

**CONTRIBUTION OF TRADE UNIONS ON WORKPLACE
PRODUCTIVITY: A CASE OF THE INSTITUTE OF SOCIAL WORK,
TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE MASTER DEGREE OF HUMAN RESOURCES
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CERTIFICATION

The undersigned, certifies that he has read this dissertation titled “contribution of trade unions on workplace productivity: a case of the institute of social work, Tanzania” and I accept it as partial fulfillment of the requirement for the degree of Masters in Human Resource Management of the Open University of Tanzania

.....
Dr. Janeth Isanzu
(Supervisor)

.....
Date

DECLARATION

I, Frank John Nkinda, do hereby declare that this research paper is my original work and it has not been presented anywhere or will not be presented to any other institution for any award.

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my wife Mwasi Charles Robinson and my daughter Moria Frank Nkinda who gave me moral support to ensure I went to school and also for her inspiring spirit that kept on renewing my strength whenever I felt weak.

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The completion of this dissertation would not have been possible without the contribution from many people whom I would like to acknowledge. To all who gave me a support towards the completion of this study.

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Lastly, I wish to thank my family, friends and colleagues at work for their endless support during the study. May Almighty God continue bless you.

ABSTRACT

The overall objective of this study was to explore the contribution of trade unions on improving productivity at workplaces. The study was conducted at the Institute of Social Work (ISW) which is an academic institution based in Dar es Salaam, Tanzania. The study adopted an exploratory design in order to meet the study's objectives. Both qualitative and quantitative approaches were employed to assess respondents on their understanding of the activities performed by trade unions at their workplace, determine the effects of trade unions on enhancing productivity, and to find out the challenges facing trade unions at their work place. Primary data were collected using questionnaire where both open and closed questions were designed and administered also the researcher reviewed documents (secondary data) which provided different information for the study. Findings of the study showed that trade unions are very important in improving workers' productivity at the ISW. This was revealed through different activities performed by trade unions at the Institute including collective action when negotiations fail, organizing meetings for members of trade unions, making negotiations for better wages, to foster relations between employers and employees, keeping workers peace by solving disputes among members and their leadership, and to represent employees during disciplinary hearings. The study recommended that institutes, firms, and companies should support trade unions and encourage their employees to join trade unions.

Key Words: *Trade Union, Workplace (Organizational) Productivity*

TABLE OF CONTENTS

| | |
|---|-------------|
| CERTIFICATION | ii |
| DECLARATION | iii |
| DEDICATION | iv |
| ACKNOWLEDGEMENT | v |
| ABSTRACT | vi |
| TABLE OF CONTENTS | vii |
| LIST OF TABLES | xi |
| LIST OF TABLES | xii |
| ABBREVIATIONS & ACRONYMS | xiii |
| CHAPTER ONE | 1 |
| INTRODUCTION | 1 |
| 1.1 Background to the Study | 1 |
| 1.2 Statement of the Problem | 2 |
| 1.3 Research Objectives | 4 |
| 1.3.1 General Research Objective..... | 4 |
| 1.3.2 Specific Objectives..... | 4 |
| 1.4 Research Questions | 4 |
| 1.4.1 General Research Question..... | 4 |
| 1.4.2 Specific Research Questions..... | 5 |
| 1.5 Significance of the Research..... | 5 |
| 1.6 Scope of the Study..... | 6 |
| 1.7 Organization of the Study..... | 6 |

| | |
|---|-----------|
| CHAPTER TWO | 7 |
| LITERATURE REVIEW | 7 |
| 2.1 Overview..... | 7 |
| 2.2 Conceptual Definitions..... | 7 |
| 2.3 Theoretical Literature Review | 8 |
| 2.3.1 Standard Economic Theory | 8 |
| 2.3.2 Industrial Democracy Theory | 10 |
| 2.4 Empirical Literature Review..... | 11 |
| 2.4.1 Challenges facing Trade Unions at the work place..... | 11 |
| 2.4.2 Contributions of Trade Unions in Promoting Industrial Relations | 12 |
| 2.4.2.1 Collective Bargaining..... | 12 |
| 2.4.2.2 Employee Welfare..... | 12 |
| 2.4.2.3 Unfair Practices..... | 13 |
| 2.4.2.4 Legislation | 13 |
| 2.5 Conceptual Framework | 13 |
| 2.6 Research Gap | 14 |
| CHAPTER THREE | 15 |
| RESEARCH METHODOLOGY | 15 |
| 3.1 Overview..... | 15 |
| 3.2 Research Design..... | 15 |
| 3.3 Study area | 15 |
| 3.4 Population of the Study | 16 |
| 3.5 Sample and Sampling Procedures..... | 16 |
| 3.5.1 Sample Size..... | 16 |

| | | |
|-------|---|-----------|
| 3.5.2 | Sampling Procedures..... | 17 |
| 3.5.3 | Sampling Technique..... | 17 |
| 3.6 | Data Collection Methods..... | 17 |
| 3.7 | Data Collection Tools..... | 18 |
| 3.7.1 | Questionnaire..... | 18 |
| 3.8 | Data Validity and Reliability..... | 19 |
| 3.9 | Ethics..... | 19 |
| 3.10 | Data Analysis..... | 20 |
| | CHAPTER FOUR..... | 23 |
| | DATA PRESENTATION AND ANALYSIS..... | 23 |
| 4.1 | Overview..... | 23 |
| 4.2 | Response Rate..... | 23 |
| 4.3 | Demographic Characteristics of Respondents..... | 23 |
| 4.3.1 | Distribution of Respondents by Gender..... | 23 |
| 4.3.2 | Distribution of Respondents by Education Level..... | 24 |
| 4.3.3 | Distribution of Respondents by Employment..... | 24 |
| 4.4 | Activities of Trade Unions..... | 25 |
| 4.4.1 | Organizing Meetings..... | 25 |
| 4.4.2 | Negotiation for Wages and Working Condition Terms..... | 26 |
| 4.4.3 | Mobilization for Collective Action..... | 26 |
| 4.4.4 | Influence on Improving the Working Conditions..... | 27 |
| 4.4.5 | Mobilization of Industrial Democracy at Workplace..... | 28 |
| 4.5 | Effects of Trade Unions on Organizational Productivity..... | 29 |
| 4.6 | Challenges Facing Trade Unions Activities..... | 30 |

| | |
|--|-----------|
| CHAPTER FIVE | 33 |
| SUMMARY, CONCLUSION & RECOMMENDATIONS | 33 |
| 5.1 Overview..... | 33 |
| 5.2 Summary of Findings | 33 |
| 5.3 Conclusion | 35 |
| 5.4 Recommendations | 36 |
| 5.5 Areas of Further Research | 36 |
| REFERENCES | 38 |
| APPENDICES..... | 41 |

LIST OF TABLES

| | |
|--|----|
| Table 4.1: Response Rate..... | 24 |
| Table 4.2: Distribution of Respondents by Education Level | 24 |
| Table 4.3: Distribution of Respondents by Employment..... | 25 |
| Table 4.4: Organizing Meetings..... | 25 |
| Table 4.6: Mobilization for Collective Action | 27 |
| Table 4.5: Negotiation for Wages and Working Condition Terms | 26 |
| Table 4.7: Influence on Improving the Working Conditions..... | 28 |
| Table 4.8: Mobilization of Industrial Democracy at Workplace..... | 29 |
| Table 4.9: Challenges Facing Trade Unions Activities | 30 |

LIST OF TABLES

Figure 2.1: Conceptual Framework of the Study 14

LIST OF ABBREVIATIONS & ACRONYMS

| | |
|--------|---|
| JUWATA | Jumuiya ya Wafanyakazi wa Tanzania |
| TUCTA | Trade Union Congress of Tanzania |
| ISW | Institute of Social Work |
| OUT | Open University of Tanzania |
| NLRA | National Labor Relations Act |
| SPSS | Statistical Package for Social Sciences |

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Since the 19th Century, workers have organized in trade unions and parties to strengthen their effort at improving workplace health and Safety, job conditions, working hours, wages, job contracts and social security. (Johanson, 2002). The trade union is an organization, which is made up of worker who are permanent or temporary formed to protect and improve the rights at their workplace and to enhance their status in society (Huat, 2007). In these days, trade unions became key developmental agents in society and gains a lot of interest in relation to productivity because strong existence of trade union can give an industrial peace.

The rise of the trade union movement in Tanzania dates back to colonial days with the introduction of permanent wage labour. The first organizational initiatives to form a trade union, according to available records, were in 1927. During that year African Motor Drivers and Mechanics in Moshi formed a Motor Drivers' Union and even attempted to stage a strike for higher wages (Shivji 1986). The union was silenced by the colonial government and was not heard any more.

A second attempt to form a trade union was made in the 1930s by African Civil Servants. They formed the Tanganyika African Government Servants' Association. However by its objectives and aims the association looked like a staff association rather than a trade union. It did not pose any threat to the government. It was a "white collar" elitist organization originating from Martin Kayamba's Tanganyika Territory African Civil Service Association. It did not articulate demands aimed at

furthering and defending the economic interests of its members at work places. Asian shop assistants and artisans in the 1930s did attempt to organise into a trade union. This was known as the Union of Shop Assistants and consisted exclusively of Asians. Its demands revolved around the question of working hours, which were fifty hours per week. The Union successfully managed to persuade the government to set the maximum working hours at fifty-four per week for persons employed in shops as clerks or salesmen.

1.2 Statement of the Problem

In 1969, the government announced the formation of Workers' Councils, with management and workers representation, for purposes of bringing the workers to the management of industries and promote better industrial relations. But in reality, these ended up being dominated by management. As a consequence, with the introduction of Party Guidelines (Mwongozo) in February 1971 there were 31 strikes and lock-outs from February to September in the same year. These were supposedly illegal strikes, since they were not sanctioned by NUTA General Council. These strikes were directed against commandism and abuses of the managers and bureaucrats.

The abuses included the life styles and eating habits of those in management, grand parties, unnecessary trips and other extravagances. For the first time in the history of Tanzania, these were strikes that were not concerned with pay or remuneration (Huat, 2007). These strikes continued in 1972 and they were becoming almost a movement by 1973 when the government crushed a strike at the Sungura Textile Mill by dismissing workers. The climax of these strikes was between May and July

1973. This was when the 900 workers of the British-American Tobacco (which was 51percent government owned) locked out the personnel manager.

In an analysis of labor unions and their effects on organizational productivity Cote (2013) argues that the principal reason why workers join unions is the benefits of collective bargaining wherein workers attain a kind of monopolistic position. This position enables the workers to increase their compensation along with offering protection to workers' rights. In addition, that unionization of workers goes a long way in improving productivity in companies. Cote does not, however, explain how trade unions increase organizational productivity. It would have been more helpful for him to do some comparison in productivity among unionized and non-unionized organizations. Manda et al. (2005) conducted a study on the relation.

A study on relationship between union density and wages, employment, productivity, and economic output in China was done by Budd et al (2014). Covering a period of 14 years from 1994 to 2008, they established that union density plays a positive role in the total productivity and output. The study covered 29 provinces in China where they established that although the 10 Chinese trade unions are not allowed to organize strikes, they nevertheless contribute positively to organizational productivity. However, the study does not explain how the trade unions achieve their ends given the fact that they are not allowed to call for strikes.

In addition, the authors do not give a detailed explanation of the benefits that members derive from trade unions. It was observed by Bryson et al. (2005) who investigated the relationships between work organization, trade union representation,

and workplace performance in Britain by focusing on trade unions and high-involvement management established that high involvement management contributes positively to the productivity within organizations but this is only limited to the workplaces that are unionized. This is attributed to the benefits of collective wage bargaining handled by the trade unions than other forms of bargaining and agreements that lead to perceived mutual gains. However, this study did not offer comparative analysis with those organizations that do not have trade unions.

1.3 Research Objectives

1.3.1 General Research Objective

The Main Objective of the study is the assessment on how Trade Unions can contribute to improve workplace productivity at the Institute of Social Work in Dar es Salaam, Tanzania.

1.3.2 Specific Objectives

Specifically, the study seeks to:

- i.** Examine various activities of Trade Unions within the ISW;
- ii.** Determine the effect of trade unions on organizational productivity in the ISW; and
- iii.** Identify challenges facing trade unions activities in order to improve workplace productivity at Institute of Social Work in Dar es salaam.

1.4 Research Questions

1.4.1 General Research Question

The general research question of this study is, what are the role of Trade Unions on

improving Productivity at the Institute of Social work in Dar es Salaam?

1.4.2 Specific Research Questions

The researcher will be guided by the following specific research question

- i. What are activities of Trade Unions within the ISW?
- ii. What are the effect of trade unions on organizational productivity in the ISW?;
- iii. What are the challenges facing trade unions activities in order to improve workplace productivity at Institute of Social Work in Dar es salaam?

1.5 Significance of the Research

The study assessed how Trade Unions contribute to improve workplace productivity at the Institute of Social Work in Dar es salaam that day by day are becoming increasingly competitive in many organization, as both employer and their employees are both need negotiation in various matters in one way or another. The study also identified challenges facing trade unions activities at the work place and assess how trade unions contribute to promote Industrial Relations and also determine the role of trade unions on improving workplace productivity.

Likewise the study would assist the researcher in completion of the academic requirements for completion of the Master's Degree at the Open University of Tanzania. The study would also demonstrate awareness on the policy actions that the employer and employees can undertake towards effective trade union and therefore setting a framework towards reminding the trade union decision makers to make policies that would enhance the operations the organization.

1.6 Scope of the Study

It is not the interest of this study to discuss the extensive subject of trade union, because it is a very wide concept, the focus was only limited on how Trade Unions can contribute to improve workplace productivity in Tanzania.

1.7 Organization of the Study

The proposal is organized into three chapters. Chapter one covers introduction with the content of overview, background of the proposal, statement of the research problem, research objectives, general research, specific research objectives, research questions and proposal organization. Literature review is covered in chapter two, starting with overview followed by conceptual framework, theories to research, and research gap. Chapter three is built on Research Methodology, which comprises research strategies, study population, area of the research, sampling design and procedures, variables and measurement procedure, source of data, validity and reliability of research instrument, method of data collection, data processing and analysis and expected result of the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The literature review based on the assessment on how trade unions can contribute to improve workplace productivity in Tanzania in regard to what others have already written about it. The literature review also helped to answer the research questions which are posed in the study. The literature review gathered is analyzed in the context of theoretical, empirical, research gap and conceptual framework.

2.2 Conceptual Definitions

2.2.1 Trade Union

Trade union is defined as an organization whether permanent or temporary, which consists wholly or mainly workers of one or more description and is an organization whose principal purpose includes the regulations of relations between workers of that description and employers or employers' associations. (Fiorito, 2006)

2.2.2 Workplace (Organizational) Productivity

According to Amah and Ahiauzu (2013), organizational productivity can be conceived as the capacity of a firm or company or any corporation to realize the intended outcomes by use of minimum energy and in the shortest time possible using the least amount of money, manpower, and other inputs. It refers to the performance of the organization and is mainly improved through efficiency. Productivity in business organizations is usually pegged on their profitability. Therefore by cutting down on the costs of production, a business organization is able to increase its productivity (Schulz et al., 2013).

However, cutting down operational costs in most cases involves maintaining low wages and salaries this in turn leads to demands for wage increases by employees. Where the business gives in to union pressure and increases the wages, it must recover by demanding more output from the employees. Organizational productivity does not occur on its own or in a vacuum. In fact, there can never be organizational productivity without people. Seen through this lens, organizational productivity can therefore be considered the cumulative productivity of the individual members of that organization (Amah & Ahiauzu, 2013).

2.3 Theoretical Literature Review

It is important to understand theories of trade unions in order to be able to explain why they exist. Although there are many theories of trade unionism, no single one accounts for the structure and functions of trade unions. Different scholars have advanced different theories of trade unionism and the general labor movement. This study is guided by two major theoretical views of trade unions. These two are the standard economic theory and the industrial democracy theory. These theories provide important basis for understanding the roles and functions of trade unions at the work place.

2.3.1 Standard Economic Theory

The Standard economic theory is also known as the expected utility theory. The earliest proponents of this theory were the early eighteenth economists Gabriel Cramer (1728) and Daniel Bernoulli (1738). Two centuries later, John von Neumann and Osker Morgnestern (1944) expounded on this theory. Basically, the theory holds that human beings are self-centered and they prefer certain services or goods over

others they also seek to pleasure and avoid pain by keeping off risks. Human beings are also rational in their decision making and in every situation; they seek optimization since their resources are limited. According to this theory, trade unions exist to fight for the welfare of employees particularly for better remuneration packages and good working conditions (Hafford & Koops, 2009).

Henry Simons expounded this theory in 1944 whereby he considered trade unions to be organized monopolies that are dangerous. Simons thought that trade unions limit the productivity of organizations and raised production costs. This arises out of the fact that trade unions enjoy a lot of freedom and are able to resort to violence and sabotage in order to achieve their ends. Simons argued that trade unions are able to put industrial capital under siege and eventually destroying industry by making labor to be extremely costly. At the end of the day, Simons argued that trade unions end up exploiting the consumer by making the final products to be costly as firms transfer labor costs to the final consumers.

However, firms do not automatically transfer the increased labor cost to the final consumer via increased product prices. The monopoly view of trade unions argues that firms respond to increased wage demands by adjusting capital and other production inputs. This adjustment is done until that level when marginal labor equals the wage rate determined by the trade unions (Williams, 2004). This view therefore tends to address Simons' fear that trade unions restrict firms' productivity but rather it tends to increase it in the long run. If organizations are not able to get more from their employees when the wages have been raised, such firms can easily go out of business.

This theory makes a number of assumptions regarding to how human beings seek to attain their benefits. For example, based on this theory, we can say that workers prefer trade unions and we can predict that once a person is employed in a company, he or she may seek to join a union. This is done in order to promote their self-interests such as better pay and good working conditions. Workers join trade unions in order to avoid the risks associated with being outside the union. Through trade unions, this theory assumes that workers can optimize their benefits from their employers.

2.3.2 Industrial Democracy Theory

Sidney Webb and Beatrice Webb, who were British reformers of the socialist wing, developed the industrial democracy theory of trade unions. The theory was developed towards the end of the 19th century around 1897. The Webbs looked at trade unions as being an extension of democracy from politics to industry (Devinatz, 2011). Trade unions are therefore considered vehicles through which employees exercise their self-determination in terms of gaining good remuneration, good working conditions and better labor contracts.

Employees collectively elect their representatives who undertake collective bargaining on their behalf. Looked through democracy lenses, trade unions are categorized under pressure groups whose methods of interest articulation is based on democratic practices. These include collective bargaining and engaging in strikes all of which are allowed in democratic societies. The Webbs argued that the process of collective bargaining is one way of strengthening the labor force.

Devinatz (2011) argues that trade unions provide avenues through which labor engages capital in constructive working negotiations for mutual benefit of both parties. In democratic societies, one person based on his or her whims does not make decisions. Instead, good decisions are made after wide consultations with all the concerned stakeholders in order to ensure that the resultant policies or decisions benefit as many people as possible. Trade unions, therefore, provide avenues through which employees engage in dialogue, discussions, and negotiations with their employers in order to secure beneficial deals. Trade unions are considered important structures through which employees can press for good corporate governance including creation of a good working environment and also through which the workers' common good can be achieved.

2.4 Empirical Literature Review

2.4.1 Challenges facing Trade Unions at the work place

Trade unions have had some impacts on both government and private organizations the reason for their formation and development is to fight for the rights and welfare of workers in these two types of organizations. They always pressurized governments to make worker-friendly laws concerning minimum wages and other trade laws (Griswold, 2010) In their history, trade unions have had their demands met through industrial actions; strikes have been the most favorable tool for the trade unions. These strikes have often led to work stoppages and discontinuity in the production process this in turn has led to loss of revenues whenever it occurs.

Such strikes had adverse effects on the individual union members whereby some end up losing their jobs. Firm managers sometimes take punitive measures against

members of the trade unions by sacking them when the return-to-work formula does not safeguard the employees' job security, workers end up losing their jobs. Loss of jobs then affects the welfare of the workers since they cannot earn a living. It is also important to note that trade unions sometimes condone some form of discrimination at the workplace, they only represent, fight for and articulate the interests of registered members only. Those workers who are not members can suffer in the hands of employers yet trade unions do nothing about it.

2.4.2 Contributions of Trade Unions in Promoting Industrial Relations

Trade or labor unions have been around since the 1930s to resist through equal bargaining power the domination of employers over employees and to represent workers' interests in the employment relationship. It is through union efforts that workers benefit from better pay and working conditions, and that they are treated with dignity and respect at work. The importance of trade unions cannot be overstated even though membership has been on a steady decline. (Devinatz, 2011).

2.4.2.1 Collective Bargaining

Labor 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.

2.4.2.2 Employee Welfare

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.

2.4.2.3 Unfair Practices

Labor unions check the unfair labor practices of employers. The NLRA 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 National Labor Relations Board or interfere with employees engaged in concerted union activity. If the employer does any of these prohibited acts, the union can take it up with the board on behalf of the employees.

2.4.2.4 Legislation

Unions also play a key role in developing labor 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 2.4 Social Security Act, the Family Medical Leave Act and 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.

2.5 Conceptual Framework

Conceptual framework is the theoretical structure of assumptions, principles and rules that holds together the ideas comprising a broad concept. The figure 2.1

illustrates the conceptual framework as delivered from the independent variables like employee welfare, collective bargain, and fair practice of employer, legislation and transparency and also dependent variable which is productivity at work place.

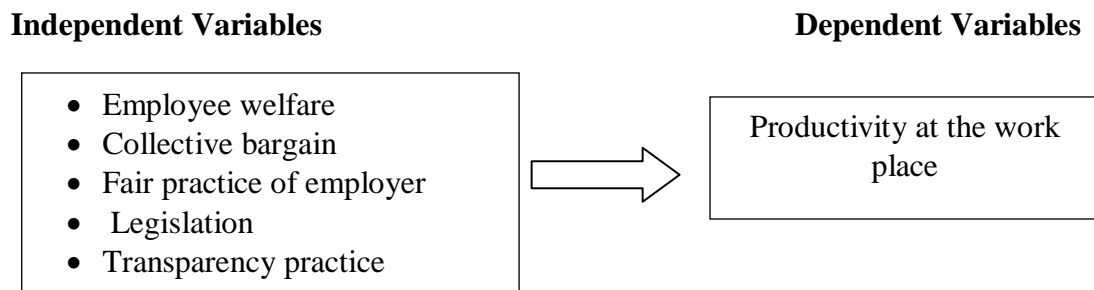


Figure 2.1: Conceptual Framework of the Study

Source: Researcher 2017

2.6 Research Gap

Very few researches on the role of Trade Unions on improving Productivity at the work place have been conducted at institute of social work in Tanzania. For institute of social work, this will be the first study to be conducted on the role of Trade Unions on improving Productivity at the work place The researcher aim is to filter this knowledge gap in this Institute by trying to find out to what extent Trade Unions can bring productivity at Institute of social work like any Institute needs to implement proper strategies so that they can eventually attain improvement in production. This study filled the existing gap left by previous literature specifically the role of Trade Unions on improving Productivity at the work place

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter gives a description of how the study was conducted and it describes the research design that was used, the research variables determined, the location of the study, study population, the sample size and sampling procedures to be used, the sources of data and the data collection tools or instruments. It also addresses issues of validity and reliability of the instruments of data to be used and the ethics that guided the researcher when obtaining information from respondents. Finally, the chapter indicates how data will be analyzed.

3.2 Research Design

According to Aaker, (2002) a research design is a detailed blue print used to guide a research study towards its objectives. And basing on this definition a research design is a detailed plan of work to be done to achieve the research objectives (Adam and Kamuzora, 2008). A research design according to Kothari, (2004) is taken to mean a blue print for the collections, measurement and analysis of data. The research design to be used in this study is the exploratory research design and it is because the researcher intends to assess the role of Trade Unions on improving Productivity at the work place. Similarly, basing on findings and data to be gathered and collected, recommendations will be made on how to strengthen the Trade Unions for workers' productivity

3.3 Study area

The location or study area reflects both the geographical study area and the field of

academic discipline. Academically, the study lies within the field of trade union, justifying the fact that the study dealt with the role of Trade Unions on improving Productivity at the work place. The location of the study was at headquarter of the Institute of Social Work in Dar es Salaam, the selection of the area consider the fact many employees are located in this area, also the fact that the region is the hub of economic and social development which makes many employees aggressive and be informed of their rights.(Kothari,2004)

3.4 Population of the Study

A study population refers to the totality of all respondents, items or groups from which data is to be collected or items under investigation (Adam and Kamuzora, 2008). For this study, population of the study was people working in Institute of Social Work . In the process of data collections the researcher physically visited respondents and administer questionnaires and conduct interviews using the prepared tools.

3.5 Sample and Sampling Procedures

3.5.1 Sample Size

The study was carried out at Institute of Social Work where key stakeholders are found. Several considerations influenced the selection of Institute of Social including the fact that the researcher is familiar with the situation of the Institute of Social work in term of trade union members since he is the staff of the organisation. Under this study, the two sampling technique were used to identify the samples to be included in the study. This include; Sample Random sampling and purposive techniques (Johanson, 2002)

A sample size is the selected number of respondents to represent others in data collection as representation of the whole population. Therefore, the sample size of this study composed of sixty (60) respondents whereby 25 were academic staff, 15 were technical staff and 20 were administrative staff (Table 3.1).

Table 3.1: Sample Size

| Respondents | Frequency | Percentage |
|----------------------|------------------|-------------------|
| Academic Staff | 25 | 42% |
| Technical Staff | 15 | 25% |
| Administrative Staff | 20 | 33% |
| Total | 60 | 100% |

3.5.2 Sampling Procedures

In the course of the study, the researcher used two sampling technique to identify the samples to be included in the study. This include; simple random sampling and purposive techniques. The everyone has equal chance to be selected through this simple random sampling while specific people were selected through purposive sampling to his/her status/function in the study (Kumar, 2010).

3.5.3 Sampling Technique

The sampling frame of the study was mainly drawn from the target population of mainly the managerial employees, heads of department and subordinate employees of Institute of Social Work. Thus, the researcher was guided by two sampling technique which were used to identify the samples to be included in the study. This include; Sample Random sampling and purposive techniques (Kumar, 2010).

3.6 Data Collection Methods

Sources of data refer to bases or sources from which primary and secondary data is

collected (Kumar, 2010). In the course of the study, the researcher used and relied on quantitative data in order to make assessment of the performance of trade union situation. As for the primary data, the researcher collected it by using primary data collection tools and as for secondary data; the information to be collected included published/unpublished ones. The key sources for secondary data were literature sources including, textbooks, research reports/dissertations, journals, annual reports, public policies and laws and secondary data were relevant to the study because it requires little time and costs and it broadens the data base from which generalizations would be made as it is always permanent.

3.7 Data Collection Tools

The researcher used responsible for data management, analysis, and quality assurance, and will adhere to research ethics and tactics in administering both tools whilst maintaining issues of quality assurance and quality control. During data collection, the researcher ensured strict adherence to high quality of information from the field by reviewing each survey for completeness and consistency at each data collection site before leaving that site. Data were verified to eliminate data entry errors and entered into SPSS. The data entry program also had control checks to ensure proper skips and logical values. The quantitative data were examined basing on the themes; to ensure that information is well intertwined for a better analysis and interpretation (Kumar, 2010). In the course of the study, the researcher used the following data collection methods;-

3.7.1 Questionnaire

A questionnaire is defined as a series of questions, each one providing a number of

alternative answers from which the respondents can choose (Adam & Kamuzora, 2008). In the course of the study and in the data collection process, this instrument of data collection was used and it involved an administration of a written set of structured questions and each one providing a number of alternative answers. The researcher administered and distributed questionnaires to the selected respondents and the structured questions in the questionnaires reflected the research objectives as well as the research questions. Further, the researcher used some open-ended questions in the questionnaires in the collection of primary data and in most cases, the researcher used self-administered questionnaires and in a few instances, mailed questionnaires were used accordingly.

3.8 Data Validity and Reliability

The validity and reliability of the data collection methods were tested as to whether they would be valid and reliable in collecting data on role of Trade Unions on improving Productivity at the work place. Further depending on the nature of the study, the most anticipated valid and reliable data collection methods were documentation reviews and questionnaires because of the data collected through them would be easily clarified and the data collected would be likely valid in analyzing and determining the research objectives and the research question (Adam & Kamuzora,2008)

3.9 Ethics

In the course of the study, the researcher observed research ethics and all the respondents were given the opportunity to know their rights and obligations as respondents and the researcher communicate to them the purpose of the study and

why data was being collected from them. In the entire process of the study, important research ethics including but not limited to, confidentiality, anonymity, time management and confidentiality would be rightly observed by the researcher. (Adam & Kamuzora, 2008).

3.10 Data Analysis

Data analysis (Kumar, 2010) refers to the computation of certain measures along with searching for patterns of the relationship that exists among data groups (Kothari, 2004). Data analysis also involves cleaning or processing and mining data. In the course of the study and before data analysis, the raw data collected from the field were to be processed. The researcher collected both qualitative and quantitative data in the study process. Qualitative data is concerned with data which describes meaning, rather than with drawing statistical inferences and qualitative methods for instance, what interviews lose on reliability they gain it in terms of validity since they provide a more depth and rich description.

Qualitative data can be arranged into categories that are not numerical. These categories can be physical traits, gender, colors or anything that does not have a number associated to it. Qualitative data is sometimes referred to as categorical data. The qualitative process of data analysis is an inductive one, in which the data is examined from a "bottom-up" approach (Kothari, 2004). The specific data will be examined to identify more general themes that will be used to understand the meaning of the data. The data collected will be analyzed using thematic analysis approach. This means that gathered information will be put under themes/sections and sub themes in-line with the objectives of the study.

Central editing; - Data editing refers to a process of identifying mistakes, spelling errors, incorrect information and omissions in the raw data collected (Adam and Kamuzora, 2008). The underlying objective of data editing is to secure quality standard of the data and it this will entail making necessary corrections in the interview and questionnaire information. In the course of the study, the researcher will edit the information collected from the field through the central data editing process and errors in the data will be accordingly rectified.

Coding: The initial coding of data will involve representing and noticing new things in the collected data and this means that the researcher will read the original data files many times and it this will involve creation of a coding scheme and then coding the data. This further will involve creating a coding scheme that will best define the themes that will identify and provide a way to break up the data for further analysis. The codes will be used to identify the specific sections for instance, of the interview data that will represent the category. The data coding process will lead to revisions in the coding scheme and the data will be analyzed by noticing new things in the data through importing and numbering data files, coding data files and searching for coded segments in the data (Dooley, 2003).

Making connections to the research questions; this technique will involve describing and further developing the themes from the data to answer the major research questions. The themes identified will be revisited with the major research questions as to lens for analysis of data and this will be applied to each research question and the data collected on it.

Interpreting findings; After data collection and coding, the data will then be divided into themes. This will be done by cutting up the interview data "blocks" and sorting them into each of the codes. This will involve making multiple copies of the transcripts to limit data being placed into more than one category and it is important always to keep the original information in its entirety. The data will be then reviewed within the themes or categories, and an understanding of each theme was reached.

As for quantitative data analysis, which entails the development of certain indices from the raw data and processing of generalization by running various tests of significance for testing research objectives in order to draw inferences. (Adam, and Kamuzora, 2008). The inferences drawn from the collected data became bases for drawing conclusions after analysis of the quantitative data. The Quantitative data to be collected will be analyzed mainly by using the statistical package for social sciences (SPSS).

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Overview

This chapter presents finding of this study. Findings are analyzed according to the responses provided by the respondents on questionnaires. This chapter is divided into six (6) sections. The first section covers the introduction to the chapter, the second one covers response rate, the third section presents findings on demographic characteristics of respondents, the fourth presents findings on various activities of trade unions, the fifth section presents the findings on the effects of trade unions on organizational productivity in the ISW, while the sixth presents the findings on the challenges facing trade unions activities in order to improve workplace productivity at Institute of Social Work in Dar es salaam. All findings of all sections are also discussed by comparing past studies which are presented in chapter two.

4.2 Response Rate

The response rate for this research was 100%. This is due to the fact that all questionnaire supplied to respondents were returned. The respondents included workers of the ISW whether academic, technical or administrative staff who are members of trade unions.

4.3 Demographic Characteristics of Respondents

4.3.1 Distribution of Respondents by Gender

Among the total sample size of 60 respondents, 35 (58%) were females while 25 (42%) were males. (Table 4.1).

Table 4.1: Response Rate

| Respondents | Frequency | Percentage (%) | Cumulative Percentage (%) |
|--------------------|------------------|-----------------------|----------------------------------|
| Males | 25 | 41.66 | 42 |
| Females | 35 | 58.33 | 58 |
| Total | 60 | 99.99 | 100 |

Source: Research Data, 2018

This result shows that there is an increasing number of female employees at the ISW who are members of trade unions. This might be caused by improvement of women education opportunities and equal employment opportunities at the ISW.

4.3.2 Distribution of Respondents by Education Level

Table 4.2: Distribution of Respondents by Education Level

| Education Level | Frequency | Percentage |
|------------------------|------------------|-------------------|
| Diploma | 08 | 13 |
| Undergraduate Degree | 28 | 47 |
| Master's Degree | 20 | 33 |
| PhD | 04 | 7 |
| Total | 60 | 100 |

Source: Research Data, 2018

The study found that respondents had attained different education levels as follows; 08 (13%) hold diploma level of education, 28 (47%) hold undergraduate degrees, 20 (33%) hold masters level while 4 (7%) among all respondents hold PhD education level. (Table 3). This distribution validates that most employees of the ISW are highly educated and are able to make informed choice to participate in trade unions or not.

4.3.3 Distribution of Respondents by Employment

Employment were classified as academic staff, technical staff, and administrative

staff. The study found that 25 (42%) of all respondents were academic staff, 15 (25%) of respondents were technical staff while 20 (33%) were administrative staff.

Table 2.3: Distribution of Respondents by Employment

| Employment Classification | Frequency | Percentage |
|----------------------------------|------------------|-------------------|
| Academic Staff | 25 | 42 |
| Technical Staff | 15 | 25 |
| Administrative Staff | 20 | 33 |
| Total | 60 | 100 |

Source: Research Data, 2018

4.4 Activities of Trade Unions

In this study, activities of trade union were determined. The results are presented as follows;

4.4.1 Organizing Meetings

The researcher sought to find out if workers union conducted meetings with its members. Respondents overwhelmingly agreed that there were meetings organized by trade unions at the institute. Results showed that 25 (42%) strongly agreed and 35 (58%) agreed with the statement (Table 4.4).

Table 4.4: Organizing Meetings

| Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Total |
|-----------------------|--------------|-----------------|-----------------|--------------------------|--------------|
| 25 | 35 | 00 | 00 | 00 | 60 |
| 42% | 58% | 00% | 00% | 00% | 100% |

Source: Research Data, 2018

Results above are indicative of the big role of trade unions to bring its members together and discuss various matters pertaining to development and their well-being.

This slightly different from Muhomah (2006) who found that there was no fixed schedule for union's meeting when she investigated bank workers' perception and participation in trade union activities in banking insurance union in Kenya. This study suggests that trade unions should have specified meeting schedules in order to improve members' participation Muhomah (2006)

4.4.2 Negotiation for Wages and Working Condition Terms

Respondents were asked to indicate their level of agreement on the statement that trade unions in their institute negotiate wages and working condition terms for their members. Respondents (Table 6). A good number of respondents 37 (62%) agreed that trade unions negotiate wages and working terms with employers. 14 (23%) of all 60 respondents strongly agreed on the same while 2 (3%) were not sure, 5 (9%) disagreed and other 2 (3%) of all respondents strongly disagreed. This is a good initiative because trade unions help their members with good contract terms and better wages which enhance workers' health and safety, working hours, overtime payments Ndiritu (2015)

Table 4.5: Negotiation for Wages and Working Condition Terms

| Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Total |
|-----------------------|--------------|-----------------|-----------------|--------------------------|--------------|
| 14 | 37 | 02 | 05 | 02 | 60 |
| 23% | 62% | 03% | 08% | 03% | 100% |

Source: Research Data, 2018

4.4.3 Mobilization for Collective Action

The researcher sought to find out if collective action has influence on workplace productivity. Most of respondents agreed that collective action particularly collective

bargaining has a great role to play on improving organizational productivity. About 14 (23%) of all respondents strongly agreed on that influence, 37 (62%) agreed, 02 (3%) were not sure, 05 (8%) disagreed while 02 (3%) strongly disagreed (Table 4.6).

Table 4.6: Mobilization for Collective Action

| Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Total |
|-----------------------|--------------|-----------------|-----------------|--------------------------|--------------|
| 14 | 37 | 02 | 05 | 02 | 60 |
| 23% | 62% | 03% | 08% | 03% | 100% |

Source: Research Data, 2018

The findings therefore, indicate that mobilization for collective action is an important contribution of trade unions towards productivity of an Organisation. These findings are in line with Bok and Dunlop (1970) who contend that the net effect of collective bargaining is increase in productivity through a better quality of the labour force. With increase in wages through collective bargaining, labour employed becomes relatively costly. Also, Freeman (1976) and Freeman and Medoff (1984) contended on the positive relationship between unionism and productivity. Their studies revealed that collective bargaining brings about fundamental changes in the organization, its product, and labour markets, through increased productivity, unions have the potential to offset the cost increases that come through wage and non-wage inefficiencies (restrictive work rules) associated with unionism. Unionism provides the workers with a "voice" at the work place.

4.4.4 Influence on Improving the Working Conditions

Another important impact of trade unions the researcher wanted to reveal was to find out if trade unions have influence on improving working conditions. Results show

that a big number of respondents agreed on the influence of trade union on improving working conditions. From the results presented in the table below (table 8), it is shown that 16 (27%) and 28 (47%) of all respondents strongly agreed and agreed respectively that trade unions plays a role of improving working conditions. A slightly low number of respondents 3 (5%) and 5 (8%) disagreed and strongly disagreed respectively that trade unions improve working conditions while 8 (13%) were not sure.

Table 4.7: Influence on Improving the Working Conditions

| Responses | Frequency | Percentage (%) | Cumulative Percentage (%) |
|-------------------|------------------|-----------------------|----------------------------------|
| Strongly Agree | 16 | 26.66 | 27 |
| Agree | 28 | 46.66 | 47 |
| Not Sure | 08 | 13.33 | 13 |
| Disagree | 03 | 5 | 5 |
| Strongly Disagree | 05 | 8.33 | 8 |
| Total | 60 | 99.98 | 100 |

Source: Research Data, 2018

The results above indicate that most of the members believe that trade unions have made efforts on improving working conditions of their members. Muhomah (2006) found that members of trade unions could access loans at a lower interest rate than the market rate, enjoyment of job security, also the study found that members enjoy longer maternity leave than non-members of the union. Therefore, enjoyable workplaces improves staff retention and increases productivity ETI, (2010)

4.4.5 Mobilization of Industrial Democracy at Workplace

Most of respondents agree that trade unions brings about democracy at workplaces. Almost a haft of all respondents (50%) think that trade unions existing at the ISW

are doing their utmost to introduce worker participation at the workplace. On the other hand, the other 50% think that they are not sure 13 (22%), others disagree 09 (15), while the rest strongly disagree 8 (13%).

Table 4.8: Mobilization of Industrial Democracy at Workplace

| Responses | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Strongly Agree | 16 | 27% |
| Agree | 14 | 23% |
| Not Sure | 13 | 22% |
| Disagree | 09 | 15% |
| Strongly Disagree | 08 | 13% |
| Total | 60 | 100% |

Source: Research Data, 2018

It is difficult for a single worker's problems to be heard by the management like forced overtime and late wages ETI (2010). Trade unions ensures that their members' problems are heard. This democratic and collective practice results into collective decisions at workplaces. On the other hand, the way trade unions are operating is in a democratic way where all members benefit from all activities of the trade union.

4.5 Effects of Trade Unions on Organizational Productivity

The second objective of this study sought to assess the effects of trade unions on improving workplace productivity. Results revealed that trade unions have a role to play on improving organizational productivity. The importance of trade unions is revealed in the activities performed by trade unions including ability to mobilize employees for collective action when negotiations fail, organizing meetings for members of trade unions, making negotiations for better wages, to foster relations

between employers and employees, keeping workers peace by solving disputes among members and their leadership, and to represent employees during disciplinary hearings. These activities motivate members and create conducive environment for workers. This increases workers' morale and feeling of importance hence productivity.

4.6 Challenges Facing Trade Unions Activities

Examining challenges facing trade unions at the ISW was one of the objectives of the study. The researcher sought to examine if there were challenges that may hinder operations of trade unions activities. The study found out that the following challenges existed as shown in Table 4.9

Table 4.9: Challenges Facing Trade Unions Activities

| Responses | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Total (%) |
|---|----------------|----------|----------|----------|-------------------|-----------|
| Limited Fund | 12(20) | 32 (53%) | 6 (10%) | 5(8%) | 5(8%) | 60 (100%) |
| Inadequate Pay | 16(27%) | 29 (48%) | 6 (10%) | 05(8%) | 04 (7%) | 60 (100%) |
| Poor Working Condition | 30(50%) | 21 (35%) | 10 (%) | 04(%) | 05 (8%) | 60 (100%) |
| Delayed Salary and Wages | 22(37%) | 31 (52%) | 5 (8%) | 01(2%) | 01 (2%) | 60 (100%) |
| Bureaucratic Procedures in getting Rights | 16(27%) | 29 (48%) | 06 (%) | 05(8%) | 04 (7%) | 60 (100%) |
| Sponsorship for further studies | 16(27%) | 29 (48%) | 06 (%) | 05 (%) | 04 (%) | 60 (100%) |
| Coercion of employees | 05 (8%) | 22 (37%) | 31(52%) | 01 (2%) | 01 (%) | 60 (100%) |
| Lack of Knowledge about trade union | 09(15%) | 35 (58%) | 8 (13%) | 04(7%) | 04 (7%) | 60 (100%) |

Source: Research Data, 2018

Limited fund is the major problem facing trade unions, according to the results of this study, as revealed above 32 (53%) and 12 (20%) of respondents agreed and strongly agreed respectively that limited fund is a major factor that challenge trade unions. This means that trade unions face barriers when implementing their activities. Similarly, Dzimbiri (2004) posited that most of the trade unions in Tanzania suffer from inadequate funds caused by lack of government funding.

The study found that majority of respondents 29 (48%) agreed that inadequate pay was one of the challenges facing trade unions. This result is similar to that of Towers, (2012) who posited that trade union member's lacks adequate pay because most of the employer provides insufficient payment to employees. Similarly, Wills, (2009) asserted that members' financial position was an essential factor for effective functioning of trade unions because in providing services to members, trade unions need financial capital for operations.

Poor working condition was another challenges identified by the researcher. As presented in the table above (Table 11 results show that the majority of respondents 22 (37%) strongly agreed that poor working conditions are a major challenges to trade unions. 20 (33%) agree on the same question, while 03 (5%) stated not sure while 10 (17%) and 5 (8%) disagreed and strongly disagreed respectively. This result shows that workers are not working in a good environment. Similar to this result, Boheim & Booth, (2004) found some trade union member complaining on poor working condition. Employers fail to provide good working conditions to their employees.

The study also found a significant number of respondents who agreed that delayed salary and wages was another challenge facing trade unions. 22 (37%) respondents strongly agreed, 31 (52%) agreed, 5 (8%) were neutral, while 01 (2%) and 01 (2%) of respondents stated they disagree and strongly disagree that delayed salary and wages was one of the challenges facing trade unions. This means that as trade unions strive to ensure workers are paid on due time, there have been practices when they salaries and wages are delayed by the organization. On a similar observation, Freeman, (2004) found that there were many issues faced by workers like health, safety, social protection etc.

Bureaucracy was also one of the challenges facing trade unions. A significant number of respondents 16 (27%) and 29 (48%) strongly agreed and agreed respectively, 06 (%) were neutral, while 05 (8%) and 04 (7%) respectively disagreed and strongly disagreed that bureaucracy was one of the challenge facing trade unions. As asserted by Kambilinya, (2004), most trade unions fail due to bureaucratic procedures on handling workers claims.

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 Overview

This chapter presents the summary, conclusion and recommendations of the study. The main aim of this study was to examine the contribution of trade unions in improving workplace productivity drawing experiences from the Institute of Social Work in Dar es Salaam, Tanzania. This chapter will also propose areas of study for further researches which might be conducted in future.

5.2 Summary of Findings

The overall objective of this study was to explore the contribution of trade unions on improving productivity at workplaces. The study was conducted at the Institute of Social Work (ISW) which is an academic institution based in Dar es Salaam, Tanzania. The study adopted an exploratory approach in order to meet the study's objectives. Quantitative approach was employed to assess respondents on their understanding of the activities performed by trade unions at their workplace, determine the effects of trade unions on enhancing productivity, and to find out the challenges facing trade unions at their work place.

Questionnaire survey and review of documents were employed as methods/tools for data collection. The review of various past studies paved the way to this study because they provided prior information to the researcher in which this study found a gap which necessitated this study. Results of the study are given below as follows basing on targeted objectives. The first objective of the study was to examine activities of trade unions within the Institute of Social Work. The study revealed that

there are a number of activities performed by trade unions in the institute. The discovered activities include ability to mobilize employees for collective action when negotiations fail, organizing meetings for members of trade unions, making negotiations for better wages, to foster relations between employers and employees, keeping workers peace by solving disputes among members and their leadership, and to represent employees during disciplinary hearings.

The second objective of this study sought to assess the effects of trade unions on improving workplace productivity. Results revealed that trade unions have a role to play on improving organizational productivity. The importance of trade unions is revealed in the activities performed by trade unions including ability to mobilize employees for collective action when negotiations fail, organizing meetings for members of trade unions, making negotiations for better wages, to foster relations between employers and employees, keeping workers peace by solving disputes among members and their leadership, and to represent employees during disciplinary hearings. These activities motivate members and create conducive environment for workers. This increases workers' morale and feeling of importance hence productivity.

The third objective sought to determine the challenges facing trade unions operations at the Institute of Social Work. It was found that trade unions face some challenges in their operations. A highest percentage of respondents agreed that the presented problems persisted in trade unions at their work place. The mentioned challenges include; persistence of various workers' problems, legal framework, political influence, lack of knowledge about trade union, inadequate pay, poor working

condition, delayed salary and wages, bureaucratic procedures in getting rights, sponsorship for further studies, and coercion of employees.

This study sought to explore the contribution of trade unions on improvement of workplace productivity. Results from this study have implied that it was important to conduct this study. It is the researcher's hope that policy makers and Human Resources Management (HRM) authorities, government, organisations and companies will use these results to formulate better and supportive policies and guidelines to support trade unions. In this way, effectiveness of trade unions will be increased.

5.3 Conclusion

Conclusively, the study sought to explore the contribution of trade unions on improvement of workplace productivity drawing experiences from the ISW. Existence of trade unions is good for organization workers and stakeholders. Unions engage in a number of activities which improve workers working conditions and productivity at their work places. It is a call now for every company, firm, or organization to allow their employees to join various trade unions as a way of motivating them and improving their wellbeing. The research problem of this study was based on insufficient literature on the contribution of trade unions on improving productivity at workplaces in Tanzania. Basing on the identified gap, this study aimed at examining different activities performed by trade unions, explore the effects of trade unions on organizational productivity and finding out the challenges that inhibit trade unions in their operations.

The researcher satisfactorily answered the research questions previously outlined, thus achieving a substantial part of research objectives. The activities of trade unions were exhaustively discussed following their endorsement by a majority of respondents. This was basically converting the activities into a positive or negative role in the organization. Ultimately, it emerged that the existence of trade unions at ISW enhances organizational productivity.

5.4 Recommendations

This study recommends makes a number of recommendations as follows; firstly, companies, organizations, firms, and institutions should encourage establishment and growth of trade unions because they are prosper organizational productivity. Secondly, they should create a positive relationship with trade unions so as to encourage their growth and development. This will encourage workers good relationship at work and enhance productivity. Thirdly, companies, institutions, and firms should encourage their employees to join the available trade unions for the benefit of their own and the companies at large. Trade unions are supposed to invent creative ideas to support their members like offering services like loans, and aids for those who are in need. This practice may increase members' satisfaction and they can finally recommend to others to join trade unions. The government should allocate a reasonable amount of funds to trade unions so that they can solve their social and economic problems.

5.5 Areas of Further Research

Having seen the contribution of trade unions on improving productivity at workplaces, a number of research ideas are hereby suggested to improve future

researches on the same problem. They are given as follows;

- i. Exploring the difference in workers' productivity level basing on their membership to trade unions. There is a need to find out if unionized and non-unionized workers have differences in workplace productivity level.
- ii. Future researches can also assess the laws and legislations governing trade unions in Tanzania.
- iii. Further research area could focus on the management challenges that trade unions pose to organizations thus lowering their productivity. Trade unions are known to spearhead the welfare of workers (members) at the expense of employers. If their campaigns are left unbridled, it could probably spell doom for the very existence of an organization. A study therefore could be done to establish the organizational management challenges with trade unionists.

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- a. Academic staff () b. Technical staff ()
- c. Administrative staff ()

4. On the scale from (1= **strongly disagree**, 2 = **disagree**, 3= **neutral**, 4= **agree**, 5 = **strongly agree**), indicate if trade unions performs the following activities

| S/N | Activities of Trade unions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Mobilization for Collective Action | | | | | |
| 2. | Organizing Meetings | | | | | |
| 3. | Negotiation for Wages and Working Condition Terms | | | | | |
| 4. | Mobilization for Collective Action | | | | | |
| 5. | Influence on Improving the Working Conditions | | | | | |
| 6. | Mobilization of Industrial Democracy at Workplace | | | | | |

5. What are the effects of trade unions on organizational productivity in the ISW

- a.
- b.
- c.
- d.

6. Identify challenges facing trade unions activities in order to improve workplace productivity. Use the following scale (1= **strongly disagree**, 2 = **disagree**, 3= **neutral**, 4= **agree**, 5 = **strongly agree**)

| S/N | Challenges Facing Trade Unions | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 1. | Limited Fund | | | | |
| 2. | Inadequate Pay | | | | |
| 3. | Poor Working Condition | | | | |
| 4. | Delayed Salary and Wages | | | | |
| 5. | Bureaucratic Procedures in getting Rights | | | | |
| 6. | Sponsorship for further studies | | | | |
| 7. | Coercion of employees | | | | |
| 8. | Lack of Knowledge about trade union | | | | |

APPENDIX II: RESEARCH ACTIVITIES OR SCHEDULE

In order to meet intended Research Objective various activities needs to be undertaken throughout the research period; these activities are grouped into three categories which are **Pre Research Preparation, Data Collection and Post Field Work**

| No | Activities | Responsible Person | Estimated Time | Costs (Budget) |
|----------|---|-----------------------------------|----------------|--------------------|
| 1 | Pre Research Preparation | | | |
| | 1.1 Preparation and Submission of Research Proposal | Researcher | | 120,000/= |
| | 1.2 Defending of the Research Proposal and Further collection | Researcher | | 100,000/= |
| | Subtotal | | | 220,000/= |
| 2 | Data Collection | | | |
| | 2.1 Preparation and Submission of letter of Intention | Researcher | | 30,000/= |
| | 2.2 Identify assistant research data collectors | Researcher | | 50,000/= |
| | 2.3 Train research assistants and pretest instrument | Researcher and Research Assistant | | 150,000/= |
| | 2.4 Data collection | Researcher | | 600,000/= |
| | Subtotal | | | 830,000/= |
| 3 | Post Field Work | | | |
| | 3.1 Data coding and Entry | Researcher and Research Assistant | | 40,000/= |
| | 3.2 Data analysis and Interpretation | Researcher | | 20,000/= |
| | 3.3 Report Writing | Researcher | | 200,000/= |
| | 3.4 Research Report Submission | Researcher | | 25,000/= |
| | Subtotal | | | 285,000/= |
| | Total | | | 1,335,000/= |

WORK PLAN

| ACTIVITY | | | | | | | | | | | | | | |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|
| Proposal Refinement | ■ | ■ | | | | | | | | | | | | |
| Data Collection | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Contact Supervisor | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Data Analysis | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Report Writing and binding | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ |
| Submission and final copies | | | | | | | | | | | ■ | ■ | ■ | ■ |
| Defending and making Final corrections | | | | | | | | | | | | | ■ | ■ |
| WEEKS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 13 | 14 | 15 |

ESTIMATED RESEARCH BUDGET

| Item | Units | Cost Per Unit (Tshs) | Total |
|------------------|---------------------|-----------------------------|--------------------|
| Stationary | 3 ream paper | 11,000/- x3 | 33,000/= |
| | 4 pens | 300 x 4 | 1,200/= |
| | 2 pencil | 200 x 2 | 400/= |
| | Internet | 50hrs x 1,000 | 50,000/= |
| | 1 Note book | 6000 x 1 | 6000/= |
| | Typing and printing | 90 x 1500=135,000 x 2 | 270,000/= |
| | Flash disk 1 | 40,000 x 1 | 40,000/= |
| Meals and Drinks | 55 days | 15,000 x 55 | 825,000/= |
| Transport | fuel | 20,000 x 55 | 1,100,000/= |
| Honorarium | | | 300,000/= |
| Binding | | 50,000 x 3 | 150,000/= |
| Emergences | | | 200,000/= |
| | | TOTAL | 2,975,000/= |