

**THE ROLE OF TRADE UNION PRACTICES IN IMPROVING
WORKERS' PERFORMANCE IN TANZANIA: A CASE STUDY OF TUICO
HEAD OFFICE DAR ES SALAAM**

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CERTIFICATION

The undersigned certifies that, has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled “*The Role of Trade Union Practices in Improving Workers’ Performance in Tanzania: A case study of TUICO Head Office – Dar es Salaam*” submitted in partial fulfillment of the requirements for the degree of Masters of Business Administration (Human resources Management) of the Open University of Tanzania.

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ABSTRACT

This study was designed to examine the role of trade unions practices in improving the workers' performance in Tanzania. The study was carried out in Dar es Salaam. Workers performance in Tanzania seems to face some challenges while there are organs such Trade Unions which can be used as the means to improve workers performance in Tanzania. The objectives of the study were, to assess how trade union practices motivated workers' performance, to identify how trade union practices affected workers' performance and to explain the relationship between trade union activities and workers' performance. The case study design was adopted using a sample consisting of 100 respondents who were union members and leaders. In collecting primary data, the study used questionnaires and interview tools, the descriptive data analysis was used to analyze data, and table and figures were used to present data. Seventy-seven out of the 100 trade union members responded to the questionnaires and the data was analyzed descriptively. The study found out that collective bargaining meeting, Training to workers, Good working condition and good relation between workers and trade unions leaders could be used as the ways of influencing workers' performance. The study concluded that through providing training, improving working condition and by using collective bargaining meetings between trade unions and employers, where various matters are discussed for the benefit of workers' performance. The performance of workers can be improved Trade unions should make sure that the meetings of collective bargaining were conducted in every year and should have positive outcomes to workers' performance.

TABLE OF CONTENT

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	vi
LIST OF TABLES	xi
ABBREVIATIONS & ACRONYMS	xi
LIST OF FIGURES	xii
CHAPTER ONE	1
1.0 INTRODUCTION	1
1.2 Background of the Study.....	1
1.3 Statement of the Problems.....	3
1.3 Study Objectives.....	3
1.3.1 General Objective	3
1.3.2 Specific Objectives	4
1.4 Research Questions.....	4
1.5 Significance of the Study	4
1.7 The Organization of the Study.....	5
CHAPTER TWO	6
2.0 LITERATURE REVIEW	6
2.1 Introduction	6
2.2 Conceptual Definition.....	6

2.2.1 Industrial Relations	6
2.2.2 Collective Bargaining.....	7
2.2.3 Trade Union.....	7
2.2.4 Performance.....	8
2.3 Theoretical Literature Review	10
2.4 Empirical Literature Review	12
2.4.1 Global View.....	12
2.4.2 An Overview of African Context.....	14
2.4.3 An Overview of the Tanzania Context.....	17
2.4.4 Research Gap.....	20
2.4.5 Conceptual Framework	20
2.5 Chapter Summary	21
CHAPTER THREE	23
3.0 RESEARCH METHODOLOGY	23
3.1 Research Philosophy	23
3.3 Research Design.....	23
3.4 Research Area.....	24
3.5 Research Population.....	24
3.5.1 Sampling Techniques	24
3.5.2 Sampling Size	25
3.5.3 Data Collection Methods and Approach	25
3.5.4 Interview Method.....	25
3.5.5 Questionnaire Method.....	26
3.5.6 Documentary Review.....	26

3.6 Primary Data.....	26
3.6.1 Secondary Data	27
3.6.2 Validity and Reliability	27
3.6.3 Method of Data Analysis.....	27
3.7 Ethical Consideration	28
3.8 Study Variable	28
3.9 Chapter Summary	29
CHAPTER FOUR.....	30
4.0 FINDINGS, ANALYSIS AND DISCUSSION.....	30
4.1 Introduction	30
4.1 Background Characteristics of Respondents.....	30
4.1 Age of Respondents	30
4.2.2 Gender Distribution.....	31
4.2.4 Marital Status.....	32
4.2.4 Education Level	33
4.3 Trade Unions	34
4.3.1 Becoming Member of Trade Union.....	35
4.3.2 Trade Union Performance	36
4.3.3 Effort of Trade Unions	37
4.3.4.3 Improving Trade Union Practices	41
4.6 Discussion.....	44
4.6.1 Working Environment has effect on Workers' Performance	44
4.6.2 Availability of Training in Improving Workers' Performance.....	44
4.6.3 Role of Motivation to the Improvement of Workers' Performance.....	45

CHAPTER FIVE	46
5.0 SUMMARY OF FINDINGS, CONCLUSION RECOMMENDATIONS.....	46
5.1 Summary of Findings	46
5.2 Conclusion.....	47
5.3 Recommendations.....	49
5.3.1 Recommendation to Trade Unions	49
5.3.2 Recommendation to Workers (Members)	50
5.3.3 Recommendation to Government	50
5.4 Areas for Further Study.....	51
REFERENCES	51
APPENDICES.....	58

LIST OF TABLES

Table 3.1 Definitions of Measurement Variable.....	35
Table 4.1 Age of Respondent.....	37
Table 4.2 Gender Distribution.....	38
Table 4.3 Marital Status.....	39
Table 4.4 Education Level.....	39
Table 4.5 Reason for Joining Trade Unions.....	40
Table 4.6 Becoming Member Trade Union.....	42
Table 4.7 Trade Union Performance.....	43
Table 4.8 Effort of Trade Union.....	44
Table 4.9 Positive Impact of Trade Union.....	45
Table 4.10 Relationship.....	46
Table 4.11 Trade union Practice.....	49
Table 4.12 Working Environment.....	49
Table 4.13 Motivation	50

LIST OF FIGURES

Figure 2.1 Conceptual Framework.....21

Figure 3.1 Sample Distribution.....25

LIST OF ABBREVIATIONS AND ACRONYMS

AFL-CIO	American Federation of Labor and Congress of Industrial Organization
BARS	Behaviorally anchored rating scales
COTWU	Communication and transport workers union of Tanzania
ELRA	Employment and Labor Relation Act 2004
FRTU	Federation of Revolution Trade Union
HRD	Human Resources Development
MBO	Measurement by Objective
TANU	Tanganyika African National Union
TFTU	Tanganyika Federation of Trade Union
TTU	Tanzania Teachers Union
TUA	Trade Union Act
TUGHE	Tanzania Union of Government and Health Employees
TUCTA	Trade Union Congress Tanzania
TFL	Tanganyika Federation of labor
TRAWU	Tanzania Rail Workers Union
UCU	University College of Union
WLRI	Working Live Research Institute

CHAPTER ONE

1.0 INTRODUCTION

This study set out to assess the role of trade union in improving workers (members) performance in Tanzania. The research focused on the role of Trade Unions and how they impacted workers' performance whether positively or negatively. This chapter covers the Background of the study, statement of the problem, Research objective, Research questions and significance of the study. It further covered the limitations of the study and organization of the study.

1.2 Background of the Study

Trade unions are almost as old as industrial revolution and the ensuing Industrialization process. However, the early economic literature on unions and their objectives was rather short and incomplete. "The alleged antipathy of the classical economists to the idea of unions is the implied reasons for the neglect of unions Economists of the period were also conservative with respect to social change. Considering unions dangerous and unworkable" (McNulty 1980). But it seems that classical economists' attitude towards unionism was also influenced by their views on "the nature of economics as an inquiry". In particular, classical economic thought advocated free labor markets and considered the relationship between capital and labor to be non-competitive. Thus, classical Economists, by stressing the monopolistic nature of trade unions, had serious doubts regarding their beneficial role in economic life (Stavros, et. el, (2012). According to Mc Quinn (2011) the legacy of more than thirty years of one-party rule in Tanzania which involved tight

control over the labor movement, leading to trade unions being regarded as branches of state, has proved difficult to overcome in the post-liberalization era. But it should be noted that the trade unions are not part of government organization and it should not be affiliated with government. Trade union in Tanzania have passed through long way from early 1927 to the 1995, still workers were faced by similar challenges such as low salaries, illegal terminations, absence of conducive environment for work, Lack of equality and even unpaid overtimes in various working areas.

Collective bargaining meeting used as crucial means by trade unions for overcoming those challenges and communicating with employer concerning complaining, claiming and discussing the various challenges which were facing their members at working areas. Unfortunately, those agreements reached on collective bargaining meetings sometimes were not translated into action or implemented and employees decided to use other means like industrial action as a means to achieve their demands. This has become a challenge because the trade unions leaders were offered opportunities to conduct collective bargaining meetings but either they failed to present the members' needs or they were not competent enough to hold those post they have. The outcomes of this problem lead to unwanted and sometime unexpected low level of employees' performance. The Employment and Labor Relation Act (ELRA No.6, 2004) of Tanzania, section 60 states that any authorized representative of a registered trade union shall be entitled to enter the employer's premises in order to conduct the union services related to (URT 2004);

- a) Recruit members;
- b) Communicate with members;

- c) Meet members in dealings with the employers;
- d) Hold meetings of employees on the premises
- e) Vote in any ballot under the union constitution

Sections 60 subsection 2 states that, a registered trade union may establish a field branch at any workplace where ten or more of its members are employed. If that is not enough, the employer shall provide a recognition status in terms of section 67 reasonable and necessary facilities to conduct its activities.

1.3 Statement of the Problems

Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resources, research and public relation. Despite the tasks performed by employees, trade unions are challenged to increase strategies in improving employees' performance. Various researchers (Ibrahim, 2013 and Musa, 2014) conducted studies focusing on how trade unions can improve employees' performance. Those studies were prepared to reduce gap on how trade union can improving and developing workers' performance. This study will contribute in minimizing this problem on how workers' (members) can improve working performance by using support of trade unions.

1.3 Study Objectives

1.3.1 General Objective

The role of trade union practices in improving workers' performance in Tanzania

1.3.2 Specific Objectives

1. To assess how trade unions practices improve workers' performance
2. To examine how trade union practices affect workers' performance.
3. To analyze the relationship between trade union activities versus workers' performance.

1.4 Research Questions

Research general questions was guided with following questions:

1. What are the influences of trade unions to the workers' performance?
2. Which are the effects of trade union practices toward their members' performance?
3. What are relationships between trade union practices against workers' performance?

1.5 Significance of the Study

The findings of this study will help workers to recognize if the trade union provides the services which were expected as motivation for the workers' performance. Trade unions will use this study finding to know their weakness and areas to make some changes in order to promote workers (members) performance at working areas. Study will provide evidence to the government if the objectives of establishing the trade unions are archived and secured so that it maintain peace and security at the working areas for promoting working efficient. The finding will help to show if there is equivalent between trade unions practice and workers (members) performance Tanzania. Finally, this study can be used as benchmark for further research to be

conducted by other researchers who are interested in understanding the link between trade unions and workers' performance.

1.7 The Organization of the Study

Chapter one covered the general introduction and background of the study, statement of the problem, research objectives, research questions, significance of the study, limitation and the organization of the study.

Chapter two incorporated of the review of literature review, empirical review, the research gap, conceptual framework and chapter summary.

Chapter three covered the research methodology generally, bringing into focus the research design, location of the study, population and sample size. It further covered the types of data, instruments of data collection, analysis and presentation it also covered the aspect of data reliability and validity, ethical consideration and summary.

Chapter four covered the analysis of the data presentation, conclusion and finally, chapter five contained the summary findings, conclusions and recommendations. It ends up by identifying area for further research.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the literature on theoretical aspect of trade unions, the empirical literature review meant to identify what other researchers have done, identify the research gap and formulate a conceptual framework.

2.2 Conceptual Definition

2.2.1 Industrial Relations

Armstrong (2012) defines industrial relations as systems and procedures used by unions and employers to determine the rewards for effort and other condition of employment, to protect the interest of the employed and their ways in which employer treat the employee. Sisson (2012) defines Industrial relations as relations between the employer and employees through their trade union as collective, and how to regulate the relationship in the view of conflict. If anything, their comparison and contrast of the different perspectives on a number of dimensions suggest that the industrial relations positions even narrow. Collective bargaining according to ILO's (2001) instruments state that, Collective bargaining is deemed to be the activity or process leading up to the conclusion of collective agreement. Collective agreement defined as all agreements in writing regarding working conditions of employer or employer's organization on the one hand and one or more representative workers' organization, or workers duly elected and authorized by them in accordance with national laws and regulations (ELRA, 2004).

2.2.2 Collective Bargaining

AFL-CIO (2015) state that Collective bargaining is the process in which working people through their unions, negotiate contract with employer to determine their terms of employment, including benefits, hours, leaves, Job health and safety policies, way to balance work and family and more. Collective bargaining is the way to solve workplace problem. Trade union as a legal association of workers registered for the purpose of protecting the interest, rights and privileges of the workers, which fight for social justice, freedom and peace and which use the means of workers' education, industrial harmony through the processes of collective bargaining, trade disputes and, as last resort, employs the methods of industrial action.

Trade unions have rendered services beyond collective bargaining such as human resource development (HRD) through training and education by either requesting employers to arrange such facilities or arranging training and education courses themselves. Khan et.al (2012). For many years training is regarded as the simple and fast way of improving the workers' performance in various working areas.

2.2.3 Trade Union

Yeyeye (2014) defines Trade union as organization of workers who have joined together to achieve common purpose such as protecting their employment interests, achieving higher pay, favorable working hours and conducive working environment. This may be made in the form of negotiation of salaries, employment regulations, and disputes settlement procedures, procedures for hiring and firing, promotion of workers, benefits, workplace safety and policies. The working definition in this study is the one which considers Trade unions as the organizations consisting

predominantly of employees, the principle activities of which include only struggling to secure benefits for their members, such as financial gains like raise 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. Work performance is acts of doing something successfully using knowledge as distinguished from merely possess it. This was according to Faraja (2013) this means that working performance can be determined when the job are successfully completed and knowledge are used effectively in order to avoid un necessary incidents during the period of working and performance to be shown.

2.2.4 Performance

According to Ferguson (2016) Performance is the process of providing constructive feedback on whether an employee is underperforming at, meeting, or exceeding the goals and objectives of their job. Employees need this feedback so they can feel confident knowing what is expected of them and how and where they can improve. Performances of workers are mostly relying on works of trade unions how they work on improving their duties as the way of motivating workers' performance. Measurement of employee's performance can be stated as the process of measuring performance of employees by using various criteria which has been used such as output per hour / shift quality of work, behavior, discipline and level of commitment. This helps to find out the poor and good performers out of the lot. On the basis of the measurement of performance further remedial action can be taken to measure performance Shadhganga (2015). Measurement of employee's performance can be

done by using two methods which are traditional methods and the most recently one known as Modern methods. Recently performance are likely to be measured by modern way which include Behaviorally anchored rating scales (BARS), Management by objectives (MBO) and 360⁰ Degree Appraisal.

According to Atkins,et.al., (1978) Behaviorally anchored rating scales (BARS) this is combination of rating scale and critical incident method. Normal BARS rating form has certain number of dimension relevant to job performance usually 6-10. Job dimension include salesmanship, skills, customer services, Job knowledge skills. Trade union can use this method to check if their members are kicking the target of employers based on employee's performance. Management by objectives (MBO) has been advocated as a tool to improve quality of performance for over twenty-five years. MBO measures the contribution of each member of the organization. MBO improve quality of performance in a public sector agency.

Objectives-based management system results into higher commitment and motivation on employees (Thompson, et. al,1981). According to Mohapatra (2002) 360 degree appraisal is the type of employee performance review in which subordinates, co-workers, and managers all anonymously rate the employees. This obtains information about employee's performance in multiple roles and from different perspectives. Trade union also can measure the performance with cooperation of employers. Trade union will get information whether their presence at working areas will add value to employee's performance.

2.3 Theoretical Literature Review

Gandhian theory (1928) is the theory which was introduced by Mahatma Gandhi as trade union leader in India and later became the founding father of that nation, after spearheading the struggle for Independence. This theory explained out how the trade unions can work in order to improve welfare and working conditions of members. Gandhi stated that “*trade union functions should not end at the factory gate*” The function of trade unions should go beyond factory gate and it should work effectively in order to increase the welfare of members. This theory also emphasized that trade unions in order to display work effectiveness, should play part in provision of education to its members, children of members and service of hospitals to the members as a way to motivate workers to participate more in working activities and to participate on various functions concerning their trade unions.

This theory emphasized that improvising standard of living of workers by trade unions could be used as a way to motivate workers to improve the workers' performance at working areas and to add level of productivity. Theory of industrial Jurisprudence by Slitcher (1996) opines that, Trade union serves as means for protecting workers in the places of work. This theory explained how collective bargaining meetings could be used by workers to protect, promote and to improve their rights and their standard of living. Slitcher (op.cit.) further, stated that employees as individual could not get opportunity to discuss labour related matters with their employers, thus, the only way was to use the unions as the powerful way to get their demands and to protect their interest. It creates image that trade union should effectively participate to solve the issues of their members so as to avoid

outbreak of misunderstanding and to motivate workers to work hard as long as they felt secured. Through this theory, trade unions could help members to improve their working performance. Webb's theory of industrial democracy (1897) stated that industrial democracy was the "bible" of trade unionism. According to Webb, trade unionism was an extension of democracy from political sphere to industrial sphere. Webb agreed with Marx that trade unionism was a class struggle and modern capitalist state was a transitional phase which would lead to democratic socialism.

He considered collective bargaining as the process which strengthened labor. A trade union on this was divided on three parts. Trade unions are conducted without intervene or deteriorated the government principle of governing the country, Trade unions should have responsibility to make sure those matters discussed on collective bargaining were well implemented for the benefit of its members and third part rely on all responsibility within and outside working areas. By using this theory trade union can be part of motivating workers' performance through providing various services and ensuring their security at working areas. Gandhian theory was a theory used in this study. It was introduced by Mahatma Gandhi as the theory which seemed to influence trade unions to expand their activities in order to satisfy their members and meet their demands.

Gandhian theory showed the effectiveness on implementation of daily trade union responsibilities which were to maintain harmony within working areas, influence trade union to provide other important service to their members and through trustee principle which is the part of Gandhi theory explaining how the peace and harmony can be obtained in working area and avoiding miss understanding between workers

(members) against trade unions or employers. Other services should be given to the members such as hospital service, Housing service and Vocational and skills training which were emphasized by Gandhi theory. All those can be as the way forward to improve workers' performance at different areas of working.

2.4 Empirical Literature Review

2.4.1 Global View

In a study that was conducted by Blanchflower (1996) it was argued that stated that Unions reduce total hours of work. They tend to reduce standard hours and unpaid overtime hours but increase the number of paid overtime hours. Part-time work is less prevalent in union settings than it is in non-union settings. The size of working hours for members of union appears to be lower in the United States (US) than it is in most countries that were examined earlier. This led to working performance of workers to rise. Concerning with those different research and studies I have gone through I came to agree with Khan who concluded that the Role of trade union sparrred beyond Collective bargain due to various reason such as it came with solution on what trade union were supposed to deal with, other matters apart from those which were discussed within collective bargain meeting.

Trade union may deal with environment issues, role of training, education and skills building (employees) as a way of improving their performance (op. cit). Trade unions could ensure improved workers' performance by enabling them to work under good environment. Working environment should be conducive in order to provide a room for workers to show their performance and their abilities as the result of various meetings conducted between trade unions and employers to create friendly

environment of working. Various nations establish Health and Safety standards organ as a way of securing workers against incidents which can lead to injury and death. After workers feel secured and safe they can work effectively and show their talents and skills.

Unions should try to use various ways to ensure that their members are performing well as the only way to make them safe at their works as well as to add value of what they are doing which can lead to the rise of payments to them. Performance appraisal is the way which has been used for many years in testing and improving workers' performance (Femi, 2013). The author stated that there was close relationship between performance improvement and performance appraisal. The appraisal can be a good way of improving the workers' performance after employee seems to underperform the appraisal can alert the employer.

Various researcher such as Karugaba (2015) and Harris (1998) showed that trade unions do make regular follow ups on daily workers (members) attitudes and ability of working and it was crucial to provide feedback on how members performed their duties in order to make them to be aware on areas where they were required to improve their performance and areas of sustaining their performance. Patricia et. al, (2010) stated that the purpose of performance feedback was to determine the necessity to improve workers' performance. Trade unions could use this way of providing performance feedback as a way of adding positive efficiency to the workers. In a study done by working lives research institute WLRI (2010) the study exposed that Trade union played major role in challenging prejudices within their own membership. Initiatives include; adapting internal structure by establishing

discrimination department or office appointing officers with a specific discrimination responsibility, promoting self-organized groups, encouraging candidates for union office from members of discriminated groups and reserved seats on union executive boards.

Further trade union dealt with key role in fighting grounds of discrimination by means of various action and tools. These included negotiating with employer to ensure that discrimination in the workplace was eliminated and equal opportunities were promoted, supporting victims of discrimination and monitoring discrimination in their workplace. The issues of discrimination also may be a source of deterioration of workers' performance especially to women who are very much affected by this scenario to the implementation of their duties. Trade unions could be involved enough on providing Motivations as a way of improving member's performance on their daily duties and to achieve the objective of their employers. As Ganta (2014) stated that most employees needed motivation to feel good about their job and performance optimally. Trade unions were responsible for establishing the tendency of giving rewards to the (workers) members as a way of motivating them and improving their performance.

2.4.2 An Overview of African Context

In Africa trade union was discussed from various research conducted to ensure that trade unions provide the targeted service and to reveal the weakness of trade unions. The following are some of researches conducted in Africa. A research dealing with Role of trade unions in job creation was conducted by Mwilima (2008) by using quantitative and qualitative research method at the University of Witwaterrand with a

view to assessing the roles that the trade unions played in creating new jobs. In countries for example South Africa trade unions that had responsibility of making sure that there were various job opportunities in order to help members to be employed and even to add new members after they got a chance of employment. This was one of the responsibilities undertaken by trade unions.

Trade unions had the potential to mobilize labor in a collective unit and, in doing so, to decrease the extent of the decision-making autonomy of the employer. According to Rust (2001) as cited by Uys (2011) their primary role, however, was to engage in collective bargaining with their employers, and to represent their members in grievance and disciplinary matters (Grogan, 2003). This means the inclusion of checks and balances in the decision-making process, the creation of a culture of legitimacy and fairness, and the acceptance of co-dependence on and respect for each other (Rust, 2001).

The research done by Anyango et. al, (2013) at Nyambo District, Kisumu region which was targeting to study on factors affecting performance of trade union in Kenya by using Descriptive method had various results which trade unions performed when there was strike, negotiation on salary increment and when there was no good communication between union and members. The communication between the trade unions and their members led to underperformance too. The effect of trade union on organizational productivity in the cement manufacturing industries in Nairobi was conducted by Jepkorir (2014). By using Descriptive statistics, it came with various outcomes that strikes were the primary tool for the unions to express themselves when negotiation failed. Trade union had effect on organization through

improving interest of workers and workers felt motivated and worked hard and trade union facing challenges because some time it leads to unemployment when they raise up wages. Yazd (2014) conducted a study in trade union service and benefit in Uganda which was conducted by using Qualitative method it was revealed that trade unions provided education to their members such as on HIV and AIDS, Vocation training and tailored course to become self-reliant.

Those services were well implemented by unions as a way to overcome some complaints and at least to ensure that members felt the importance of trade union even on matters which were not part of collective bargaining; and it could add some commitment on workers' performances. In a study done in Kenya by Kubai (2013) concerning the effect of trade unions on industrial relations in Kenya by using stratified proportionate random sampling technique and Descriptive secondary information, it came out with results explaining that Trade unions had a great influence on industrial relations with public sectors in general and the study found that staff training developed influence on working relations to a great extent. Trade union had various positive impact to the industrial relations when it was practiced effectively not only on collective bargaining but also beyond.

Nassazi (2013) on study which was based on examining the effect of training on employee performance the case study of Uganda stated that *the main purpose of training was to acquire and improve knowledge, skills and attitude towards work related task*. It found that the trade unions were required to insist the training for their members so that they add morale and confidence to their members to face responsibilities surrounding them. Also Nassazi (2013) insisted that training could

enable them acquire and improve knowledge and skills in order to enable workers to perform their responsibility as they were expected

2.4.3 An Overview of the Tanzania Context

Previous Trade unions in Tanzania seemed to have close link to the colonial administrations in Tanganyika. The colonial masters allowed the establishment of Trade unions to prevent the growth of independent radical workers' movement by providing legal mechanism by which the colonial state would use to ensure that trade unions followed the line. However, despite the fact that Tanzania has adopted a number of international instruments for the purpose of promoting some international standards on trade unions, it still embraced provisions carrying colonial law legacy (Law reform commission of Tanzania, 2001).

Working performance was mainly researched on health sectors after the sector of health seemed to have the direct impact on clients when workers underperformed. Trade union had challenge on how to help workers improve their performance in order to save peoples from death and reduce or stop children mortality rate. Oswald (2012) in his research dealing with the effect of working environment on workers' performance which was done by using cross sectional exploratory design came with the result that the working environment element had a significant effect on the performance of workers. Trade unions on their collective bargaining meetings were supposed to ensure the working environment was conducive for working. Mwanyenza (2015) examining the role of trade unions in solving employees' problems by using random sampling technique a case study of Mwanza City Council described that trade unions illustrated that trade unions were very crucial instruments

in solving employees' problems in any organization as they motivated employees to reach targets of their responsibilities. Poor performance of trade unions led to the underperformance of employees. Due to that trade unions had the huge responsibility facing them of ensuring their daily activities were focusing on improving workers' performances.

Muze (2014) in her study reviewed the assessment of motivation and its impact on employee performance in goal attainment came with the result that motivation played a fundamental role on improving employees' performance. Therefore, trade unions should conduct some programs of motivating workers (members) who have shown positive attitudes and good performance in working areas. Also trade unions should have an incentive plan that will encourage the workers (members) as the way of improving their performance. Ibrahim (2013) in his research dealing with Impact of trade union on improving employees working condition a case study of COTWU AND TUGHE by using Quantitative method came with finding which showed that, Trade unions were still facing problems such as lack of enough salary, Lack of conducive environment for working and Lack of formal contracts of employment and recommended that as long as there were implication to the policy making in industry, many members of unions felt that they got few benefit by being member of trade unions in Tanzania. Trade union in recent years is well researched by many researchers in Tanzania as long as it faced many challenges. Musa (2014) by using a Quantitative method conducted a research which was concerning Trade union participation on improving employees condition. Case study of CWT realized that in spite of many efforts done by trade unions still workers has various challenges such

as inadequate pay, poor working conditions, delayed salary and wages. Musa recommended that due to financial problems trade union should provide loan and worker should devise other means for self-reliance, Vocational and skills training should be provided to the members.

Trade unions in Tanzania lost faith from their members and they became powerless after failing to fulfill some expectation of workers. The trade union in Tanzania was faced with a number of problems in performing its role to the workers. Trade Union had responsibility of providing training to its members for different changes which occur in workplaces According to Bloom and Campbell (2002) training programs gave workers, employers, and unions a wide range of benefits due to the skills gained through study and training. But it seemed the role was not performed by trade unions of Tanzania. The research done by Faraji (2013) which was dealing with the motivation on employees work performance in public organizations, came with findings which indicated that the working condition could greatly improve the performance of individual workers.

This means that the performance of workers can be improved by maintaining good working condition and this was one of trade union duties to ensure workers were working under conducive environment in order to show their capability and talents they had. Another research which was conducted by Jilala (2013) in her study which assessed on the role trade union in the implementation of labour law came with results that trade unions preferred almost well but not satisfied members and recommended that government should provide education to its members concerning

education to members as a way to enable them to be aware with the labour law. Also Jilala suggested that Trade unions should translate the labour law to their members. Education was the key service which should be provided to the members as long as they depended on it to become aware with their duties, responsibilities and rights.

2.4.4 Research Gap

Several studies have been conducted to assess responsibilities of trade unions practices to the members of trade unions (workers) but most of them based on the finding how trade unions improved working conditions. Among of those research was conducted by Ibrahim (2013) from Open University of Tanzania talking about impact of trade unions on improving working conditions. His study was targeting to assess the role of trade unions in improving working conditions. Also there is another person Musa (2014) conducted a research on Trade union participation on improving employees' conditions. It was focusing on finding solution of various challenges such as inadequate pay, Poor working conditions delayed salary and wages of the members. But there is the gap whereby they did not put effort on looking how trade unions can help members (workers) on improving their working performance.

2.4.5 Conceptual Framework

Conceptual framework is a diagrammatic presentation of the relationship between dependent and Independent variables Mugenda and Mugenda, (2003) as cited by Kubai, (2013). In this study, the independent variable would be trade union practices while dependent are member's performance. Trade union shown as the base of all function which members are expecting from it and performance of members are depending on. Trade union practice has positive or negative impact to the workers'

performance. Workers performance can be improved when necessary services are provided by trade unions to their members. Those services are such as safeguarding the interest of the workers, monitoring employer's compliance, promoting good working conditions they can influence the outstanding performance of workers.

Conceptual Framework

Trade Union Practices

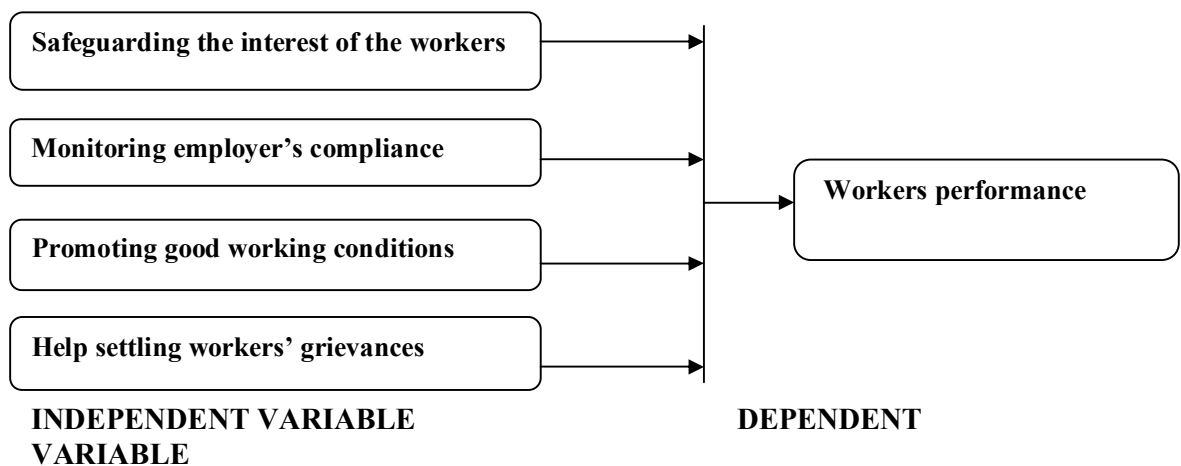


Figure 2.1 Conceptual Framework

Source: Researcher's own design

2.5 Chapter Summary

This chapter was including explanations about conceptual definition which was defining about various concepts which was used in study, for example of concept which were defined are Industrial relation, Collective bargaining, Trade unions and Performance. Theoretical literature review was made were by some theories was discussed and final Gadhian theory was selected to be used throughout the study. Also Empirical literature review was discussed which was including Global views, African views and Tanzania view were by various research was cited for example Faraji (2013), Jilala (2013), Ibrahim (2013) and Musa was cited. Research gap was

discussed too, where by trade unions seems they did not put effort to help members in improving their working performance. Lastly, Conceptual Frame work was drawn to show diagrammatic presentation of variables.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Philosophy

According to Saunders (2004) this is over-arching term related to the development of knowledge and the nature of that knowledge in order to be aware of what one is going to investigate. Realism philosophy was used because most of the time it shows us as reality is the truth. Realism is another philosophical position which relates to scientific enquiry. The essence of realism is that what the senses show us as reality is the truth that objects have an existence independent of the human mind (Saunders, 2004). The philosophy of realism is that there is a reality quite independent of the mind. In this sense, realism is opposed to idealism, the theory that only the mind and its contents exist. Realism is a branch of epistemology which is similar to positivism in that it assumes a scientific approach to the development of knowledge.

3.3 Research Design

According to Saunders et. al. (2004), it will contain clear objectives, derived from your research questions, specify the sources from which you intend to collect data, and consider the constraints that you will inevitably have (e.g. access to data, time, location and money) as well as discussing ethical issue. The study was guided by using Qualitative approach. According to Creswell (2008) Qualitative researchers seek to understand the context or setting of the participants through visiting this context and gathering information personally. They also make an interpretation of what they find, an interpretation shaped by the researchers' own experiences and backgrounds.

3.4 Research Area

According to Swai, *et. al.* (2010) Research area indicates to you all the possible areas that are supposed to be included in the study. However, the researcher has to indicate the actual areas which can be reached during field data collection as not all the areas can be reached due to various limitation. The area which the researcher used in conducting study is TUCTA head office because is the area which may be easy to fulfill all the needs of this research and another reason it could be simple to understand almost all steps taken by trade unions toward workers' performance development in Tanzania through TUCTA.

3.5 Research Population

Research population refers to the elements of research. The elements which are going to be involved in the study, either respondent if it involves people as elements of the study or animals, insects, plant Swai, *et al.* (2010). Member and staff of Trade Union Congress of Tanzania (TUCTA) is the population we were dealing with in order to get intended information with a population of 134 employees. TUCTA is the trade Union which has many members and it is known as giant union or trade union representative. In that case it was helping researcher to conduct the research in good circumstance and it was easy to get whole information within specified time frame. I chose to deal with Trade Union Congress of Tanzania because it is the organ which has huge number of members and it is affiliated with many trade unions.

3.5.1 Sampling Techniques

Are methods that enables researcher to reduce the amount of data that researcher need to collect by considering only data from sub-group rather than all possible

cases. Purposive sampling or judgmental sampling enabled me to answer my research questions and to meet my objectives. This form of sample is often used when working with very small sample such as case study research.

3.5.2 Sampling Size

The sample of the study was consisting of 77 respondents who were members, employers, leaders and area representative of TUCTA. Which include staff of TUCTA, Members of TUCTA and other trade unions which were affiliated with TUCTA such as TUICO, CWT and TUGHE in order to test effectiveness of trade unions

Table 3.1: Sample Distribution

Groups (TUCTA Members)	No of employees
TUICO	13
CWT	36
TUGHE	28
TOTAL	77

Sources: Research, (2017)

3.5.3 Data Collection Methods and Approach

This section provides explanation of methods which were used to collect data and their approach. Various method of data collection were applied in order to collect reliable information to satisfy the set objective of the study. These methods included;

3.5.4 Interview Method

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method was used through personal interview and where viable, through telephone interviews (Kothari 2004). Structured

interview schedule was organized and administered to the respondents. The interview was helping the interviewer to collect the information as new questions and ideas come out as question and answers. The respondents were given opportunity to clarify some of issues. The respondents were interviewed direct for clarification of some issues.

3.5.5 Questionnaire Method

This is the method of collecting primary data by sending questionnaires to the respondents with a request to complete and return them to the researcher and it consists of a number of questions printed or typed in a defined order on a form or set of forms (Kothari 2004). Questionnaire was distributed to TUICO and some of the affiliated trade unions such as CWT, TUGHE and employers.

3.5.6 Documentary Review

Secondary data was obtained by the archival analysis and documentary review approach. Such data were obtained in published and unpublished sources. I went through various Books, Handouts and pamphlets with various written matters of trade unions.

3.6 Primary Data

Are those which are collected afresh and for the first time and thus happen to be organized in character Khothari (2004). The research used interview method and questionnaires, Interview method of collecting data involve presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. I was using this interview because information can be easily obtained under this method.

3.6.1 Secondary Data

Kothari (2004) define secondary data as data which have already been collected and analyzed by someone else. This maybe either published data and unpublished data. In the study I used published data such as books, magazine.

3.6.2 Validity and Reliability

The study was targeted to test the reliability of data collection instrument by using Cronbach's Alpha in order to measure the internal consistency by the use of SPSS. Cronbach's alpha ranges between 0 and 1. The reliability is amount of random error is inversely related to the degree of reliability of the measuring instrument (Carmines and Zeller (1979). Melanie (2012) state that when the questionnaires at issues is reliable 0.8 is considered to be they did not take effective measures of influencing employers to provide things which will motivate their performance. Validity is concerned with meaningfulness of research components. When researcher measure behaviors', they are concerned with whether they are measuring behavior they are intended to measure. Training activities in relation with workers' performance are very good, However, the reliability coefficient training policy and environment is 0.7 indicate that the reliability is acceptable at the level of the best standardized test, therefore both variables indicate a strong internal consistency of instruments used in data collection.

3.6.3 Method of Data Analysis

Dawson (2002) states that data analyses take place in the field so that hypotheses can be discussed with key informants. In this research I used the descriptive data analysis in making analysis of data collected and SPSS (Statistical Package for social

sciences) for Window Version 16.0: as the program to help in preparing the outcomes of research into good calculation and analysis which are easy to be understood. Data processing also was involved editing, coding, tabulation and percentage distributor. The frequencies were put on percentage in order to make accurately comparison.

3.7 Ethical Consideration

In this research the voluntary consent of the respondent was sought. The respondents were told the nature of the study, and those who were willing to participate, did so on their own free will. Secondly, respondents were assured of maximum anonymity, that is, they were assured that their identities' should not be disclosed. This was guaranteed by ensuring that the questionnaire forms did not demand the disclosure of respondents 'name. Thirdly, information was sought with extending any offer or promises for such offer. Finally, the respondent, were assured that they could access the results of the study.

3.8 Study Variable

Table 3.2: Definition and Measurement of Variable

Type of Visible	Name of visible	Definition of variable measurement
Independent Variable	<ul style="list-style-type: none"> • Trade unions 	<ul style="list-style-type: none"> ▪ Unions should rely on performing their objectives which led them to be established
Dependent Variable	<ul style="list-style-type: none"> • Workers performance 	<ul style="list-style-type: none"> ▪ All employees should given enough support by unions in order to help them to meet their needs ▪ Employees they can dedicate their talents and energy they have at working areas as long as they feel secured

Source: Author (2017)

3.9 Chapter Summary

In nutshell, this chapter has made clarifications on various areas which are consisted on chapter two. It has explained about research philosophy of study which was realism philosophy was used to show reality is truth.

Also Qualitative approach was used as the research design in order to help researcher to seek for context or setting participants. TUCTA head office was selected to be used as research area and its workers and other unions members which affiliated with TUCTA was participating as research population. Purposive sampling was used too, in order to answer research questions and about 77 respondents were used as sample size of study. Data collection was done by using Interviews method, Questionnaire method and Documentary view. On this chapter the data collection was explained where by Interview, Questionnaire method and Documentary was used and final the ethical consideration was explaining on how the research was adhere all necessary rules and procedure of research.

CHAPTER FOUR

4.0 FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

Chapter Four presented data collected during the data collection process, its analysis and discussions. The analysis covers the findings from the research questions, structured, unstructured interviews and questionnaires with TUICO as umbrella of all trade unions and CWT as the trade unions which had many members in Dar es Salaam. To assess the impact of trade union practices to the development of workers' performance in Tanzania targeted to investigate whether trade unions met their objective to its members in developing their abilities of working or whether trade unions practices were a source of poor performance of workers.

4.1 Background Characteristics of Respondents

4.1 Age of Respondents

In this section the questionnaire wanted to explore the respondents' bio-data in terms of age, gender, marital status and education. These data were thought to be important since any one of those attributes could influence one's perception over a particular social issue under discussion. The first item in the bio - data was the age profile of respondents. Respondents were asked to identify their age. The study found that

(35%) of respondents aged between 35 to 40 years and this category formed the majority, followed by age groups 25 -- 30 and 30 – 35 who were represented by 20.8% each. Age groups 35-40, 40 – 45 and 50+ were represented by 7.8%, 5.2% and 10.4% respectively. The researcher was interested in understanding the different opinions held by different age groups with regard to Trade union role in improving the performance of the organizations. The results were summarized in Table 4.1

Table 4.1: Age of Respondents

Responses	Frequency	Percent (%)
25-30	16	20.8
30-35	16	20.8
35-40	27	35.1
40-45	6	7.8
45-50	4	5.2
50+	8	10.4
Total	77	100.0

Source: Research data (2017).

4.2.2 Gender Distribution

The second item in the respondents' profile related to their gender representation. From Table 4.2 it was evident from sex frequency table of distribution that majority of respondents were male representing 67.5 percent of the total respondents, while female represented 32.5% of all the respondents. This shows that as far as employment opportunities were concerned, male seemed to be dominant in the

employment, while female represented the minority in the employment opportunities. This reflected the true picture that prevails in the labour market where you find the majority of employees being male and in most cases females represent the minority in the employment sector. Table 4.2 showed how respondents were distributed gender wise.

Table 4.2: Gender

Responses	Frequency	Percent (%)
Male	52	67.5
Female	25	32.5
Total	77	100.0

Source: Research data (2017)

At least female teachers were so active on responding against questionnaires than women of other sectors especially those who were working at Health sectors. This study revealed that Tanzania Railways Limited (TRL) had low number of female workers because there was no any questionnaire filled by female.

4.2.4 Marital Status

The third item in the respondents' profile sought information about respondents' profile. Table 4.3 showed marital status of respondents. It indicated that 59.7% of all respondents were married and 40.3% were single. There was no category of divorced or widowed. This part of marital status had impact on this study because it indicates how relationship between trade unions with workers' performance can be displayed by those who were not married and those who were married. The study questionnaires included the question on the marital status of respondents and the results were as summarized in Table 4.3

Table 4.3: Marital Status

Responses	Frequency	Percent (%)
Single	31	40.3
Married	46	59.7
Total	77	100.0

Source: Research data (2017)

4.2.4 Education Level

The fourth item in the respondents' profile was on the educational level of the study respondents. The study examined the level of the respondents' education. Respondents were required to identify level of education. It was found majority of the respondents about 40.3% had Degree qualifications which also were followed by 31.2% diploma holders, followed by 16% for certificate and 16% who had Master's Degree, respectively. Table 4.4 presented the summary of the data for this item.

Table 4.4: Education Level

Responses	Frequency	Percent (%)
Certificate	13.0	16
Diploma	24.0	31.2
Degree	31.0	40.3
Master's degree	9.0	11.7
Total	77	100

Source: Research data (2017).

This indicated that the level of education for the respondents was high enough to be able to respond to the research questions. Moreover, this level of education was sufficient to provide reasoned responses which reflected the actual situation prevailing in the field. The results were summarized in table 4.5

4.3 Trade Unions

This part included the explanation on how workers were involved with trade union activities. The research question intended to identify the reasons which made workers join the union, besides the conditions by Government for requiring the employers to allow the formation of Trade Unions, freedom for members to join such organs and protection for their rights. Table 4.6 showed the reasons which made workers to join trade unions in Tanzania. There were various responses from the respondents, including 35.1% who said that they joined trade unions as the part of being able to get good wages because that was their only organ which represented them during the collective bargaining meetings. Better working conditions and others reason was taken as second reason for joining trade unions, 22.1% of respondents chose each reason, while another 22.1% chose other reasons.. Also 19.5% was for legal protection while 1.3% of the respondents did not respond on reason for joining trade unions.

This implicated that employees were aware of the potential of Trade Unions in attending to their labour related matters. Cumulatively responses related to labour matters accounted for 76.6%, while other reasons accounted for 23.4%, as summarized in Table 4.6.

Table 4.5: Reasons for Joining Trade Unions

Responses	Frequency	Percent (%)
Legal protection	15	19.5
Better working conditions	17	22.1
Better wages	27	35.1
Others	17	22.1

Missing	1	1.3
Total	77	100.0

Sources: Field Data (2017).

4.3.1 Becoming Member of Trade Union

In the question respondents were required to indicate the dates when they joined trade unions for the first time, with some alternatives between two years, five years and more than five years. Ideally, the question wanted to explore the experiences the respondents had gathered with trade union activities. Responses indicated that 15 respondents, 31 respondents and another 31, had joined in two years, five years and more than five years respectively. This represented 19.5%, 40.5% and 40.5% respectively. This indicated that those who had joined trade unions in five years and more than five years tied up by 40.3% and cumulatively reflecting that 80.6% had joined trade unions in between five and more than five years respectively. The implications of the findings were that the respondents were quite experienced members of trade unions and this strengthened the reliability of the data for this study. To conclude that had impact to the current study because the new and old members could have different perceptions concerning the level of relationship between trade union's activities and workers' performance. The summary of the findings were presented in Table 4.6.

Table 4.6: Show when did Member Join Trade Union

Responses	Frequency	Percent (%)
Two years ago	15	19.5
Five years ago	31	40.3
More than 5 years ago	31	40.3

Total	77	100.0
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Source: Research Data (2017).

4.3.2 Trade Union Performance

The question required the respondents to express their views with regard to how they perceived the performance of trade unions generally. A three point Likert scale with the ranges between very active, active and inactive were provided. The question helped in evaluating the respondents' level of satisfaction with the activities of trade unions. Thirty-nine (39%) of members were not satisfied by the trade unions activities. Some of respondents said that for some extent trade unions performed their works as required for almost 37.7% and only 23.4% of members appreciated the working performance of their unions towards provision of various services to them and to form good relation between trade unions and workers' performance. Cumulatively 61% were satisfied with the services of trade unions. The summary of the findings were presented in Table 4.7.

Table 4.7: Trade Union Perform Role as Required

Responses	Frequency	Percent (%)
Very active	18	23.4
Active	29	37.7
Inactive	30	39.0
Total	77	100.0

Source: Research Data (2017).

4.3.3 Effort of Trade Unions

Research question three wanted to assess the degree to which respondents believed that trade unions contributed to improving workers' performance at the work places. Four levels of Likert scale (very good, good, poor and very poor) were used. Cumulatively, 61.1% confirmed that trade unions had positive impact towards workers' performance at the work places. The responses represented very good and good by 18.2% and 42.9% respectively. So the responses were positively linked to the improved performance of employees, based on trade union activities. Responses on the negative side were represented by poor 37.7% and very poor by 1.3%. Cumulatively responses on the negative side were 40%, implying that these two categories never recognized any positive contribution of trade unions towards improved performance of employees, as a result of trade union activities. The findings are summarized in Table 4.8.

Table 4.8: Effort of Trade Union on Improving Work Performance

Responses	Frequency	Percent (%)
Very good	14	18.2
Good	33	42.9
Poor	29	37.7
Very poor	1	1.3
Total	77	100.0

Source: Research data (2017).

A trade union seems to perform well for some extent in improving workers' performance. Around 42.9 % recognized the presence and performance of trade union toward the improving works performance. Still there were many challenges

toward the improving workers because almost 37.7% regarded trade unions as the organ which failed to improve workers' performance as Table 4.8 summarized data

4.3.4 Positive Impact of Trade Union to Workers

Research question four was intended to explore the opinions of the respondents in regard to positive impact of trade unions on workers' performance. Again, four levels of Likert scales (very good, good, poor and very poor), were used by the respondents to evaluate. Nine (09) and thirty five (35) respondents stood for very good and good respectively. These figures represented 11.7% and 45.5% respectively on the positive side. Cumulatively, 56.2% of all the respondents confirmed that trade unions had positive impact on workers' performance. On the other hand, those who had negative perceptions over the impact of trade unions on employees' performance tallied that 40.3% and 2.6% stood for poor and very poor respectively. Those who held negative opinions with regard to the impact of trade unions on employees' performance had cumulatively 42.9% responses on the same. This indicated that although those who had negative responses with regard to the impact trade unions had on the performance of employees were substantial i.e. 42.9%, yet they were fewer than those who stood for positive response represented by 56.2%. The results were summarized in Table 4.9

Table 4.9: Trade Union Activities Provide Positive Impact of the Worker Performance?

Responses	Frequency	Percent (%)
Very Good	9	11.7
Good	35	45.5
Poor	31	40.3
Very poor	2	2.6
Total	77	100.0

Source: Research Data (2017).

4.3.4.2 Relationship

The research question aimed at investigating how trade union practices could contribute to improved or deterioration of workers' performance. The question applied five levels of Likert scales (very strong, strong, average, weak and very weak) to gauge the relationship that existed between trade union practices and the performance of employees. Thirty-nine (39%) of the respondents said that there was weak relationship between the practices of trade unions and workers' performance. Two categories of respondents opined that relationship between trade union practices and workers' performance were 7% and 13% representing very strong and strong respectively.

Other respondents to the tune of 29% regarded the relationship to be average, and only 5.2% respondents said there was no any kind of relationship between trade union activities and workers' performance whether for improved or deteriorated performance. Cumulatively, it was clear that there was positive relationship (55%) between trade union activities and workers' performance. This implied that workers' performance was by and large, a function of trade union activities. Responses to the negative side were represented by weak and very weak, with scores of 39% and 5.2% respectively. Cumulatively responses for the weak and very weak relationship were 44%. This was a reflection of how awareness of the activities of trade unions to this group or respondents was lacking. In view of the results presented in this question trade unions activities had significant relationship with the performance of employees whether positively or negatively, as shown in Table 4.10.

Table 4:10 Relationship

Responses	Frequency	Percent (%)
Very strong	7	9.1
Strong	13	16.9
Average	23	29.9
Weak	30	39.0
Very weak	4	5.2
Total	77	100.0

Source: Field Data (2017)

4.3.4.3 Improving Trade Union Practices

In this research question, respondents were required to suggest ways that they thought could improve trade union practices in relation to workers' performance. Three key areas were suggested which included strengthening collective bargaining processes, training members and improving communication. The first item of collective bargaining attracted 37 responses, equivalent to 48.1%, training attracted 22 responses equivalent to 28.1% and communication attracted 18 responses equivalent to 23.4%. So in terms of order of preference, the majority 48.1% chose collective bargaining as a way of improving Trade Union practices in relation to workers' performance. It could be argued that the reasons for giving high priority to collective bargaining was the fact that almost all of labour relations nature could be resolved through collective bargaining processes. On the other hand, respondents chose training as the second priority of importance, which is undoubtedly of greater importance as well. This was important given the fact that employees could fail to realize the importance of trade unions due to sheer ignorance. Therefore training in labour related matters and trade unionism could improve their awareness and

understanding on trade unions and how they affected employee overall performance. Minority of the respondents around 23.4% were of the opinion that by using communication trade union practices in relations to workers' performance can be used as the way of improving good relation between these two parties. It could be argued that both training and communication could enhance the relationship between trade unions and the performance at the work place. Results for this research question were summarized in Table 4.11.

Table 4.11 Improving Trade Union Practise

Responses	Frequency	Percent
Collective bargaining	37	48.1
Train members	22	28.6
To improve communication	18	23.4
Total	77	100.0

Source: Research Data (2017)

4.4 Working Environment

This research question required respondents to indicate their perceptions with regard to whether conducive working environment would improve workers' performance. The importance of improved working environment as a way of improving the trade union practices in relation to workers' performance. Responses on the positive side were 60.3% against negative responses which were 39.7%. These responses indicated the importance the workers attached to conducive working environment. Even with the 39.7 who did not see the importance of improved working condition, still the majority recognized the importance of conducive working environment as summarized in Table 4.12.

Table 4.12: Working Environment and Improved Performance

Response	Frequency	Percent
Yes	47	60.3
No	30	39.7
Total	77	100

Source: Research Data (2017).

4.5 Motivation and Improved Workers' Performance

The research question had set out to assess the perceptions of the respondents with regard to whether they perceived motivation as an important tool for improved performance. Three levels of Likert's scales (very strong, strong and neutral) were used. Fifty six Respondents equivalent to 72.7%, strongly agreed that motivation was crucial for improving workers' performance and eighteen respondents, equivalent to 23.4% agreed that the issue of good working environment had strong power of motivating employees and affecting their performance, while three (03) respondents accounting for 3.9% were not sure whether the use of trade union could lead to improvements in workers' performance. It was clear from the responses that employees could positively associate the power of motivation in improving workers' performance. Only 3.9% who were neutral, that is falling between positive or negative side on the issue of motivation. The results for this item were summarized in Table 4.13.

Table 4.13: Motivation can be Used to Improve Workers Performance

	Frequency	Valid Percent
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Strongly Agree	56	72.7
Agree	18	23.4
Neutral	3	3.9
Total	77	100.0

Source: research data (2017).

4.6 Discussion

4.6.1 Working Environment has effect on Workers' Performance

In this study show that trade union can improve workers' performance by making sure that working environment of their members are conducive and has positive impact on their daily duties of working. The study done by Oswald (2012) demonstrated that employees' performance at working place can be influenced by good working environment. This result shows that are essential relationships between the workers' performance with their environment surrounding them at working areas. Trade unions should use their various meeting with employers to fight for the good working environment as the way of improving workers' (members) performance.

4.6.2 Availability of Training in Improving Workers' Performance

Finding from this study reported that training can be used by trade unions as a method of improving workers' performance. Trade unions should conduct some training to their members in order to provide their services as they were required. Campbell (2002) and Nassazi (2013) in their studies had the same results which stated that training programs gave workers, employers, and unions a wide range of benefits and main purpose of training was to acquire and improve knowledge, skills and attitude towards tasks which faced workers. Due to those reasons trade union had

responsibility of making sure that training programs were conducted for the benefits of workers, employer and trade unions as well. Training had the very positive results and study indicated that unions should make consideration in order to add value on workers' performance.

4.6.3 Role of Motivation to the Improvement of Workers' Performance

This study found that the use of motivation could be used as a gate way of improving working efficiencies and working performance. The same as Ganta (2014), Muze (2014) and Faraji (2013) got the same result that the motivation improved performance of workers. Motivation played a fundamental role on improving employees' performance and the trade unions can use the motivations as the method of improving working performance and efficiency among workers (members) in Tanzania.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The first objective of the study was to identify the role of trade unions practice in improving workers' performance in Tanzania. The other objective of this study was including identifying how trade union practices affected workers' performance, to assess how trade unions practices motivated workers' performance and to explain relationship between trade union activities versus workers' performance. The case study of this research was at Dar es Salaam and 77 respondents were used. Data collection methods were interviews and documentary analysis whereas data collection instruments were questionnaires, interview and documentary analysis. Data collected was analyzed based on descriptive data analysis and SPSS (Statistical Package for social sciences) for Window Version 16.0: was used too.

This study shows that many respondents 72.7% agreed that motivation can be used by trade unions as a way of improving workers' performance. Respondents agreed that motivation was crucial for improving workers' performance. Even though there were 3.9% who were not sure that the use of motivation could lead improvements in working performance, that was on the side and therefore trade unions, should improve the system of motivation in order to make workers performance to be good. Employees should acknowledge the positive impact that motivation had on work performance generally and improved productivity and efficiency. Research aimed at investigating how trade union practices can contribute in improving workers'

performance. Majority (%) said that there were very weak relationship between trade union practices and workers' performance. Only 7% and 13% of respondents said at least there were strong and very strong relationship between trade union practices and employees' performance. The issue of relationship other respondents regarded it was average with around 29% and only 2.6% respondents said there was no any kind of relationship between these parties. This shows that in the issue of relationship there is a work to do in order to improve it. Performances of workers are also influenced by good relationship between workers and trade union.

The study found 48.1% respondents indicated that collective bargaining can be used as a way to improve trade union practice in relation to workers' performance. Collective bargaining regarded as best way of planning how to help improve performance of workers and around 28.6% respondents chose training to members as a way to improve trade union practices in relation to workers' performance. Minority members around 23.4% agreed with fact that by using communication trade union practices in relations to workers' performance can be used in improving good relation between these two sides' trade unions and workers.

5.2 Conclusion

According to research objective of this study it was position of examining how trade unions practices motivated workers' (members) performance. The findings indicated that large percent of workers (members) (76%) reported that trade unions were capable of motivating workers (members). Around 76% respondents agreed that trade unions activities can use motivation as a way of motivating members and

improving their performance. Therefore, the existing efforts made by unions towards improving workers' performance by using motivation should be emphasized improved also should be provided fairly and without bias.

The study also showed and emphasized that trade unions should use the training as another way of raising the workers' morale and improving performance of their members. Most of the respondents were showing the positive response toward the use of training to the members as the way of preparing and improving performance and the study concluded by suggesting that, the trade unions to make sure that training should be given enough budget and should be implemented in every year. This also had positive impact of retaining members and reduces level of turnover after performing well and motivated enough. The study helped to identify that working environment should be well organized with sufficient working facility as the way of making workers (member) to do their works as required without facing any environments barriers. To ensure the working environments are conducive for members, unions should be responsible for their role.

As long as the study shows working environment can be a source of good performance and should be improved and secured enough for the benefit of both workers and employers. To sum up, Trade unions can be a source of improved workers' performance by using the regular meetings of collective bargaining. Through bargaining meetings between trade unions and employers various matters could be discussed for the benefit of workers' performance and their affairs which can be used as source of improving their working performance. Trade unions should make sure the meetings of collective bargaining were conducted in each year and

should have positive outcomes to workers' performance. The study findings showed the direction and areas where trade union needed to solve out their weakness and areas to make some changes in order to promote workers' (members) performance at working areas. Study provided evidence to the government if the objectives of establishing the trade unions were achieved and secured so that it maintains peace and security at the working areas for promoting working efficiency.

5.3 Recommendations

Recommendations are provided based on the findings of the study and they are categorized in three areas Government, Trade unions and Workers (Members).

5.3.1 Recommendation to Trade Unions

Trade union should frequently provide the training to their members (workers) as the way to ensure that they become aware about the challenges they are facing on their daily activities at working areas and help them to perform well on their duties. Training will prepare workers to show good performance and create confidence in them towards the responsibilities they are facing. Apart from training the trade unions also are recommended on creating of conducive environment of working which are far from danger and influence workers to perform their works effectively. Working environment includes working space and furniture's enable workers to work comfortably, with high performance. Trade unions also recommended providing motivations to its workers (members) when they perform well as the way of influencing others to perform as it is required and reinforcing the right behavior to persist. Trade unions recommended maintaining good communication among members (workers) and communication between workers and their employers. This

will provide room for workers to express their obstacles on meeting goals of performance and to avoid unnecessary conflicts which can ruin the workers' performance and productivity as well.

5.3.2 Recommendation to Workers (Members)

Workers should improve and maintain good communication with the trade union leaders and their employers to express the challenges which discourage them to meet working performance target and to make suggestions on ways which can be used to help them to improve the ability of working. Communication among workers can be used as a way of improving the performance of workers as long as the communication will base on finding solutions of reaching target of performance and lastly workers (members) are recommended to attend the various training provided either within working areas or outside in order to enable them to expand their working abilities and knowledge.

5.3.3 Recommendation to Government

The government should always work together with trade unions in ensuring the members' (workers) welfare are well provided as a way of motivating them to work effectively and showing their ability on various responsibilities they are given. Government should conduct the collective bargaining meetings and discuss the ways of helping workers to improve their performance as well as to make good arrangement of training and education programs to the workers. Government should create good working environment which can be a positive way of helping workers to perform well on their daily responsibilities.

5.4 Areas for Further Study

The following are areas of research which can be conducted by other researchers for further studies.

1. Examining the contribution of government in supporting the work of trade unions.
2. Assessing the employers' attitude towards Trade unions in Tanzania.

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APPENDICES

QUESTIONNAIRES TO MEMBERS (WORKERS AND TRADE UNIONS LEADERS)

Dear Respondent, my name is **Shaibu Said**

I would like to assure my delighted respondents that all information on this study will be treated with due study ethics and only for the purpose of this study and not otherwise. Please be free to answer question as asked and give all necessary information since results of this study will be helpful in improving trade union practice in Tanzania.

Biographic data

SECTION (A): Profile of the respondents

1. Gender 1. Male _____ 2. Female _____

2. Age.....years

25-30

30-35

35-40

40-45

45-50

50+

3. Marital status I. Single () II. Married. () III. Divorced/Separated () IV.

Widow () (Please tick)

4. Location.....

5. When did you become a member of Trade Union?

.....

- i. Two years ago
- ii. Five years ago
- iii. More than 5 years ago

6. What do you expect from being the member of trade union?

- i. Legal protection
- ii. Better working condition
- iii. Better wages
- iv. Others

6. Education Level

NON	Certificate	Diploma	Degree	Masters degree
Tick where appropriate				

7. Does trade union perform it roles as it is required? (**Tick against the appropriate answer**)

- (i) Active.....
- (ii) Average.....

(iii) Underperform.....

How,

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

7. What is your daily responsibility on Trade unions?

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

8. Does trade union participate in improving working performance?

Yes () or Not ()

How,

.....
.....

9. What is your comment on different efforts undertaken by trade union to improve working performance to its members (workers)? Please tick

- i. Very good.....
- ii. Good.....

iii. Poor.....

iv. Very poor.....

v. What are your recommendations on ways to improve efficiency of trade union to the developing of members (workers) performance?

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

10. How does a trade union activity provide positive impact to the workers performance?

Very active () Active () or Inactive ()

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

11. What are negative impacts of trade union activities to development of workers performance?

Very active (), Active () or Inactive ()

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

12. What are challenges facing trade unions to the improving workers performance

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

13. What are steps taken to overcome challenges which deteriorate workers performance?

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

14. What are the possible ways to overcome those challenges deteriorate development of workers performance by trade unions

.....
.....

Do you think employees' motivation has positive impact to the employees' performance?

(i) Yes

(ii) No

15. How does a worker feel motivated to improve their working performance from services offered by trade unions?

- i. Very Good ()
- ii. Good ()
- iii. Bad () or
- iv. Not at all ()

16. What are challenges facing workers in attending their daily

.....

.....

.....

17. What are effort of trade union provide to the workers to overcome those challenges which hinder their working performance

- i. Extremely influencing
- ii. Very influencing
- iii. Moderate influencing
- iv. Not influencing

.....

.....

.....

18. Explain relation on how workers cooperate with trade unions to improve working performance

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

19. Explain relationship between trade union practices versus worker performance

- i. Very good
- ii. Good
- iii. Average
- iv. Bad
- v. Not at all

.....
.....

20. What are the factors which hinder trade union participation in improving workers (members) performance?

- i. Lack of training
- ii. Lack of fund
- iii. Poor leaders
- iv. Un qualified workers

21. What are the steps should be done to improve trade union practices in relation to workers performance?

- i. Collective Bargaining and negotiating skills
- ii. Trade unions to set aside fund for members training

iii. To improve communication between trade unions and workers (members)

22. Does government cooperate with trade unions in their daily activities to overcome factors which hinder development of workers performance?

Yes

No

How,

.....
.....

Thank you very much for cooperation and wish you ever-bright

Future