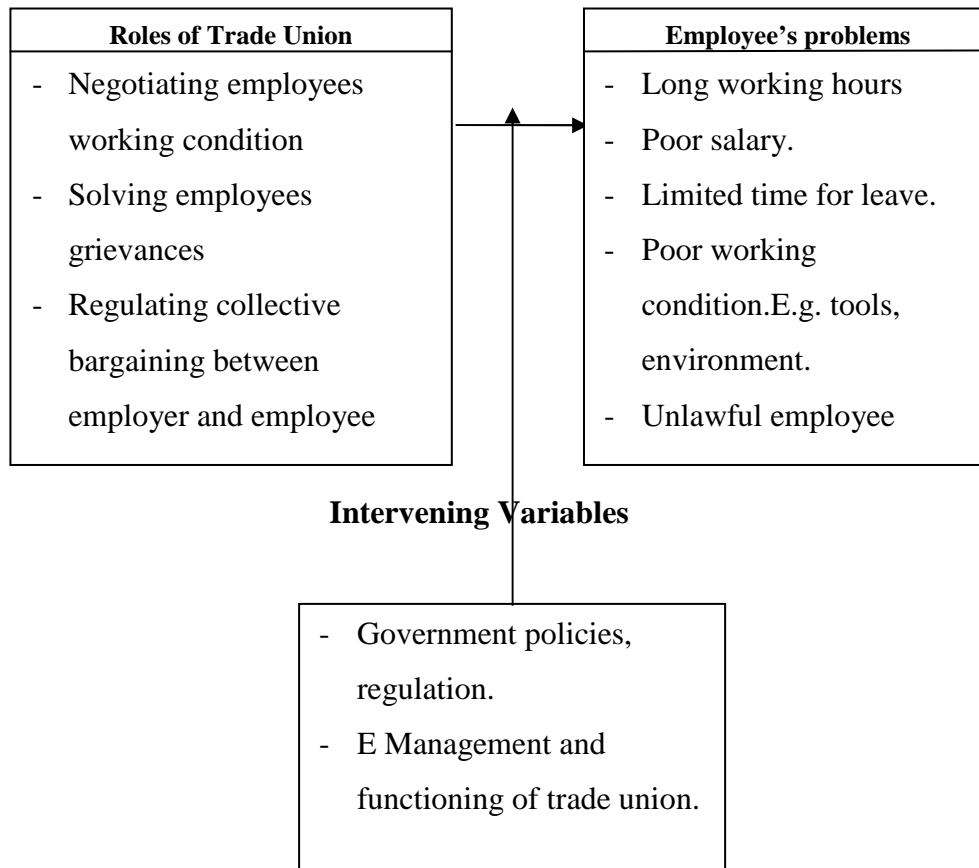


Figure 2.1: Conceptual and Theoretical Framework

Source: Author adopted from literature review

2.5.1 The Conceptual Frame Work Based on Three Main Principles

The above conceptual framework on its left hand side indicates the independent variables, the roles of trade union that have direct influence to employee problems and can be altered or controlled by government regulations and trade unions management. The middle variables are intervening variables that are indirectly related to employee problems that can prevent trade union roles from having impact to employee problems. These variables are non-controllable by trade union roles in solving employee problems. The dependent variable on the right hand side of this

conceptual framework is the employee's problems and employee satisfaction at working place like motivation, good employment relationship. This dependent variable depends on the actions that could happen at independent and intervening variable.

Table 2.1: Summary Chapter

Variable	Country	Methodology	Findings	Author
-Employee satisfaction	-Europe	- Quantitative.	- Role of trade union to play role in sustainable development and participatory democracy.	-Hank (1999)
-Employee satisfaction	-Europe	-Qualitative.	-The role of trade union to workers.	-Stefanie (2006).
Good employee working condition	Australia	-Quantitative	- The role of trade union is securing compliance by employers of minimum wages and conditions of employment.	-Centre for employment and labour relation report, (2014)
Employee development	- Pakistan	-Quantitative	- The role of Trade unions is to take active part in proving education and training activities (HRD)	- Mohamed .et l , (2012)(HRD)
-Good employee working condition.	-India	-Quantitative	- The role of trade union is in striving to bring a better and fairer promotion policy through negation with the authorities.	- Paragshill (2013)
Creation of job.	-South Africa.	-Quantitative and qualitative.	- The role of Trade unions is involved in job creation.	- Ntwala (2008) Tonny (1992)
Good working condition and employee satisfaction.	-Ghana.	-Qualitative.	-The role of trade union stick on traditional services of collective bargaining, representation and education	- Clara and Mary(1999)
-Employees satisfaction and motivation.	-Kenya.	-Quantitative.	- Prominent role played by trade unions is to provide to employees 'education and training, and collective bargaining.	- Jane and Mohammed (2000)

Source: Field Data (2014)

This means that, when there are any changes in left hand variables (independent variables) it will affect or change the dependent variable and hence the growth will be altered negatively or positively and vice versa. For example, when there is no negotiation and solving employee grievances through collective bargaining it will decelerate employee satisfaction, motivation and vice versa. For intervening variables, for example, when strictly government regulation undermining trade unions and poor management of these trade unions, even if the trade union roles are effectively executed still employee problems will not be solved.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents research methodology used by the researcher to meet the intended objectives. The presentation contains description of the research paradigm, area of the study, sample, sampling techniques, sampling procedures, validity and reliability, data collection techniques and data collection procedures and data analysis procedures also included in this chapter.

3.2 Research Paradigm

According to Johnson and Christensen (2005) research paradigm is a perspective that is based on the shared assumptions, values, concepts, and practices. In other word paradigm can be defined as a function and how researcher thinks about the development of knowledge. Research paradigm has three terminologies such as positivism, interpretive and realism philosophies McNabb (2007) this study takes the form of interpretive paradigm. It is qualitative study in nature as it takes the view that there is no single reality. They include trade union officials of different ages who are the members of trade union and with different working experiences. Interpretive research paradigm used to tap information on perception of individuals and changes over time .The study aimed at assessing the roles of trade union in solving employee's problems.

3.2.1 Research Design

According to Kothari (1990) research design is a conceptual structure with which the research is to be conducted. It constitutes the mental blue print for data collection

process, data measurement which comprises data identification, arrangement and summarization, and data analysis. The study is dominantly qualitative. The design is chosen for this study because the study's interest is to describe the role of trade unions in solving employee problems. Ploeg (1999) reports that the purpose of qualitative research is to describe explore and explain the phenomena being studied. It takes the form of what is happen.

Furthermore, the choice of qualitative research approach is due to the fact that the study needs to obtain detailed data by interacting with employees who are under TALGWU, TUGHE and C.W.T in obtaining relevant information about the role of trade union in solving employee's problems in Tanzania. The qualitative research design involves organization of the data into relevant categories or themes before arriving at the final argument and the data presented in narratives. On the other hand, the emerging numerical data analysed using simple mathematical calculations such as percentages and presented in tables.

3.3 Area of Research

The research was conducted in Mwanza region at Nyamagana district. The study carried on employees who are under trade unions because it is easy to access information from targeted population. Also the district has both the public and private institutions which abide with the government policies and regulatory framework which includes the presence of trade unions.

3.4 Sampling Design and Procedures

The identified sample involves a randomly selection for both males and females. The sample for this study involves a total of 75 respondents from Nyamagana district in

Mwanza region which includes Employees from three different trade unions which are C.W.T, TALGWU and TUGHE. Both Simple random sampling technique and purpose sampling technique employed to select 75 respondents to represent employees from these Trade unions. Below is a tabular representation and distribution of research respondents.

3.4.1 Distribution of the Sample

A sample size refers to the number of items to be selected from universe to constitute sample Kothari (2004) again a sample is the devise used to learn about a universe without the expenses of studying every member of the universe, Mugenda (2003). A universe or population on the other hand is the collection of all the element of the study. A sample is therefore drawn from a population as it is difficult to study a whole population in totality, because of time, resource and energy and other limitations. As far as this study is concerned, the researcher used a sample size of 75 respondents from the shown population above. Glenn (1992) we need to be specific when determining sample size.

The three criteria to be considered, the level of precision as sometimes called *sampling error* as the range which the true value of population in terms of percentage (e.g. 10%), the confidence level which is based on the ideas a compassed under the central limit theorem of (95%) and the degree of variability which refers the distribution of attributes in the population.

Mathematically.

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = Sample size

N =Population size

e^2 =level of precision

Confidence level = 95%

n =?

N=3779

e^2 =20%

n =3779

$1 + 3779(0.2)^2$

=75

Therefore, sample size is 75.

Table 3.1: Sample Size

Trade Union	Population Size	Precision Levels	Sample Size
C.W.T	1400	+ 20%	25
TUGHE	1465	+ 20%	25
TALGWU	914	+ 20%	25
Total	3779		75

Source: Glenn (1992)

3.5 Variables and Measuring Procedures

Patton (2002) states that validity and reliability are two features which any qualitative researcher should focus on while designing a study, analyzing the results and judging the quality of the study. The collected data coded and entered into Microsoft excel. After completed to insert questionnaires into excel, the researcher

further employ software known as Statistical Package for Social Science (SPSS) for analyzing the data. The SPSS analyzed questionnaires with many questions include both close ended and open ended questions. The package used to determine frequencies in order to analyze the number of respondents belonging to each variable. The SPSS package is then used to estimate the values of unknown parameters of the population. This SPSS programme therefore took into consideration the analyzation of data to determine frequency and percentages of the respondents and finally guide researcher to draw tabulation and graphs.

3.6 Validity and Reliability

Validity refers to the extent to which the findings accurately describe the relationship of variables, Hoepfl (1997). In qualitative studies an assumption is made on the presence of multiples of realities in explaining a phenomenon. For example, what are the views of workers on their trade unions towards solving their working problems. In this context multiples of aspects contributed to extent of performance of trade unions.

However, it should be noted, that credibility in qualitative research does not depend on the size of the sample. What matters in this respect is the richness of information collected, and how that information underscores the purpose and objectives of the study. In this study information was collected from teachers, Government health workers, local government workers and trade union leaders.

3.7 Methods of Data Collections

The study utilizes both primary and secondary data. For the purpose of making analysis researcher employ the following methods:

3.7.1 Questionnaire Administration

Questionnaires as a tool of information was designed and administered on the premises of which trade unions and employees are located. Kothari (1990) this method is free from bias and allows collection of a large amount of data from a large population in highly economical way. Both open and closed questions were used the questionnaires employed to the interviewees. The set of questionnaire is purposely for employees from distinct occupation namely local government, Health and other education institutions. Both close ended and open ended questions are designed to facilitate the easiest gathering of information.

3.7.2 Interview

Direct interview was conducted to probe information from the respondents through guiding checklist of questions. Love (1999) contends that interview is a conversation between two or more people initiated by the interviewer for specific purposes of obtaining relevant information. The interview was done to some trade union members and 04 official trade unions staff members. It helped to generate member's views, perceptions and opinions to the contribution of trade union towards solving employee's problems, challenges and the extent to which the trade union has helped to solve their problems.

The interview technique used to complement the information which was gathered through documentary review and questionnaires. Interview also helped to ask probing questions and make clarification where necessary and when it was required. The interview also was carried out to trade union officers and management so as to make clarifications for various issues from secondary source and from members.

During the interview process the researcher probed success stories, cases and opinions which shows how the trade union contribute in solving employees problems.

3.7.3 Documentary Review

The study reviewed different journals, articles, published and unpublished materials, magazines, statistical reports, catalogues and the like that reflects the challenges of which employees encountered in their working place. CWT and TUCTA reports were reviewed. The documentary review again highlighted the role trade unions in resolving their problem. The documentary also assisted researcher to understand different theories and empirical studies from related field.

3.8 Data Processing and Analysis

According to Shamoo and Resnik (2003), Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Data was analyzed and presented in terms of figures, tables and graphs. The aiding tool for analysis was the Statistical Package for Social Sciences version twenty (SPSS V.20). The qualitative and quantitative data analyzed and separated because of their characteristics. While qualitative data analyzed through content analysis and thematically, quantitative data analyzed by using the SPSS. The edited and coded data that obtained through questionnaire surveys subjected to analysis using Statistical Package for Social Sciences (SPSS). Responses summarized into a number of different categories for entry into SPSS, the categories identified after looking through the range of responses received from the respondents, and then each response category assigned numbers.

Before entering the information from the questionnaires into SPSS the code book was prepared. This give the summary of instructions that used to convert the information that obtained from each case into a format that SPSS software can understand. Data from interviews analyzed based on themes and also through content analysis. Repeated themes categorized basing on their commonalities and recorded together. Also other categories of themes recorded as they emerge. This method enables the researcher to be reliable and to make thorough analysis under each topic. The data also presented through graphs, tables and charts.

3.9 Ethical Issues

The study observed all necessary ethical standards in its conduct which helped the researcher to avoid unnecessary psychological and physical harm to the respondents. The researcher processed research clearance permit from all responsible authorities including the Deputy Vice Chancellor Academic of O.U.T, Human resources officer from Sekou toure referral hospital, Mwanza city council and the headmaster of Pamba secondary school. Letters to ask for the consent of the respondents so that they can willingly be involved in the study were written.

In addition to that, the researcher ensured confidentialityof the respondents' information by restricting their access and by not asking them to write their names in a questionnaire. On the other hand, respondents were asked for their consent both for interview and filling in the questionnaire. Only the respondents who were ready and willing to be engaged in the study were recruited for the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Chapter Overview

This chapter presents the findings and discusses results. The chapter is arranged into four sections. The first section presents the demographic characteristics of the respondents. The second section examines the position of trade union towards assisting employees in wage negotiation with their employers in getting high wages. The third section assesses the contribution of trade union in insuring good working condition to employees. The last section examines the contribution of trade union in assisting employee into different court actions launched by on employers' labour related cases.

4.2 Data Cleaning

Chapman (2005) defines data cleaning as a process used to determine inaccurate, incomplete, or unreasonable data and then improving the quality through correction of detected errors and omissions. The process may include format checks, completeness checks, reasonableness checks, limit checks or other errors, and assessment of data. Burrough (1998) the need for data cleaning is centred around improving the quality of data to make them "fit for use" by users through reducing errors in the data and improving their documentation and presentation.

It is important, however, that errors not just be deleted, but corrections documented and changes traced. In this study the sample used was 75 respondents and the questionnaires prepared were 75 also, in regard of 25 on each trade union and

questionnaires responded was 62. This is due to the fact that some of 3 questionnaires were not returned and 10 were left due to errors:

4.2.1 Reliability of Questionnaire

The reliability of questionnaires was obtained by using Cronbach's reliability test.

This test gave the following alphas for the variables of the study.

Table 4.1: Cronbach's Reliability Test

Variables	Cronbach's Alphas
Wage negotiation	0.92
Health and safety	0.8
Labour related cases	0.76

Source: Field Data (2015)

The above result shows that each variable had reliability coefficient (alpha) greater than 0.7 hence the instruments were a reliable measure of the variables of study.

4.3 Demographic Characteristics of Respondents

As an aspect of research it was very important to present the demographic characteristics of respondents. Results indicated that about 32% of workers under trader union C.W.T were male and 68% were female while 56% of workers under trader union TUGHE were male and 44% were females. About 52% of workers under trader union TALGWU were male while 48% were females. Overall, the majority of respondents were females 53.3% while males were 46.7%. This implies that female employees who are under CWT, TUGHE, and TALGWU comprises a large number compared to male employees.

Regarding the age of respondents, the majority, 40% were of the age group of 20-29. Again 28.3% of respondents were in the age group of 30-39 while respondents aged forty years above (>40) accounted for 18.7%. As for the level of education the majority 66.6% had attained the level of degree. While respondents with education above degree were 25.4% and respondents with secondary level of education were 8%. This implies that the study was conducted and covered employees of different working experiences in regard of their age and education levels. The details are shown in Table 4.2.

Table 4.2: Demographic Characteristics of Respondents

Categories		Trade Union Workers %			Average
		C.W.T	TUGHE	TALGWU	
Gender	Male	32	56	52	46.7
	Female	68	44	48	53.3
Age	20-29	44	36	40	40
	30-39	36	13	36	28.3
	Above 40	20	12	24	18.7
Education	Secondary	0	8	16	8
	Degree	68	72	60	66.6
	Above Degree	32	20	24	25.4

Source: Field Data (2015)

4.4 Position of Trade Union in Assisting Employees in Wage Negotiation with Employers

In order to assess the position of trade union towards assisting employees in wage negotiation with their employers in getting high wages respondents were provided with statement related to Trade union involvement in wage negotiation, and were asked to respond affirmatively or in a negation. A close examination of their

responses indicated that the position of Trade union on the same was quite low especially with the members of C.W.T.

For example, while 88 percent and 76 percent of respondents from C.W.T and TALGWU reported that trade union does not assist employees in wage negotiation with their employers, only 60 percent of the respondents from TUGHE reported the same and the variation was statically significant ($P=.003$). This indicates that, though many respondents trust their trade unions but they are not doing enough as much as salary negotiation is concerned (see Figure 4.2). Therefore mostly salary inclement is determined by the employer (government) and employees are always brunt to the decisions.

Table 4.3: Association of Variables on the Position of Trade Union in Assisting Employees in Wage Negotiation with Employers

	Value	df	Sig
Pearson Chi-Square	16.691	15	.003
Likelihood Ratio	14.071	15	.000
N of Valid Cases	75		

Source: Field Data (2015)

Further respondents were asked to state why their trade union is not doing much in assisting employees in wage negotiation with their employers. Data shows that 27 percent of respondents on average identified corruption as the reason as to why trade union does not assist employees in wage negotiation with their employers. This could be due to the reason that, most of the leaders of trade unions does not work on the interest of their members so employees fill corruption is used to silence their

leaders. 24 % of respondents mentioned Fear and Disloyal the reason to why Trade union has low bargaining power in wage negotiation with Employers.

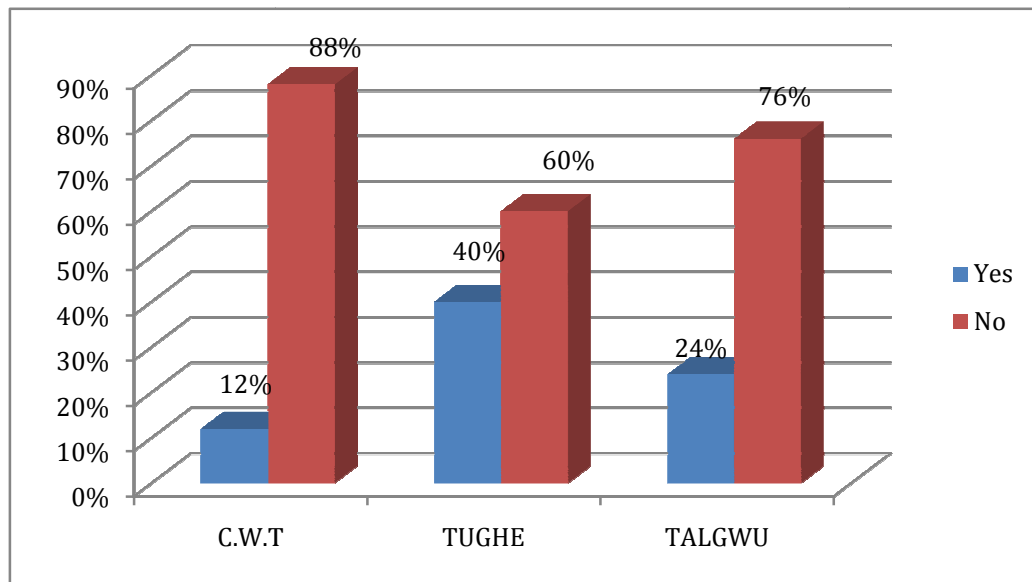


Figure 4.1: Trade Union Assisting Employees in Wage Negotiation

Source Field data (2015)

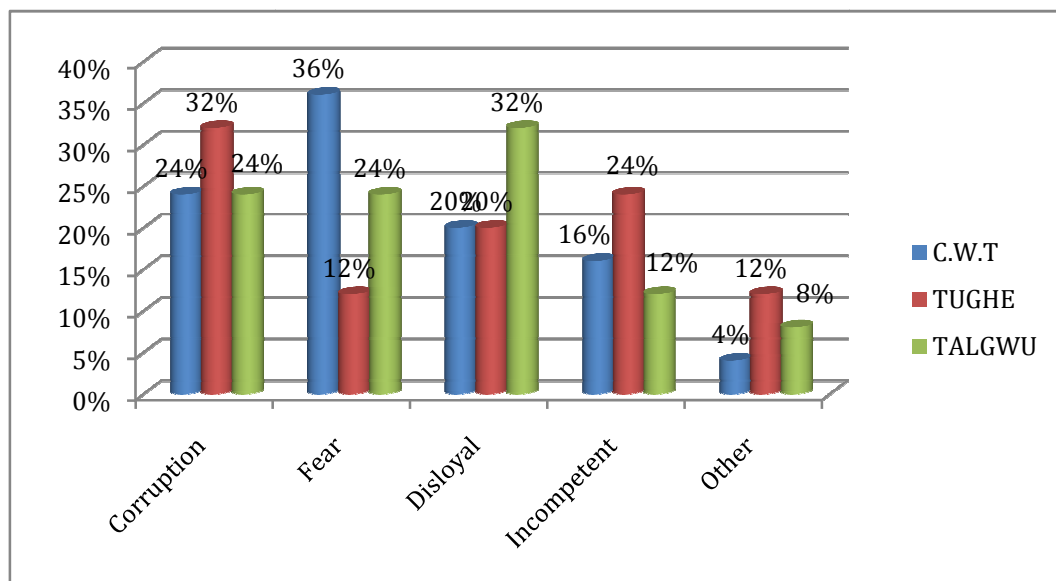


Figure 4.2: Why Trade Union not Assisting Employees in Wage Negotiation

Source Field data (2015)

Fear was mentioned because employers threaten the Trade unions especially their leaders when they demand their rights, some leaders fear for their job and their life at large. Other respondents cited Incompetence of leaders as the reason to why trade union does not assist employees in wage negotiation with their employers (see Figure 4.3).

Furthermore, field data in each trade union shows that, about 36% of respondents from C.W.T identified Fear as the reason as to why Trade unions has low bargaining power for assisting employees in wage negotiation with their Employers, while other respondents (24%), from C.W.T identified corruption, (20%) identified Disloyal and (16%) incompetence as the reason for low bargaining power for assisting employees in wage negotiation with their Employers.

Data from members of TUGHE trade union identified corruption by (32%) as the reason to why Trade union has low bargaining power in assisting employees in wage negotiation with their Employers while other respondents from TUGHE identified incompetence (24%), Disloyal (20%) and fear by (12%) as the reason to why Trade union has low bargaining power in assist employees in wage negotiation with their Employers.

More so, Field data revealed that (32%) members of TALGWU identified disloyal reason as to why Trade union has low bargaining power assisting employees in wage negotiation with their Employers while, (24%) respondents from TALGWU identified Corruption, (24%) fear and by (12%) identified incompetence as the reason to why Trade union has low bargaining power assisting employees in

wage negotiation with their Employers. See the details in Figure 4.3. During interview with trade union leaders it was revealed that, the employer (government) threatens them when they try to find solution for their members. But they stressed that; they are taking necessary steps to make sure the welfares of employees are taken into consideration by the employer. For example C.W.T secretary has to say this;

“We are working under a difficult condition, but we will continue to demand our right until the Government understands and appreciate a significant work we are doing for this country”

This view is more or less similar from other trade union leaders because employers are always reluctant to offer what is required of them by the employees.

4.4.1 Corruption

From the study, 27% of respondents mentioned corruption as one of the reasons for low bargaining power of trade unions. However, 32% of respondents from TUGHE mentioned. Corruption as one of the reason, this is higher compared to other trade unions where by 24% was mention by TALGWU as well was realized each (see figure 3). This implies that employees consider corruption is influencing their leaders not involving is tough wage negotiation. However during interview with trade union official they strongly deny any involvement in taking any bribe from the employers.

4.4.2 Fear

Field data indicates that 24% of respondents on average mentioned fear as one of the reason of low bargaining power for salaries increase. However, this was highly

identified by (36%), respondents from C.W.T, (24%) it was mentioned by members of TALGWU and 12 %identified TUGHE members (see Figure 3). This was the reason as to why Trade unions have low bargaining power in assisting employees in wage negotiation with their Employers. Many members of trade union do not demand their right because they fear to lose their job. However during interview with trade union official fear was not a paramount factor, they claimed that the only problem hindering negotiation of wages is insensitivity of the employers to employee's needs and wants.

4.4.3 Disloyal and Incompetence

Field data indicates that disloyal was mentioned by 24 percent of respondents on average also. However this was highly identified 32% by respondents from TALGWU, it was further mentioned 24% by members of C.W.T, and identified by 20% TUGHE members (see figure 3). During data collection it was evidenced that about 67% of respondents did not trust their union leaders. This shows that, if leaders are not trusted by their members it is even difficult to protest for their rights.

On incompetence, Field data indicates that by 17 percent of respondents on average mentioned Incompetence of trade union leaders. However this was highly identified by 24% respondents from TUGHE, it was further mentioned by 16% members of C.W.T, and identified by 12% member's TALGWU members. (See Figure 4.3).

4.5 Contribution of Trade Union in Insuring Good Working Condition to Employees

According to the research data presented in the Table 3, Respondents revealed various Contribution of trade union in insuring good working conditions to employees. The following are the contribution of trade union as identified by respondents; 20.6% (n=75) Collective Bargaining, 22% (n=75) Representation, 29% (n=75) Employee Welfare, 13% (n=75) Fair Practices and 15.3%, (n=75) Legislation.

Table 4.4: Contribution of Trade Union in Insuring Good Working Condition to Employees

Contribution of Trade Union to Employees	TRADE UNION WORKERS %			Average N=75
	C.W.T n=25	TUGHE n=25	TALGWU n=25	
<i>Collective Bargaining</i>	24	20	18	20.6
<i>Representation</i>	20	22	24	22
Employee Welfare	25	30	32	29
Fair Practices	13	16	10	13
Legislation	18	12	16	15.3

Source: Field Data (2015)

4.5.1 Collective Bargaining

According to research results in Table 4.4, 20.6% (n=75) of respondents depict that Collective Bargaining is one of the benefit attained by employees as the members of Trade union. Trade unions developed to grant employees equal bargaining power with their employers, who traditionally had the ability to exclusively set the terms and conditions of work and pay. Unions represent workers within a given industry in

negotiations with their employers. Since the union comprises a group of workers, it has a greater voice than if employees were dealing with employers individually.

Through collective bargaining, the social partners have been able to minimize conflicts and confrontation that often characterizes the relation between employers and workers, Khabo F, (2008). Collective Bargaining refers to the process of negotiating standards to govern employment and labor relations. The collective bargaining process allows workers representatives to make claims to a proportionate share of the fruits of their labor. It facilitates communication between capital and labor thereby allowing each party to gain insights into the challenges and aspirations of each other. A collective agreement becomes the outcome of the collective negotiation where employees reap from being a member and therefore respondents shows that employees are at the advantage of solving their working environment problems since through collective bargaining always contain issues ranging from wages, working hours, benefits, job grading, promotions and dispute settlement among others.

4.5.2 Representation

According to Table 4.3, an average of 22% (n=75) of respondents pointed out that representation is among the contribution of the Trade union in insuring good working condition to employees. Trade unions represent the interest of their members as large numbers of employees are working under very dangerous and discouraging environment. For example nurses of Sekou Toure Referral Hospital during interview has to say this

“In some times we are working without gloves, gumboots a thing which is very dangerous to our health and no one takes care and our trade union representatives knows this”

The fundamental rationale for workers to bond together in unions is based on the fear perceived or real that individual workers are unable to match the power of employers as they seek to protect their interests in the employment relationship. By forming or joining unions, workers hope to equalize the power relations at the workplace and they hope to better secure their interests.

Worker representation could take several forms. Workers required to be represented in wage negotiations as well as negotiations for broader conditions of work such like working environment which involves working tools, health and safety conditions and the like. Workers require legal representation as they increasingly face the wrath of adversarial employers. They require representation at disciplinary hearings. Above all, workers are in need of representation at the national level including state enterprises and agencies such as the social security administration.

For most countries in Africa, trade unions have fought for workers to be represented either by their union representative and chosen representative of the worker or group of workers in disciplinary hearings. Representation may take the form of an individual representation where an individual member of the union who has a grievance or disciplinary problem is accorded to the services of the union.

Representation could also take the form of collective representation where unions represent groups of workers in disciplinary hearings. Collective representation normally takes place where the entire workforce of an enterprise faces possible retrenchment as a result of organizational restructuring. In such circumstances, unions have represented their members as they negotiate for their redundancy package. Trade unions in Africa have had excellent record of representing workers interests in several enterprises restructuring particularly during the days of Structural Adjustment Policies where workers in the public service were hit with mass redundancies. Most collective agreements spell out how grievances and disputes may be settled. In most part disciplinary procedures are internal (they are without recourse to the law courts) and afford workers the opportunity to be represented or accompanied by their unions.

At the national level trade unions also represent workers interests in several state enterprises and agencies. One area where trade union representation has been visible across Africa is in the administration of social security where trade unions are represented on boards just so that the interests of not only their members but the workforce generally are protected.

4.5.3 Employee Welfare

Research results in Table 3 indicated that 29% (n=75), of respondents depict that employee welfare is one of the benefit attained by employees being the member of Trade union. Unions have successfully fought for better terms and conditions for workers. They represent workers' interests and have secured a variety of benefits,

such as higher wages for unionized employees, work-life balance characterized by reasonable work schedules, job security and protection from arbitrary action by employers.

Dessler(2001) asserted that is also due in part to union activity that discrimination in the workplace was outlawed and that workers have access to health care, safe working conditions and guaranteed Social Security. Unions not only have given workers dignity in the workplace, but they also consistently facilitate enhanced welfare and standards.

4.5.4 Fair Practices

According to information in Table 4.3, an average of 13% (n=75) of respondents indicated that Trade unions contribute to fair Practices in working place. Labour union deals with the unfair labour practices of employers. The Tanzania labour law declares that it is unlawful for employers to dominate a union, discriminate against workers engaged in union activity and victimize workers who file charges against them with the Labour court. Every employee shall have the right-Employee's right to freedom of association - (a) to form and join a trade union; (b) to participate in the lawful activities of the trade union. (Employment and labour relation act of 2004,s act 09(1).

If the employer does any of these prohibited acts, the union can take it up with the board on behalf of the employees. For example, the union representing Boeing Co. engineers and technical workers filed charges against the company for interfering with employees engaging in concerted union activity. The labour court investigates

charges and may take a variety of actions, including issuance of cease-and-desist or reinstatement orders to remedy unfair treatment against employees. Unions ensure that employers comply with the law and can lodge appeals in federal court if employers do not respect labour court decisions.

4.5.5 Legislation

According to the field data in Table 3, 15.3% (n=75) of respondents indicated that Unions also play a key role in developing labour laws and regulations for effective worker protection. The unions initiate the push for regulation in areas that concern employees in the workplace. They lobby for the creation of laws and regulations and disseminate information to the employees about them. Measures such as the Social Security Act, the Occupational Safety and Health Act exist as a result of union efforts for better terms and conditions for workers. Unions monitor the status of implementation of employee welfare laws and regulations to ensure they are properly enforced.

Moreover the research finding portray that Trade unions has a significant strong positive relationship with membership benefits ($r=0.859$, $P<0.01$) This means that many people find Trade union is very beneficial in their workplace and it contribute much in insuring good working condition to employees.

This finding is in agreement with Ian (2009) who stated that Trade unions ensure that all people have access to a decent life and decent work in a healthy environment, access to quality public services such as health, water and sanitation, and to quality of education and skills training as a means to achieving a decent job. The underlying

motivation for forming or joining unions and undertaking collective bargaining is, therefore, to equalize or at least reduce the power asymmetry between employers and workers.

By this, unions are able to bring about equality, fairness, respect for human and workers 'rights, and social and economic justice not only at the workplace but equally importantly, in the broader society. And this is based on the recognition that individually; workers are too weak and not resourceful to demand their rights at the workplace. There is also the recognition that there is strength in the unity and collectivism of workers.

Table 4.5: Relationship between Trade Unions and Membership Benefits

	Value	df	Sig
Pearson Chi-Square	18.451	15	.001
Likelihood Ratio	13.821	15	.030
N of Valid Cases	75		

Source: Field Data (2015)

4.5 Contribution of Trade Union in Assisting Employee into Different Court Actions

In order to respond to this objective, respondents were asked to give the contribution of trade union in assisting employee into different court actions launched by on employers on labour related cases. According to Figure 4, respondents revealed various Contribution as follows; 21% (n=75) Participate in Reconciliation, 24% (n=75) Participate in arbitration, 20% (n=75) Participation in Mediation and 34% (n=75) Participation in Litigation.

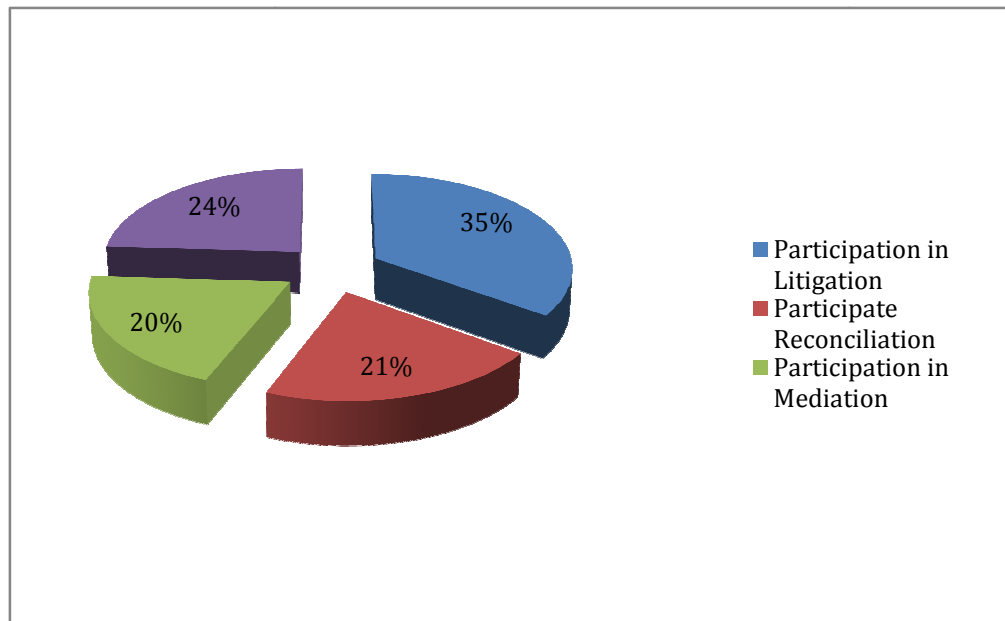


Figure 4.3: Contribution of Trade Union in Assisting Employee into Different Court Cases

Source: Field Data (2015)

This implies that the trade unions involves in assisting employees having working disputes which involves court proceedings as they represents workers into litigation, reconciliation, mediation and arbitration procedures.

4.5.1 Participate in Reconciliation

Research results in Figure 4.3 indicate that 21% (n=75) of respondents depict that Trade union contribute in assisting employees into different court actions launched by on employers labour related cases through Participating in Reconciliation. Reconciliation is used when an employer and its employees, usually represented by a trade union, are in dispute over an issue and cannot reach a solution. Trade union represent employees in settling dispute between employer and employee, they can as a representative to help parties discuss, consider and reflect on their respective positions with a view to reaching an agreement. Reconciliation is a mixture of

consultation and mediation. The conciliator helps the parties to negotiate while whenever necessary addressing internalised perceptions, attitudes, intentions and behaviours with the objective of reducing prejudices and hostility. Conciliation can be applied in pre-conflict and early conflict situations as long as the parties are able to talk to each other.

4.5.2 Participate in Arbitration

According to the field data in Figure 4.3, 24% (n=75) of respondents indicated that Trade union contribute in assisting employees in labour cases through Participating in arbitration. Arbitration takes place when parties (an employer and its employees, usually represented by a trade union) have exhausted their negotiating procedures on a particular dispute and are unable to agree a settlement. Duty of the trade unions is to safeguard the legal rights and interests of the employees during arbitration. The Trade union act on behalf of the employees during arbitration process, this is most effective when the issues in dispute are quite clear cut. For example, in disputes over pay, grading and disciplinary matters. The Trade unions perform the following functions during the participation in labor dispute arbitration: engage the representatives of trade unions in the activities of labor dispute arbitration commissions; appoint trade unions cadres as part-time arbitrators to handle labor dispute arbitration cases.

4.5.3 Participation in Mediation

Furthermore research finding in Figure 4 indicate that 20% (n=75) of respondents depict that Participation in Mediation is one of the contribution offered by Trade

union to employees who have labor cases. Mediation is available to help an organization and its employees (usually represented by a trade union) to resolve a particular dispute where they are unable to agree a settlement between them.

Mediator provides an impartial and independent third party to help parties to find a solution. Before mediation begins, the parties agree terms of reference, including that they will seriously consider mediators' recommendations. Mediation is a completely voluntary and confidential, where the mediator talks to both parties to uncover underlying problems, assists them to understand the issues and helps them to clarify the options for resolving the dispute. Many kinds of dispute can be mediated if those involved want to find a way forward. It can be used at any stage in a dispute but is most effective before positions become entrenched.

4.5.4 Participation in Litigation

Research results in Figure 4 indicate that 34% (n=75) of respondents depict that Trade union contribute in assisting employees into different court actions launched by on employers labour related cases through Participating in Litigation. The Civil Procedure Law of Tanzania is applicable to Labor dispute litigation activities. The Trade unions participate in labor dispute litigation activities in accordance with the Trade Union Law and the Civil Procedure Law. Trade unions perform the following functions during participation in labor dispute lawsuits: to support and assist the employee in bringing a lawsuit; to be authorized as legal representatives for the employee; to urge the execution of effective legal instruments and to represent the employee to participate in lawsuits related to the collective contract disputes.

Furthermore the research data depict that being a member of Trade unions has a significant strong positive relationship with winning a different court cases filed by employer ($r=0.883$, $P<0.01$). This means that Trade unions accompany their members in disciplinary and grievance meetings and provide their members with legal and financial advice. This finding is in agreement with Webster (2007) who indicated that Trade unions support and assist the employee in bringing a lawsuit; to be authorized as legal representatives for the employee; to urge the execution of effective legal instruments and to represent the employee to participate in lawsuits related to the collective contract disputes.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents the summary of the major findings, conclusion and recommendations for actions as well as recommendations for further studies.

5.2 Report Summary

The effective functioning of trade unions towards solving employee's problems is determined by the strength and how often a trade union managed to reduce the working grievances at working places by solving the existing problems to an individual or collectively. From being a member of a trade union, employees are

motivated when the trade unions present their problems to the employers to be solved and become satisfied with the working environment.

Employees perceive trade unions are existing theoretically functioning with all their major objectives but practically it has been a challenge since most of employees long term problems are still existing and therefore to be a member of such trade union is due to employees being bounded by the regulatory framework or labour relation acts rather than their will to be a member.

5.3 Conclusion

According to the first research objective that the position of trade union in assisting employees in wage negotiation the finding indicates that large percentage of employees report that trade union are not doing enough in salary negotiation since the demanded salary scale level has not attained and the salary level inclement is determined by the employers(government).This has been observed when large percent of respondents are not appreciating the efforts of their trade unions towards negotiating with their employers. Therefore the existing trade unions proved to have low bargaining power that is why the employees are still complaining on it.

Also as to the second objective is concerned, findings indicates that the contribution of trade union towards assisting employees in insuring good working condition it is still a challenge since large number of employees provides that they are still working in a very poor working conditions. Therefore one can say that trade union is not assisting them as much as the objective is.

More over the discussion shows that trade unions have minimal assistance towards employees' into different labour cases and other court actions since large number of respondents provides that there are still some disciplinary actions are given to employees without being assisted by respective trade union. Therefore trade unions do not assists employees as much in assisting employee to solve their labour related cases.

Thus in summing up, Trade unions are the major and crucial link for the growth working relationship. It is an efficient instrument for helping employees who faces different working constraints. It allows employees solve working problems individually or collectively and acquire the required interests. Trade unions have traditionally been concerned with seeking the economic and social interests of not only their members but also workers and their families. Unions seek to improve wages and the conditions under which their members are employed and work. By doing this trade unions bring about working and employment fairness also social justice to a society as well and the world that is marked by obscene inequality and injustice.

According to this study Trade unions have not pursued in the required range in solving employees problems and other core objectives towards struggling to secure benefits for their members, such as financial gains like rise of wages, bonuses, various allowances insurance benefits, overtime payment and non financial benefits such as job security, comfortable work place, recreational facilities and decreasing fear of employer through collective bargaining.

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

In fact, the welfare of workers seems to be an inseparable component of the functions of these unions. The biggest challenge confronting unions as they seek to expand services and benefits to their members is government regal framework and funding, unions have traditionally relied on collective bargaining and on union dues to provide services and benefits to members. At the same time, the dwindling membership is adversely affecting the finances of the unions, hence their inability to provide services and benefits outside of the collective bargaining framework.

5.4 Implication to the Research

The study reveals that trade union is a very crucial instrument in solving employee problems in any organization as they motivate employees towards fulfilling their responsibility. Poor performance, management and commitment of trade unions towards solving employee's problems leads to poor working relationship as results decreases the quality in job performance of employees.

The research examined that the trade unions should stand firm in solving employees

because motivated employees are likely to develop interest towards their profession which result in better performance and their carrier due to presence of the driving forces to better performance which are either monetary or non-monetary. Monetary these include direct pay including salary, house allowances, and other direct pay to the employees. Non-monetary include recognition, praise, good working environment like quality health and safety, provision of food and houses.

5.4.1 Implication to Policy

The trade union policies are the guidelines on the trade unions which intend to solve employee problems at working places through their unions. These policies also define the philosophies and values through which employees should be treated. They also have principles which trade union are expected to act so that employee problems could be solved.

The trade union policy spells out exactly what action should be taken to assist employees in mediating procedures and practices done by employers which undermine workers welfares.

The researcher find out these trade unions carries out its functions in solving working problems to its employees in many ways to insure their affairs are in place. However, the study also revealed that the trade unions does not solve employees problems as much the polices provides. Therefore policy makers should reframe these policies which reflect trade unions in order to insure their basic functions are directed towards assisting employees working problems.

5.4.2 Implication to the Knowledge

This study shows that trade unions vary greatly in solving employee problems with regard to specific occupation even though they are operating under the same legal and political environment. Also the researcher observed that number of employee's do not have clear understanding of their employment rights. On the other hand some employees perceive the trade unions are not associated with employment and their jobs at large and have no connection with their working performance. Therefore such knowledge can stand for aid to human resource practitioners to pin point the reasons for poor performance of employee resulted from poor employment relationship emanated from poor functioning of trade union.

5.5 Recommendations

Based on the findings the following recommendations were made.

5.5.1 Recommendations to Trade Unions

The trade unions should frequently provide education and training to the employees about their working rights and their rights from being a member of a union. This will prepare them enough for good grounds for demanding where their rights have been denied by their employers. There should be strong trade unions that can resist policies and programmers that seek directly or ndirectly to reduce their power in order to constantly help members to prosper.

Establishment of a reporting system which allows for timely monitoring and follow-up of employees problems also which gives up-to-date as well as to and flow information about financial stand of the trade union, different legal and other

regulatory employment framework changes, and other information's related to their members both individually and collectively. Creation of a good platform through which employees could participate or involved in day to day collective decision making of the trade union apart from being represented.

Establishment of Evaluation Framework for Services and Benefits .The study established that though services and benefits were offered, there were no effective means to evaluate the satisfaction of such services and benefits. It is therefore recommended that user satisfaction surveys be instituted to evaluate the impact of the various services and benefits currently offered in the trade unions. External independent customer satisfaction surveys could be one way to do this.

5.5.2 Recommendations to Employees

Workers should always present their problem to the union as soon as possible in order to avoid unnecessary delay of solutions. Workers should insure election and appointment of committed leaders to their union who could stand firm during defending the interests of members to the employers this will reduce fear, corruption, disloyalty and untruthfulness from union members.

5.5.3 Recommendations to the Government

The Government should always accept the advice from the trade union. In so doing the welfare of the employee will be improved and there will be improvement on work performance for growth and sustainability of the country. Reforming regulatory framework of employment and labour relation in order to increase independent functioning of trade unions since some of the trade union leaders are the presidential

appointees. For example the general secretary of TUCTA and all other trade unions and also some members from the commission for mediation and arbitration (C.M.A.) are the presidential appointees thus this restrict the freedom of the unions. This also will reduce strikes and other forms of riots which costs a lot employee's performance and the government resources.

High quality industrial relations are the key element in managing economic change and reducing its costs, helping workers and companies adapt to change while protecting them from transitory shocks. Good relations between workers and employers produce positive economic and social effects, both in times of slowing economic growth.

5.5.4 Recommendations for Further Studies

This study focused on the role of trade unions towards solving the employee's problems in Tanzania. In that case there is a need to conduct study on other factors that are likely to solve employee's problems increase, hence increase in students' academic performance. A similar study should be conducted for other trade unions apart from TUGHE, C.W.T and TALGWU.

Likewise, since the current study was qualitative in nature, with a small sample there is a need to conduct a quantitative study with a large sample on the on the role of trade unions towards solving the employee's problems in Tanzania.

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LIST OF LEGISLATIONS CONSULTED

Trade Unions Act, 1998. No.10

Employment and labour relation act 2004.

APPENDIX

Appendix I: Questionnaire

**TOPIC: EXAMINING THE ROLE OF TRADE UNIONS IN SOLVING
EMPLOYEE PROBLEMS.**

To be filled in by the respondents who are the members trade unions CWT
,TUGHE and TALGWU

Dear Sir/ Madam,

I am Lazaro Mwanyenza a student of Open University Tanzania pursuing a Masters of Human Recourses Management(MHRM). I am currently conducting a study on the examining the role of trade unions in solving employee's problems. The study is purely for academic purposes and the information given will be treated with utmost confidentiality. I therefore, humbly request you to spare some time and answer the following questions.

PERSONAL PARTICULARS.

Use a tick (√) to question (1, 2, and 3.)

- | | | |
|---|-------------------------|--------------------------|
| 1. SEX | Male | <input type="checkbox"/> |
| | Female | <input type="checkbox"/> |
| 2. PROFESSIONAL TRAINING: | | |
| | Diploma | <input type="checkbox"/> |
| | First Degree | <input type="checkbox"/> |
| | Second Degree and above | <input type="checkbox"/> |
| 3. AGE | 20-29 | |
| | 30-49 | |
| | 49-and above | |
| 4. Which trade union do you belong..... | | |

1. The following are statements made to assess the role of trade union in collective financial bargaining with the employers and financial assistance to employees. Rank from 1. Good 2. Fair 3. Poor 4. Very Poor. (USE TICK (√).)

	1	2	3	4
1) How does a trade union assisting employees in salary bargaining?				
2) At what extent trade union assisting employee financially during job termination and sickness?				
3) How well are you informed about the financial stand / position of the trade union?				
4) How does an employee provides financial contributions to the trade union?				
5) How do you rank role played by trade union in solving your employment related problem?				
6) How well do you trust you trade union in solving your working problems?				
7) What are the levels of participation in any decisions related to your trade union?				
8) How well you are informed of the trade union plans and budget?				
9) How does trade union meets the objectives of employees?				
10) How well does a trade union recognize the rights and privileges of employees?				

11) Are you satisfied from being a member of trade union?.....

Why.....

.....

- 12) From your opinion state why trade unions in Tanzania fail to bargain with the employers in order to raise employee's salaries?

(i)

(ii)

(iii)

1. SECTION B: Assessment question on trade union based on the second research objective which revolves around working place conditions. Rank from 1. Good
2. Fair 3. Poor 4. Very Poor. (USE TICK (✓).)

	1	2	2	4
1. How well are you satisfied with health and safety conditions at your working place?				
2. Is there any legal penalties to employers who are not insuring good health and safety at working place?				
3. How do you rank the trade union in setting standards towards good health and safety to employers at working place?				
4. How does trade union assists employee In ensuring trainings are done at working place?				

13) How a trade union does assists employee to ensure good working conditions?

.....

.....

.....

14. From your opinion state why trade union did not help employee to insure good working conditions?

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

2. SECTION C: An assessment questions are based on third research objective which revolves around trade union in assisting employees on labour related cases and improving employment relationship. Rank from 1. Good 2. Fair 3. Poor 4. Very Poor. (USE TICK (✓).)

	1	2	3	4
1. How well does a trade union assist employee's on labour case launched by trade union against employers who treat unfairly their employees?				
2. Does a trade union assist employees to insure good working relationship?				
3. To what extent does the Trade union helps litigation processes?				
4. To what extent does the trade union assisting employees in mediation procedures?				
5. To what extent does the trade union assists employees on				

arbitration?				
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15. How do you benefit from being a trade union member in relation to your employment rights?

(i)

(ii)

(iii)

17. As an individual have you ever been offered any legal assistance by a trade union to solve working problems.....

18. What is your opinion on how to make a trade union provide quality services so that it benefits employees?

(i)

(ii)

(iii)