

**THE ROLE OF EFFECTIVE EMPLOYEE RELATIONS IN MANAGEMENT
OF WORK ORGANIZATION: A CASE STUDY OF TANZANIA RAILWAYS
LIMITED (TRL) DAR ES SALAAM REGION**

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ABSTRACT

This study investigated the role of effective employee relations in management of work organization by taking a case of Tanzania Railways Limited (TRL). The study assessed causes of the recurrent industrial disputes, efforts made by stakeholders to settle disputes and the possibilities of improving the situation under the current management. To achieve this, researcher used interviews, questionnaires as well as documentary review. Descriptive case study was used to analyze the research tasks coherent with research questions. Both qualitative and quantitative approaches were employed in collecting and analyzing data. Some of the information obtained was converted into percentages for description and conclusion. Findings revealed that there were many causes of weak employee relations in the company and some stakeholders did not effectively and efficiently perform their roles in the crisis. Weak relations or industrial disputes in the company were ignited by poor company payment structure, poor salaries, poor working conditions, weak communication, weak participation, and failure of management to review contracts of employment to employees. The effects of industrial disputes in the company included decline of company returns, employees working morale as well as resistance to any organization change including frustration of employee and employer. The study proposed the possible ways for improvement of employee relations in the company. Also recommendations are provided about resolving employee- employer disputes in the company such as organizing training programs for employees and their representatives on the importance of effective employee relations for the purpose of achieving both organization and employee goals.