



The Role of Labor Union in Maintaining Employment Condition in the Case of Ethio Telecom

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**The Role of Labour Union in Maintaining Good Employment Conditions: The case of
Ethio Telecom.**

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STATEMENT OF DECLARATION

I, **Yetemwork Abebe** declare that the thesis entitled “**The Role of Labor Union in Maintaining Good Employment Conditions: The case of Ethio Telecom**” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, **T/Giorgis Assefa (Ass. Prof)**. Any other contributors or sources used for the study have been appropriately acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program in this or any other Institution.

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STATEMENT OF CERTIFICATION

This is to certify that **Yetemwork Abebe** has carried out her research work entitled “**The Role of labor Union in Maintaining Good Employment Conditions: The case of Ethio Telecom**” for the partial fulfillment of Masters of Arts in Human Resource Management at Addis Ababa University School of Commerce. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of Arts in Human Resources Management.

CONFIRMATION BY ADVISOR:

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Table of Content

Content	Page
Approval sheet.....	I
Declaration.....	II
Statement of certification.....	III
Acknowledgment.....	IV
Table of content.....	v
List of table.....	VIII
List of figures.....	IX
Acronyms.....	X
Abstract.....	XI
1. Introduction.....	1
1.1 Back ground of the Study.....	1
1.2 Background of the organization.....	2
1.3 Establishment of the Labor Union in Ethio telecom.....	3
1.4 The labour union present membership trend.....	3
1.5 Statement of the Problem.....	3
1.6 Research Question.....	4
1.7 Objective of the Study.....	5
1.6.1 General Objectives.....	5
1.6.2 Specific Objectives.....	5
1.7 Significance of the Study.....	5
1.8 Scope and limitation of the study.....	5
1.9 Significance of the Study.....	6
1.10 Operational Definition.....	7
1.11 Organization of the Study.....	7
2. Literature review.....	8
2.1. Concepts of industrial relation.....	8
2.1.1. Importance of industrial relation.....	8
2.2. Concepts of labor union.....	9
2.2.1. Objectives of labor union.....	9
2.3. Actors in Industrial Relations.....	9
2.4. Approaches to Industrial Relations.....	10
2.4.1. Systems Approach.....	10
2.4.2. Pluralist Approach.....	11
2.4.3. Human Relations Approach/Behavioral Approach.....	11
2.4.4. Social Action Approach.....	11
2.4.5. Gandhian Approach.....	12

2.4.7. Giri Approach.....	12
2.5. MAINFUNCTIONS PERFORMED BY TRADE UNION.....	14
2.5.1. Increasing Co-operation and Well-being among Workers.....	15
2.5.2. Securing Facilities for Workers.....	15
2.5.3. Establishing Contacts between the Workers and the Employers.....	15
2.5.4. Trade Unions working for the Progress of the Employees.....	15
2.5.5. Safeguarding the Interests of the Workers.....	16
2.5.6. Provision of Labor Welfare.....	16
2.6. The Pros and Cons of Joining Labor Unions.....	16
2.6.1. Advantages of Joining Labor Unions.....	16
2.6.1.1.Acquisition of Better Wage.....	16
2.6.1.2.Accessibility to Benefits.....	16
2.6.1.3.Securing Jobs.....	17
2.6.1.4.Strength in Numbers.....	17
2.7. SOME CURRENT INDUSTRIAL RELATIONS ISSUES.....	18
2.7.1. Minimum Wages.....	18
2.7.2. Flexible/Performance Pay.....	18
2.7.3. Cross-Cultural Management.....	19
2.8. INDUSTRIAL DISCIPLINE.....	19
2.9. GRIEVANCE COMMITTEE.....	19
2.10. Labour law.....	20
2.11. Dispute.....	20
2.12. Collective Agreement.....	20
2.12.1. Unions and collective bargaining arrangements.....	21
2.13. Collective Bargaining.....	22
2.13.1. Advantages of Collective Bargaining.....	22
2.13.2. Factors influencing the collective bargaining.....	24
2.13.3. Nature of Collective Bargaining.....	24
3. Research methodology.....	27
3.1. Research design.....	27
3.2. Target population.....	27
3.3. sample size and technique.....	27
3.4. Data Sources and Instruments of Data Collection.....	29
3.5. Method of Data Collection.....	29
3.6. Data Analysis Method.....	29
3.7. Reliability and Validity.....	30
3.8. Ethical consideration.....	30

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	31
4.1. Personal Profile of Respondents.....	31
4.4. Result from qualitative data	51
4.5. Analysis of Interview Question	52
5. SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATION.....	54
5.1. Summary of Findings.....	50
5.1.1 Duty of the union.....	50
5.1.2 Involvement of the union in employment issues.....	53.
5.1.3 Bargaining procedure.....	54
5.2. Conclusions.....	55
5.3. Recommendation.....	55
Reference	
Appendix.	

LIST OF TABLES

Table	Page
3.1. Sampling size determination.....	28
3.2. List of zonal office and sample size.....	28
4.1. Personal Profile of Respondents.....	31
4.2.1. The duty of the union.....	38
4.2.2. Creating awareness about the union.....	39
4.2.1. The union involvement in employment.....	42
4.2.2. The union involvement in the corporation democracy.....	46
4.3.1. Bargaining power of the union.....	48
4.3.2. Bargaining objective in the corporation.....	49

LIST OF FIGURES

Figure		Page
1	Factors influencing the collective bargaining.....	24
2	Duty of the union.....	52
3	involvement of the union in employment condition.....	53
4	Bargaining procedure	54

Acronyms

ETC.....	Ethiopian Telecommunication Corporation
IBTE	Imperial Board of Telecommunications of Ethiopia
ILO	International Labour organization
HR	Human Resource
CAAZ.....	Central Addis Ababa zone
EAAZ.....	East Addis Ababa Zone
NAAZ.....	North Addis Ababa Zone
WAAZ.....	West Addis Ababa Zone
SWAAZ.....	South West Addis Ababa Zone
SAAZ.....	South Addis Ababa Zone

ABSTRACT

This study examined the role of labor union in maintaining employment conditions in the case of ethio telecom.

The existence of a strong and recognized labor union is a per-requisite to industrial peace. Decisions taken through the process of collective bargaining and negotiations between employer and unions are more influential. Labor unions play an important role and helpful in effective communication between the workers and the management. The objective of the research is to examine the role of labor union in maintaining employment conditions in ethio telecom. The descriptive research design is undertake by using semi-structured questionnaire and purposively conduct interviews. Both quantitative and qualitative data collecting techniques are used in this research. The research is based on the responses of the various levels of union members who are working in the corporation. The data is plan to collect from 200 respondents by using self-administered questionnaire and four interviewed union leaders, to analyze data from the questioner SPSS technique is apply. The final response rate is 185(92%); based on this the analysis is carried out. The finding shows that the general role of the labor union prevail in the corporation is moderately good. According to the union members response the involvement of labor union in employment affairs is originate at low level. Besides, the collective bargaining procedures implement in the corporation are found at very low level .Good part of the labor union in the corporation is that the union is committed to handle employee grievances which will minimize industry disputes and maintain peace. In conclusion, the overall role of the labor union in maintaining employment conditions of the corporation is found at a low level which is not encouraging. Though, the role of the labor union in the corporation is moderately good, improvements in union involvement and collective bargaining procedures are prevalent.

Key words: role of union, union involvement, and collective bargaining procedure

CHAPTER ONE

INTRODUCTION

1.1 Background Of The Study

In an organization among other resources, human resources are one of the most critical and valuable resource to achieve organization objective. Human resource (HR) can be defined as the most important resource to affect production performance in organizations (Stone, 2008). Effectiveness and efficiency of an organization cannot be achieved without effective management of human resource.

Labor unions are 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 (Khan and Khan, 2011).

“A labor union or trade union is an organization of workers to promote, protect and improve, through collective action, the social, economic and political interests of its members. (Edwin B. Flippo, 1979)

As we read from the above different scholars, Labor unions primary function is to protect the interests of workers against discrimination and unfair labor practices.

According to Ewing, (2005): Trade unions have a number of functions, some of which have been more prominent than others at different periods in history. But over the course of time trade unions have developed five principal functions. These are respectively: a service function; a representation function; regulatory function; a government function; and a public administration function.

- A union is an organization with the legal authority to represent workers, negotiate the terms and conditions of employment with the employer, and administer the collective agreement.
- An organization that represents the workers and in collective bargaining has the legal authority to negotiate with the employer and administer the labor contract.

Industrial relationship is about the relationship between an employee and management, hence industrial progress is impossible without cooperation of labors and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees (labor) and employers (management), (Armstrong, 2010)

1.2 Back ground of the organization

Originally a division of the Ministry of Post, Telephone and Telegraph, what would become Ethiopian telecommunication corporation (ETC) was established as the Imperial Board of Telecommunications of Ethiopia (IBTE) by proclamation No. 131/52 in 1952. Under the Dreg Regime, the IBTE was reorganized as the Ethiopian Telecommunications Service on October 1975, which was in turn reorganized In January 1981 as the Ethiopian Telecommunications Authority. In November 1996, the Ethiopian Telecommunications Authority became ETC by Council of Ministers regulation No. 10/1996. The subsequent Proclamation 49/1996 expanded the ETC's duties and responsibilities. For its international traffic links and communication services, ETC mainly uses its earth station at Sululta which transmits and receives to both Indian Ocean and the Atlantic Ocean satellites.

Ethio Telecom, previously known as the **Ethiopian Telecommunications Corporation (ETC)**, is an integrated telecommunications services provider in Ethiopia, providing internet and telephone services. Ethio Telecom is owned by the Ethiopian government and maintains a monopoly over all telecommunication services in Ethiopia Based in Addis Ababa, it is one of the "Big-5" group of state owned corporations in Ethiopia, along with Ethiopian Airlines, the Commercial Bank of Ethiopia, Ethio-Insurance, and the Ethiopian Shipping Lines.

Ethio Telecom was managed, on a management contract arrangement from 2010 to 2013 June, by France Telecom, and was required to comply with Ethiopian Government orders. The government said it outsourced the management as ETC was not able to meet the demands of the fast-growing country. It also said that telecommunications services would not be privatized, at least not in the near future.

This study is conducted in case of ethio-telecom which is previously known as the Ethiopian Telecommunication Corporation (ETC) and its' operation head quarter is located at Churchill road, in front of main post office. (www.ethiotelecom.et)

1.3 Establishment of the Labor Union in Ethio telecom

Ethio telecom basic labor union was initially founded on 8th January 1958 and recognized in 1968 E.C. Ethio telecom basic labor union works for the interest and wellbeing of the company's employees .This becomes a reality through the realization of the social and economic needs of its members by laying out the right strategies that could play an important role in increasing the productivity of the workforce. Furthermore, the union strives hard for building strong working relationship between the company and its employees, and successful implementation of the company's mission and vision for guaranteeing industrial peace .The union also endeavors to enhance the employees role in the success of the company through discharging their duties and upholding their right .As a result the company becomes profitable and the employees get the chance to receive rewards for their hard work.(Ethio telecom intranet ,home labor union division public)

1.4 The labour union present membership trend

Currently the union membership number is declining mean the existing members are leaving from the union and most members are new staff, but the representative tries to differentiate from the previous practices. They are trying to attract new members by delivering different benefit package like delivering electronics material and loaning money to education program. But the members request is not only these packages benefit rather their clam is on the bargaining strength of representative and there communication gap among department and between members and representatives. (Union document)

1.5 Statement of the problem

Properly implemented and regulated, Labor Union can contribute greatly to the achievement of a harmonious working environment. A sound industrial relations climate in an enterprise is essential to a number of issues which are critical to employers, employees and the community. The efficient production of goods and services depends to an extent on the existence of a

harmonious industrial relations climate. Efficiency and quality depend on a motivated workforce, for which a sound industrial relations climate is necessary.

Productivity - a key consideration of profitability, the ability of enterprises to grant better terms and conditions of employment and for economic and social development - needs a sound labor relations base. Productivity does not depend on individual effort alone. Many mechanisms which contribute towards productivity gains are workable only where there is teamwork and cooperation. Therefore labor management relations should be geared to creating the climate appropriate to securing the cooperation necessary for productivity growth.

- According to Decenzo and Robbins (1988), Negotiation, Voice in decisions affecting workers, Member services, Education and training, legal assistance, financial discounts, Welfare benefits are objectives for the labor union.

In sound and qualified industrial relation human resource management policies are translated in to practice. The quality of relations between employee and employer in the corporation depends on policies, practices and procedures. Although the objective of the union in an organization is as stated in the above In Ethio telecom the member employees are not in same feeling with union representative about the issues:

➤ **Bargaining strength of the representative**

They are not enough strength when they are dealing with the management about the issues like Annual bonuses, Annual increment, Members firing, Allowance (like home allowance and transport allowance)

➤ **Communication**

Member Employees don't have enough knowledge about the Labour union activity

- How to exercise their rights and duties with in the corporation
- The updated statuses is not always deliver to the members

- What is the duty of the union, Most employs from the member don't have enough knowledge about the Labour union activity, how to protect their right from danger through bargaining.
- The union Announcement program about the existence and its importance of the union in the corporation is low.

1.6 Research question

Based on the statement the researcher builds up the following research questions:

1. How well does the union perform and affect the industrial relation with in the company?
2. what are their communication problem with the members?
3. What are the challenges that stands against the union?

1.7 Objective of the study

1.7.1 General objective:

The general objective of this research was to investigate the role of labor union in maintaining good employment condition in the corporation, Ethio telecom.

1.7.2 Specific objectives:

1. To examine the extent to which the organization provide a healthy industrial relation.
2. To investigate the communication problems of the union with members.
3. To identify the representative bargaining strength is not enough reasons.
4. To find out the key challenges that stands against the union.

1.8 Significance of the study

This study identified the Role of Labor Union in maintaining good Industrial employment condition and its result would help to provide enough information related to Industrial relation in ethio telecom

The study also serves as a criterion for the partial fulfillment of Master of Arts degree in the field of Human Resource Management and to inform the labour union gaps in its practice and help to make the necessary adjustment.

Help students in the field and practitioners as a reference material to get deep insight with regard to performance appraisal practice as well as theory.

1.9 Scope and limitation of the study

This research study will be limited to some specific Ethio telecom shops and offices. Ethio telecom has 22889 staff and 215 shops in total among these 7879 employees and 35 shops are in Addis. From 7879 employee's number in Addis the members are only 4770 .This study was not cover all office and shops. The limitation was directly related with time, budget and availability of resources.

1.10 Operational Definitions

Collective Bargaining Procedures-collective bargaining procedures take into account the active participation of labor union members and representatives in the whole issues of employment conditions.

Labor Union-is organizations of workers whose primary objectives are to improve the financial &nonfinancial conditions of employment among their members.

Role-is a set of connected behaviors, rights, obligations, and beliefs, and norms as conceptualized by people in a social situation. (Armstrong, 2008)

1.11 Organization of the study

The research report has been organized in five chapters. Chapter one deals with the introduction part of the study. Chapter two deal with review of related literatures. This chapter discusses in detail the theoretical aspects of the subject under study. Chapter three deals with methods of the study like the type and design of research, sample and sampling technique: instrument for data collection: procedure for data collection method of data analysis; validity and reliability and ethical consideration. Chapter four has included data presentation, analysis and interpretation. And the last but not the least chapter, chapter five has included summary, conclusion and recommendation.

CHAPTER TWO

2 .REVIEW OF RELATED LITRATURE

2.1 Concepts of Industrial Relation

Industrial relations is a multidisciplinary field that studies the employment relationship. Industrial relations is increasingly being called **employment relations** or **employee relations** because of the importance of non-industrial employment relationships; this move is sometimes seen as further broadening of the human resource management trend. Indeed, some authors now define human resource management as synonymous with employee relations Other authors see employee relations as dealing only with non-unionized workers, whereas labor relations is seen as dealing with unionized workers. Industrial relations studies examine various employment situations, not just ones with a unionized workforce. However, according to Bruce E. Kaufman ,2008,"To a large degree, most scholars regard trade unionism, collective bargaining and labor-management relations, and the national labor policy and labor law within which they are embedded, as the core subjects of the field."

2.1.1 Importance of industrial relation

- ▣ **Uninterrupted production** the most important benefit of industrial relation is that this ensures continuity of production .This means continues employment for all from manager to workers. The resource are fully utilized ,resulting in the maximum possible production There is uninterrupted flow income for all smooth running of an industry is importance for several other industries if the products are intermediaries ,to exporters if these are goods to consumer and worker ,if these are goods of consumption .
- ▣ **Reduction in industrial dispute** good industrial relation can reduce industrial dispute. Dispute is reflection of the failure basic human motivation to secure adequate satisfaction or expressions which are fully cured by good industrial relation. Strikes and lockout are reflection of industrial unrest which is resulting in production decline.
- ▣ **High moral good** industrial relation improve the morale of employees.

Unions have undoubtedly left their mark on the economy, and continue to be significant forces that shape the business and political environments. They exist in a wide variety of industries, from heavy manufacturing to the government, and assist workers in obtaining better wages and working conditions. (*State-Run Economies: From Public to Private.*)

2.2 Concepts of labor union

Based on the Ethiopian Labor Proclamation No 377/2003 article 113, workers and employers shall have the right to establish and form trade unions. Trade Union is defined in this proclamation as an organization formed by workers; Similarly Decenzo and Robbins (2005) define Trade Union as an organization of workers acting collectively seeking to promote and protect its mutual interests through Collective Bargaining. From the above definitions and based on the view of Ivancevich (2008) it can be concluded that a trade union is an organization of employees that uses collective action to advance its member's interests in regard to wages and working conditions.

2.2.1 Objectives of labor union

Labor unions are formed mainly to represent individual workers when they have a problem at work and to help sorting out the difficulty with the manager or employer. Following the representation come Negotiation where union representatives, discuss with management, the issues which affect people working in an organization. During the last few years Trade unions increased the range of services they offer their members beyond representation and negotiation and tend to focus more to provide training courses for their members on employment rights, health and safety and other issues. As well as offering legal advice on employment issues, one of the earliest functions of trade unions was to look after members who hit hard times. Some of the older unions offer financial help to their members when they are sick or unemployed. ([www.naukruhub.com/Industrial Relation](http://www.naukruhub.com/Industrial%20Relation))

2.3 Actors in Industrial Relations

Initially, the management and the unions were considered the two main actors of industrial relations. However, the State's policy towards labor also began to influence industrial relations, particularly after independence, and, therefore, became the integral force in the industrial relations. It plays a dual role-one as the initiator of policy and the other as employer, or owner, by setting up an extremely large public sector. Again, employees have their organizations. Employers also have their associations. Thus, there are five parties involved in Industrial relations, namely, laborers, trade unions, management, employers' group and the Government. The National Commission on Labor clearly mentioned the role of the actors as "the goal of labor-management relations may be stated as maximum productivity leading to rapid economic development, adequate understanding among employers, workers and Government of each other's role in industry, commitment to industry and to the individual way of life on the part of labor as well as management, sound unionism, efficient institutionalized mechanism for handling industrial disputes and willingness among parties to co-operate as partners in the industrial system." (C.B. Gupta, 2004.)

2.4 Approaches to Industrial Relations

A large number of systematic attempts have been made by the industrial sociologists and industrial relations theorists to make theoretical Standing Labor Committee.

International Labor Organization perspectives for analyzing industrial relations. They develop their own views and ways for explaining the complex phenomenon of industrial relations.

2.4.1 Systems Approach

The systems approach analyses industrial relations systems as a sub system of society. The core elements of the systems approach comprise actors, certain contexts, an ideology which binds the industrial relations system together and a body of rules created to govern the actors at the workplace. The significant aspects of the environment in which the actors interact are the technology, market constraints and relative distribution of power relations. The actors, in an environment context, establish rules for the workplace and the work community, including those governing the contracts among the actors in an industrial relations system. The network or web of rules consists of procedures for establishing rules, the substantive rules and the procedures for

deciding their application to particular situations. The establishment of procedures and rules is the center of attention in an industrial relations system. The ideas and beliefs held by actors, which help bind or integrate the industrial relations system when consensus is reached. The Dunlop's system shows a definite preoccupation with rules and rule making and thus shows a concern for order and for containment of conflict. (S.A. Vaidya, 1970)

2.4.2 Pluralist Approach

Job regulation through collective bargaining becomes a Preoccupation. The entire thrust of this approach is oriented to the containment of conflict through institutionalization and regulation of the structure and process of union-management relations. Fox made a distinction between 'unitary' and 'pluralist' concepts of industrial organizations the former recognizing only one source of legitimate authority whereas the latter concept accepts the reality of several interest groups invested with power. Fox recognized the unusual distribution of power within and outside the enterprise because unlike the pluralist, the radical does not see collective organization of employees into trade unions as resorting a balance of power. (S.A. Vaidya, 1970)

2.4.3 Human Relations Approach/Behavioral Approach

These theories were contributed by behavioral scientists who were concerned with the patterns of human behavior in work situations. The human relations approach explains the behavior of individuals and groups at work and helps in modifying or utilizing such behavior towards the achievement of organizational objectives. Their attachment to work and morale can be improved by providing motives of security and participation. The relationship between workers and managers can be improved by providing adequate measures of understanding of personality differences, irrational behavior arising out of frustration and poor communication. This approach views industrial relations as their origin in the differences in the perceptions of management, unions and workers. These differences arise due to personalities, attitudes, motivation, leadership, group goals vs. individual goals, etc. are responsible for industrial conflicts. Human relation approach incorporates all knowledge drawn from multi-discipline areas like psychology, sociology, anthropology and political science. (A.D.Singh, 1971)

2.4.5 Social Action Approach

This approach is made to analyse the impact of techno-economic and socio-political changes on various actors and also to analyse the power of various components of the industrial relations environment - Government, employees, trade unions and political parties. The social action model points out the reciprocal nature of the relationship between social structure and behavior. (S.A. Vaidya, 1970)

2.4.6 Gandhian Approach

Gandhian approach to industrial relations is based on fundamental principles of trusteeship; there is no scope for conflict of interests between the capital and the labor. Workers can use noncooperation to have their grievances redressed. Gandhi accepted the worker's right to go on strike, but they should exercise this right in a peaceful and non-violent manner.

Workers should resort to strike for a just cause and after the employers fail to respond to their moral appeals. Gandhi urged the employer to show more magnanimity and an enlightened attitude towards their employees to ensure cordial employer-employee relations. He stood against exploitation of workmen, he asked workers to earn wage increases through corresponding increase in effort and production. Gandhian concept of industrial relations is much more relevant today than in the past. The earlier it is implemented the better it would be for the cause of industrial harmony and steady industrial growth. (S.A. Vaidya, 1970)

2.4.7 Giri Approach

According to V.V. Giri, 2004 the late President of India, collective bargaining and mutual negotiations between management and labor should be used to settle industrial disputes. He suggested that there should be bipartite machinery in every industry and every unit of the industry to settle differences from time to time with active encouragement of the Government. Outside interference should not encroach upon industrial peace. Giri's stress was on voluntary efforts of the management and the trade unions to wind up their difference, through voluntary arbitration. He was against compulsory adjudication which cuts at the very root of the trade union movement.

He advocated collective bargaining for securing industrial peace. The essence of this approach is internal settlement in preference to compulsion from outside and voluntary arbitration and collective bargaining rather than compulsory arbitration.

2.7.8 The Role of the Trade Unions

The trade unions should help to staff all the state business and administrative bodies connected with economies: nominate their candidates for them, stating their length of service, experience, and so forth. Right of decision lies solely with the business organizations, which also bear full responsibility for the activities of the respective organizations. The business organizations, however, must give careful consideration to the views on all candidates expressed by the trade unions concerned.

The trade unions must take a far greater part in the activities of all the planning bodies of the proletarian state, in drawing up economic plans and also programs of production and expenditure of stocks of material supplies for the workers, in selecting the factories that are to continue to receive state supplies, to be leased, or to be given out as concessions, etc. The trade unions should undertake no direct functions of controlling production in private and leased enterprises, but participate in the regulation of private capitalist production exclusively by sharing in the activities of the competent state bodies. In addition to participating in all cultural and educational activities and in production propaganda, the trade unions must also, on an increasing scale, enlist the working class and the masses of the working people generally for all branches of the work of building up the state economy; they must make them familiar with all aspects of economic life and with all details of industrial operations from the procurement of raw materials to the marketing of the product; give them a more and more concrete understanding of the single state plan of socialist economy and the worker's and peasant's practical interest in its implementation.

This list of the major functions of the trade unions in the work of building up socialist economy should, of course, be drawn up in greater detail by the competent trade union and government bodies. Taking into account the experience of the enormous work accomplished by the unions in organizing the economy and its management, and also the mistakes which have caused no little harm and which resulted from direct, unqualified, incompetent and irresponsible interference in administrative matters, it is most important, in order to restore the economy and strengthen the Soviet system, deliberately and resolutely to start persevering practical activities calculated to

extend over a long period of years and designed to give the workers and all working people generally practical training in the art of managing the economy of the whole country(Lenin's *Collected Works*).

2.5 MAIN FUNCTIONS PERFORMED BY TRADE UNION

Some of the most important functions of the trade union are as follows:

- i. Increasing Co-operation and Well-being among Workers
- ii. Securing Facilities for Workers
- iii. Establishing Contacts between the Workers and the Employers
- iv. Trade Unions working for the Progress of the Employees
- v. Safeguarding the Interests of the Workers
- vi. Provision of Labor Welfare.

2.5.1 Increasing Co-operation and Well-being among Workers:

The modern industry is complex and demands specialization in jobs. This results in extreme division of labor, which leads to the growth of individualism and development of impersonal and formal relationships. There is no common unifying bond among the workers.

It is in this context that the trade unions come into the picture and they promote friendliness and unity among the workers. Besides this, the trade unions also discuss the problems, which are common to all the workers. It is a platform where workers come together and know each other. The trade unions also provide some kind of entertainment and relaxation to the workers. (Puja Mondal, 2004, Trade Unions)

2.5.2 Securing Facilities for Workers:

Most of the industrialists are not very keen on providing the facilities and proper working conditions to the workers. They are more interested in getting their work done to the maximum extent. In such conditions, trade unions fight on behalf of the workers and see that the facilities have been provided by the management. (Puja Mondal, 2004, Trade Unions)

2.5.3 Establishing Contacts between the Workers and the Employers:

According to Puja Mondal, 2004, Unions In present days, there are many industries, which have grown into giants. A single unit in a particular industry may employ hundreds of employees. Many times a worker or employee may not have a chance to see their managers. In this situation, the workers are not able to express their grievances before their employers, and even the management does not know the difficulties faced by the workers.

The trade unions play an important role in bringing to the notice of the employers the difficulties and grievances of the employees. They try to arrange face-to-face meetings and thus try to establish contacts between the employees and the employers.

2.5.4 Trade Unions working for the Progress of the Employees:

The trade unions try to improve the economic conditions of the workers by representing their cases to the employers and try to get adequate bonus to the workers. (Puja Mondal, 2004, Trade Unions)

2.5.5 Safeguarding the Interests of the Workers:

Most of the industries try to exploit the workers to the maximum. They do not provide any benefits such as increasing their wages, granting sick leaves, giving compensation in case of accidents, etc. The workers are not made permanent even after many years of service and in some cases they are removed from service summarily. The trade unions provide security to the employees in such situations. (Puja Mondal, 2004, Trade Unions)

2.5.6 Provision of Labor Welfare:

The economic conditions of the industrial workers in India are very poor. The standard of living is very low. A majority of industrial workers in India are illiterate or semi-literate. It is the responsibility of the trade unions to get them proper housing facilities and promote the socio-economic welfare of the laborers. The trade unions also try to arrange educational facilities for the children of the workers. (Puja Mondal, 2004, Trade Unions)

2.6 The Pros and Cons of Joining Labor Unions

2.6.1 Advantages of Joining Labor Unions

2.6.1.1 Acquisition of Better Wages

People would be given greater chances to have better wages depending on the type of work they have. This is very important since they would give them greater opportunities to supply their needs since they are earning better wages. (<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions>)

2.6.1.2 Accessibility to Benefits

Workers who are going to join a labor union and fight for their right are always given the right to have their working benefits. This may include medical benefits and all others that is suited and really intended for them. (<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions>)

2.6.1.3 Securing Jobs

As part of the labor union, people are assured that their job would be secured whatever happens. This is very important since labor union are really making their best in order to make sure that all the people are given the chance to land for a permanent job. (<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions>)

2.6.1.4 Strength in Numbers

If you are going to get involved with this labor union, you will be assured that you are going to get what you are aiming for. Since such a large number of people are involved in this movement, results are likely to be seen. (<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions>)

2.6.2 Disadvantages of Labor Union

2.6.2.1 Loss of Personal Autonomy

Since more workers are already relying on the labor union, they can no longer work individually. There are instances that you are no longer with the labor unions decisions but still you cannot work on your own since you are always bound in them.

2.6.2.2 Union Dues

There are union dues implemented by labor union that need to be paid by the workers in order to be raised for their associations' improvement. But for workers who cannot pay for these dues, the labor union would be holding them and they will not be given the chance to be promoted to higher working positions as the payments for not paying the required dues they intend to pay. (<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions/>)

2.6.2.3 Job Loss

Since there are also some labor unions which are not continuously improving, more workers would be exposed to unemployment since the association is already getting slow and declining.

Labor union plays an important role in people's life since they are giving the people the chance to land a job and at the same time fight for the valuable right that they deserve. Although there are some instances that this association are seen to be disadvantageous in some ways, more people are still joining the association since they are more of the benefits that these are providing to them.

(<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions>)

2.7 SOME CURRENT INDUSTRIAL RELATIONS ISSUES

Employers are now compelled to view industrial relations and human resource management from a strategic perspective; in other words, not only from the traditional viewpoint of negotiating terms and conditions of employment and performing a personnel and welfare function. Industrial relations and human resource management are directly relevant to competitiveness, and how they are managed will impact on enterprise performance e.g. its productivity and quality of goods and services, labour costs, quality of the workforce, motivation, prevention of disputes and not only their settlement, and aligning employee aspirations with enterprise objectives. (<http://occupytheory.org/advantages-and-disadvantages-of-labor-unions>)

2.7.1 Minimum Wages

In countries which have a legal minimum wage three concerns are evident. The first is that minimum wage levels sometimes tend to be fixed on extraneous considerations (e.g. political), or on inadequate data needed to define the level of wages. The second concern is that such instances have an adverse effect on competitiveness in the global market and on employment creation where the minimum wage is fixed above a certain level (much of the controversy relates to what that level is). Therefore many employers prefer to see the minimum wage, if there is to be one at all, as a 'safety net' measure to uplift those living below the poverty line. The third concern relates to increases in minimum wages not being matched by productivity gains which help to offset increased labour costs. (S. R. de Silva, ILO, ACT, 2004)

2.7.2 Flexible/Performance Pay

Many employers, and even some governments, have expressed a wish to review traditional criteria to determine pay levels such as the cost of living and seniority. Pay systems which are flexible (i.e. based on profitability or productivity) so as to be able to absorb business downturns and also reward performance, are receiving considerable attention. One major problem in this regard is how employees and their organizations can be persuaded to negotiate on pay reform. The objectives of pay reform will not be achieved unless reforms are the result of consensual agreement and are part of a larger human resource management strategy and change in human resource management systems. (S. R. de Silva, ILO, ACT, 2004)

2.7.3 Cross-Cultural Management

Asia is a heterogeneous region, characterized by ethnic, cultural, linguistic and religious diversity. Due to substantial increases in investment in Asia from both Asian and Western investors, many employers and unions are dealing with workers and employers from backgrounds and cultures different to their own. Many of the resulting problems and issues (reflected for instance in the proliferation of disputes due to cross cultural 'mismanagement') fall within the concept of cross cultural management. The problems arise due to differences in industrial relations systems, attitudes to and of unions, work ethics, motivational systems and leadership styles, negotiating techniques, inappropriate communication, consultation and participation procedures and mechanisms, values (the basic beliefs that underpin the way we think, feel and respond), expectations of workers and interpersonal relationships. (S. R. de Silva, ILO, ACT, 2004)

2.8 INDUSTRIAL DISCIPLINE

To maintain harmonious relations and promote industrial peace, a Code of Discipline has been laid down which applies to both public and private sector enterprises. According to the Calhoon Richard D. 2002, “discipline may be considered as a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization.” The maintenance of harmonious industrial relations within an industry depends on the extent of promotion and maintenance of discipline in the organizations. No organizations can grow and prosper without effective disciplinary system. Discipline on account of employees means complying with the predefined rules and regulations of the organization.

2.9 GRIEVANCE COMMITTEE

Based on SRIGOURI KOSURI, 2004 Grievances generally arise out of the day-to-day working relations in an organization. An employee or a trade union protests against an act or policy of the management that they consider as violating employee's rights. One of the effective ways of minimizing and eliminating the source of an employee's grievance is by having an 'open door policy'. Employers with the range of challenges associated with human resource/industrial relations management, from assistance with offer of employment letters, drafting of disciplinary/grievance procedure and schedule; to termination of employment and assistance with interpretation of the labour laws.

2.10 LABOUR LAWS:

Labour Laws are the laws designed to ameliorate the conditions of labour, establish industrial peace and ensure increase in productivity by creating conditions leading to the efficiency of labour and to promote mutual understanding between labour and management. The inspiration is the recognition of the wider responsibilities which the state has undertaken to protect the economically weaker sections. But here to regulate the relationship between employers and their associations in one hand and workers and their organizations are in other hand. Therefore the laws enacted on this principle are Trade Union, Industrial Disputes and Industrial Employment (Standing Orders).

These factors are guiding the human resource development in proper way. A good organizational environment built on mutual trust and confidence between the management and the workers would help in effective and success. Trade unions are also equally concerned about this and it is they who are required to play a symbiotic role in achieving the organizational goal. Hands off approach on that part of the unions will seriously undermine the basis of objective HRD. Moreover, HRD strategies must recognize the collective aspect of the workers.

(SRIGOURI KOSURI, 2004)

2.11 Dispute

“Labor Disputes” includes any controversy or matter concerning terms or conditions of employment or the association or representation of persons in negotiating, fixing, maintaining, changing or arranging the terms and conditions of employment, regardless of whether the disputants stand in the proximate relation of employer and employee . Labor disputes are either individual or collective. (SRIGOURI KOSURI, 2004)

2.12 Collective Agreement

According to article 124 (1) of labor proclamation number 377/2003, collective agreement means an agreement concluded in writing between one or more representative of trade unions and one or more employers or agents or representatives of employers or organizations.

Article 131 and 132 of the proclamation states that the parties shall send sufficient copies of the same to the Ministry for registration, and a collective agreement which has already been signed and registered may be acceded to by others respectively.

There are set procedures for negotiating a collective agreement and these must be complied with by all parties. The objective of collective bargaining is to establish or renew a collective employment agreement. This must comply with a number of legal requirements.

It must:

- be in writing
- be signed by the employer and the union that are parties to the agreement
- identify the work that the agreement covers (the collective agreement applies to employees carrying out that work who join the union)
- include a plain language explanation of the services available to sort out any future employment relations problems
- include a clause stating how the agreement can be changed.

2.12.1 Unions and collective bargaining arrangements

Characterizing the impacts of trade unions and collective bargaining rules is probably more complicated and perhaps more controversial than is the case with other labor market institutions. Unions and collective bargaining arrangements are social and political constructs that reflect the society in which they operate. For a number of reasons, this has implications for their effects on living standards, productivity, and social cohesion as well as for assessing those impacts.

Unions can play a —political role both as a player in the political process and as a voice in policy debates. Unions have historically contributed in important ways to the introduction of fundamental social and labor rights. In some developing countries, the political role of unions overshadows their role representing and bargaining for members. Through these political efforts, unions can influence social and economic policies; in some cases, this may have positive social returns while, in others, it may have aggregate efficiency costs or distributional effects in favor of their members at the expense of non-members.

The impact of unions and the performance of collective bargaining systems can vary considerably from country to country. This could be due to differences with respect to the other social partners. (World Development Report 2013)

2.13 Collective Bargaining

Where a union represents employees in workplace they may negotiate a collective agreement. Bargaining for a collective employment agreement can cover a range of issues, but it must include: the coverage of the agreement – either by the work performed or the workers involved – and the term of the agreement.

The law recognizes that there is no one way to bargain. Every bargaining situation is different, and it is normal that parties have different views on how to proceed and what is required for their circumstances. Bargaining parties do not have to reach a collective agreement if bargaining has become unnecessarily protracted and costly or if agreement is unlikely. However, employers won't be able to end bargaining or refuse to enter into a collective agreement simply because they object in principle to collective bargaining or collective agreements. Employers and employees must still bargain in good faith with each other.

(S. R. de Silva Senior, ILO, Bangkok, 2013)

2.13.1 Advantages of Collective Bargaining

It is sometimes claimed that in non-industrialized countries settlement of wage issues through collective bargaining - especially on a national or industry wise basis - can be an obstacle to a wage policy to promote specific economic objectives because wage rates are not necessarily fixed on criteria designed to promote specific economic and social objectives (other than as compensation for cost of living increases), and that they often tend to reflect the bargaining strength of the parties or the supply and demand conditions of labour. With some exceptions (such as Japan) wage increases through collective bargaining in Asia pay little attention to productivity, individual or group performance and to skills. However, collective bargaining has many advantages which have been claimed for it as a means of resolving differences between management and employees, though it has made little positive contribution to higher productivity and higher earnings by linking pay to performance and skills.

Collective bargaining agreements often institutionalize settlement through dialogue. For instance, a collective agreement may provide for methods by which disputes between the parties will be settled. This has the distinct advantage that the parties know beforehand that if they are in disagreement there is an agreed method by which such disagreement may be resolved.

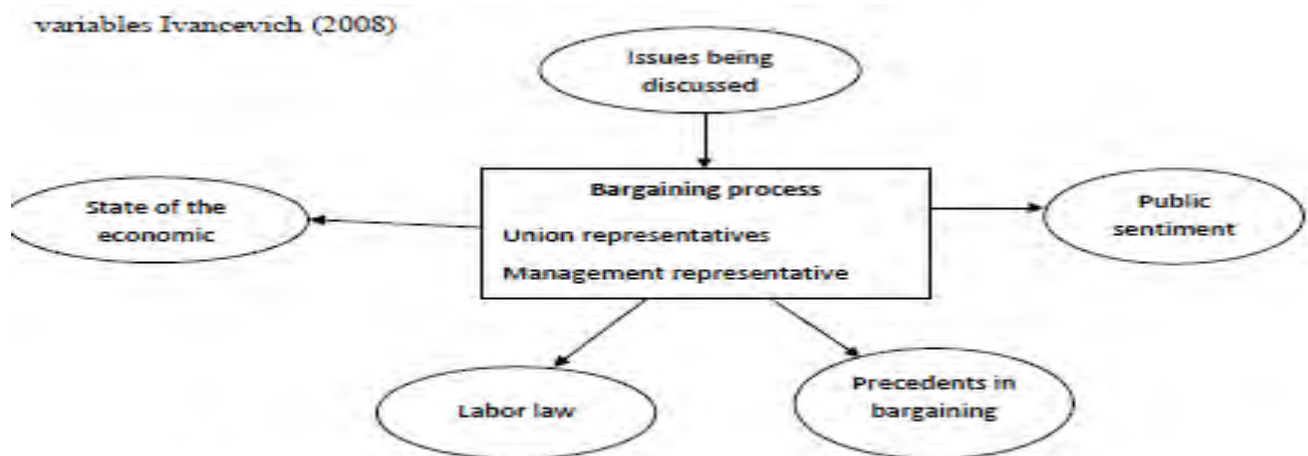
Collective bargaining is a form of participation. Both parties participate in deciding what proportion of the 'cake' is to be shared by the parties entitled to a share. At the end of an agreed

term labour again insists on participating in deciding what share of the fruits of their labour should be apportioned to them.

Collective bargaining is an essential feature in the concept of social partnership towards which Labour relations should strive. Collective bargaining has valuable by-products relevant to the relationship between the two parties. For instance, a long course of successful and bona fide dealings leads to the generation of trust. It contributes towards some measure of understanding by establishing a continuing relationship. Once the relationship of trust and understanding has been established, both parties are more likely to attack problems together rather than each other. (S. R. de Silva Senior, ILO, Bangkok 2013)

2.13.2 Factors influencing the collective bargaining

The collective bargaining process and the final agreement reached are influenced by many variables Ivancevich (2008)



Source: John M. Ivancevich "Human Resource Management" (2008)

2.13.3 Nature of Collective Bargaining

The ILO Convention No. 98 (1949) relating to the Right to organize and to Bargain Collectively describes collective bargaining as: "Voluntary negotiation between employers or employers' organizations and workers' organizations, with a view to the regulation of terms and conditions of employment by collective agreements."

There are several essential features of collective bargaining, all of which cannot be reflected in a single definition or description.

They are as follows:

- i. It is not equivalent to collective agreements because collective bargaining refers to the process or means, and collective agreements to the possible result, of bargaining. There may therefore be collective bargaining without a collective agreement.
- ii. It is a method used by trade unions to improve the terms and conditions of employment of their members, often on the basis of equalizing them across industries.
- iii. It is a method which restores the unequal bargaining position as between employer and employee.
- iv. Where it leads to an agreement it modifies, rather than replaces, the individual contract of employment, because it does not create the employer-employee relationship.
- v. The process is bipartite, but in some developing countries the State plays a role in the form of a conciliator where disagreements occur, or may intervene more directly (e.g. by setting wage guidelines) where collective bargaining impinges on government policy.
- vi. Employers have in the past used collective bargaining to reduce competitive edge based on Labour costs.

According to an empirical research conducted by soclik, 2004 there is a considerable debate on the purposes and role of trade unions. The predominant view, however, is that the concerns of trade unions extend beyond 'bread and butter' issues. Trade unions through industrial action (such as protests and strikes) and political action (influencing Government policy) establish minimum economic and legal conditions and restrain abuse of labor wherever the labor is organized. Trade unions are also seen as moral institutions, which will uplift the weak and downtrodden and render them the place, the dignity and justice they deserve.

As Liou, Chih-Poung, 2008 conducted a research the role of trade unions in job creation to Taiwanese society has achieved high level of democracy, nonetheless, amendments of collective labor laws have been delayed and failed to come to place. The current collective labor laws inherit the system under the authoritarian regime, which basically upholding a suppressive policy towards the labor union. The enterprise unions organized under the small to-medium sized business structure tend to be small in scale, hence without much power entering into the collective

negotiation with the employer. Accordingly, collective agreements are rarely consolidated and in turn fail to implement the due function attached to the collective agreement in prescribing the conditions of labor. By now, most business entities still rely on the employer to determine the conditions of labor by unilaterally prescribing working rules.

Ntwala Mwilima said that the role of trade unions in the labour market, particularly on employment creation requires a more holistic analysis of trade unions. Hence that by looking at the role of trade unions in development. This has been manifested in having directly contributed to improving standards of living for their members by negotiating not only decent wages, but benefits such as medical, housing, pension and so forth, which all contribute to improving the living standards of working people. The role of trade unions which moves beyond workplace collective bargaining is one that moves away from the simplistic notion of trade unions as organizations who represent the interests of a specific group of people – wage earners and places trade unions at the center of the overall development agenda of a nation

CHAPTER THREE

3 RESEARCH METHODOLOGY

This chapter address the research questions raised in the statement of the problem and it deals about research design, target population sample size and sampling technique, data source and instrument of collection ,method of data collection and data analysis method, validity and reliability finally discussing about ethical issue.

3.1 Research Design

According to Bowerman and O'Connell (2003), the research method employed is determined by the research topic. This research is descriptive because the researcher only wants to describe the role of Labour union in maintaining employment condition. The researcher believes that this kind of research design are provides plentiful data about the research topic, and supportive to meet the research objective.

3.2 Target population

As stated in the above scope of the study, the research is conducted in ETHIO TELECOM those are members of basic Labour union (cover only Addis Ababa zones).

3.3 Sample size and technique

The company has a total of 8577 Labour union member employees, they are permanent employees. To conduct this the researcher used proportionate stratified sampling technique to select samples from the total population, and distributed questionnaire and conduct interview to collect the required information from the samples determined.

The researcher develop questionnaire which are adopt from literatures related to labor unions. This technique is preferred because it is used to assist in minimizing bias when dealing with the population. With this technique, the sampling frame can be organized into relatively homogeneous groups (strata) before selecting elements for the sample. Based on the Janet (2006:94), this step increases the probability that the final sample will be representative in terms of the stratified groups. The strata are those ten Zonal offices located throughout Addis Ababa city. According to Catherine Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study. In this study the total population of the

study 4770 are formally permanent employees of Ethio telecom in those ten Zonal offices as of January, 2016 obtained. To select the sample; Malhorta Naresh, Marketing Research: an applied approach, 2007 will use. Hence in table 3.1, the above population size categorized in the seventh row.

Table 3.1 sampling size determination

Population size		sample	
Low		Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

(Source: Malhorta Naresh, Marketing Research: an applied approach, 2007)

Table 3.2 list of zonal office and sample size

List of Zonal Offices S.No.	Branch office/Zones	No. of employees	Sample size
1.	Central Addis Ababa Zone (CAAZ)	179	$((179/4770)*200)=8$
2.	East Addis Ababa Zone (EAAZ)	315	13
3.	North Addis Ababa Zone (NAAZ)	258	11
4.	West Addis Ababa Zone (WAAZ)	252	10
5.	South West Addis Ababa Zone (SWAAZ)	283	12
6.	South Addis Ababa Zone(SAAZ)	237	10
7.	Sourcing and facility	582	24
8.	Network division	788	33
9.	Head office	470	20
10.	South East	1406	59
Total		4770	200

Survey on labour Union document

3.4 Data Sources and Instruments of Data Collection

The study used both primary and secondary sources of data collection.

Primary Sources In order to realize the target, the study used well-designed questionnaire as best instrument. This will complete by employees of the organization.

Secondary Sources Secondary data from files, collective agreement and policy papers used to provide additional information. Besides, variety of books, published and/or unpublished government documents, websites, reports and newsletters used review to make the study fruitful.

3.5 Method of Data Collection

To collecting adequate data about the topic from the defined sample, the researcher used questionnaire and interview.

The Primary data collected through the use of personal interview and questionnaires. In the interview part structured interview would be used. Interview data's were be collected from the labour union representatives. Questionnaires (includes both closed-ended and open-ended) for the close ended questionnaire use the Likert type point in order to make questions interesting to respondents and thereby enhance their cooperation, ultimately to ensure maximum response rate. The questionnaire statements were developed and evaluated on a 1-5 Likert scale , where '1' indicates strongly disagree with the statement, '2' disagree, '3' neutral, '4' agree and '5' refers to strongly agree with the statement. The secondary data would be gathered from relevant documents related with the topic.

3.6 Data Analysis Method

The researcher used qualitative analysis technique for the interview question and used simple quantitative analysis techniques for the questioners due to the nature of the data was collected.

The collected data were transferred to SPSS and were analyzed using descriptive statistics such as frequency and percent.

3.7 validity and reliability

Validity is the degree to which a test measures what it purports to measure (Creswell, 2009:190-92). The questions included in the questionnaire are all valid to test the knowledge of members towards the role of labor union in maintaining employment conditions. This can be ensured that the questions are highly linked to address the roles of the labor union.

Reliability is the property of consistency of a measurement that gives the same result on different occasions (Mc Burney p.129). The researcher was taken the pilot-test before distributing the final questioner to assure the reliability the result was 0.92. The results from analysis indicated that the Cronbach's Alpha value is 0.92. This suggested that the internal reliability in this study was acceptable and signified to be good.

Reliability Statistics

Cronbach's Alpha	N of Items
.929	32

3.8 Ethical consideration

The study was conducted in such a way that it consider ethical responsibility. Ethical responsibility include, providing information about the study for respondents (like who's conducting the research, for what and who will benefit), also the study provided anonymity, means the information from the respondents was confidential and was not used for any personal interest.

CHAPTER FOUR

4 DATA PRESENTATION AND ANALYSIS

This chapter deals with presentation, analysis and interpretation of the data which has been obtained through questionnaire and interview. It analyzes the demographic characteristics, types, causes and output of Labour union on the organization. As stated on the research methodology, 200 questionnaires were distributed to 10 different regional offices that were selected from the corporation which are found in Addis Ababa. Out of the total 200 questionnaires only 185 were properly filled and returned which makes the response rate to be 92%. The data collected from employees through questionnaire is analyzed and presented by using tables, followed by its interpretation based on the responses frequency and percentage.

Part I: Participant Information

4.1 Personal Profile of Respondents

1 Gender

Gender	Frequency	Percent
Male	116	62.7
Female	69	37.3
Total	185	100.0

Source: Survey questionnaire, 2016

As shown in the above table 4.1 the gender distribution of respondents which is 62.7 % of the respondents are male while the rest 37.3% are female. This shows that the number of male employees dominates the number of female employees in ethio telecom basic Labour union.

2 Age

Age	Frequency	Percent
<25 year	33	17.8
25-30 year	97	52.4
31-35	29	15.7
36-40	14	7.6
Above 41	12	6.5
total	185	100

Source: Survey questionnaire, 2016

As to the age distribution of the respondents, out of the total respondents 17.8% of the respondents are below 25; 52.4% of the respondents are found between the age 25 to 30; 15.7% of the respondents are found between the age of 31-35 and 7.6% of the respondents are found between 36-40 years old and 6.5% are above 41 years old. This indicates that most employees are young and need better payment, good working condition, and are also sensitive to any inequity or other ill treatment by supervisor or the management.

3 Educational backgrounds

Education		Frequency	Percent
Educational Background	Technical school	1	0.5
	College Diploma	9	4.9
	BA/BSc Degree	169	91.4
	Master's Degree	6	3.2
	Total	185	100

Survey on questioner, 2016

As shown in the above table 4.1, only 0.5% of the respondent is technical school graduate, 4.9% have collage diploma; 91.4% of the respondents have first degree and 3.2% of the respondents have master's degree. Based on this the above data it's possible to say that most employees in the labour union are holders of first degree which means most employees in the labour union are well educated.

4 Tenure (Length of the time in the corporation)

Demographic data		Frequency	Percent
Number of years you have served for the corporation: (tenure)	0-4	86	46.5
	5-9	36	19.5
	10-14	37	20
	15-19	21	11.4
	Above 19	5	2.7
	Total	185	100.0

Source: Survey questionnaire, 2016

As to the tenure (number of years you have served for the corporation) of respondents within their current organization, out of the total respondents 46.5% of the respondents have served the incorporation between 0-4 year; 19.5% of the respondents have served in the corporation is year between 5-9; 20% of the respondents have served the corporation between the year 10 to 14; 11.2% of the respondents have served in the corporation year between 15-19 and the rest 2.7% of the respondents have served the corporation for more than 19 years. As it's shown in the table most employees have worked on their current corporation for a short period of time which is only between 0-4 years. This entails that most employees have few years of work experience, also this shows that the corporation don't have a strong retention strategy.

5 Length of the time in the union

Year in the union		Frequency	Percent
Number of years you have been a member of the labor union in the Corporation	0-2	78	42.2
	3-5	42	22.7
	6-9	23	12.4
	9-11	18	9.7
	Above 11	24	13.0
	Total	185	100.0

Source: Survey questionnaire, 2016

As to show in the table 42.2% of the respondents are in between 0-2 years; 22.2% of the respondents are in between 3-5 years; 12.4% of the respondents are in between 6-9 years; 9.7% of the respondents are in between 9-11 years; and the rest 13% of the members are above 11 years member in the Labour union based on the data most of them are new to the union.

Table 4.1 4.2.1 The duty of the union

Questions	Valid	Frequency	Percent	Valid percent	Cumulative percent
1. The labor union encourages employees to express or discuss their personal problems with their superiors.	Strongly Disagree	45	24.3	24.3	24.3
	Disagree	58	31.4	31.4	55.7
	Neutral	17	9.2	9.2	64.9
	Agree	49	26.5	26.5	91.4
	Strongly Agree	16	8.6	8.6	100
	Total	185	100	100	
2. The existence of labor union is vital for employees to make their grievances heard.	Strongly Disagree	46	24.9	24.9	24.9
	Disagree	45	24.3	24.3	49.2
	neutral	24	13.0	13.0	62.2
	Agree	51	27.6	27.6	89.7
	Strongly Agree	19	10.3	10.3	100
	Total	185	100	100	
3. Labor union is seen as an important part of the corporation in supporting the interest of the members.	Strongly Disagree	65	35.1	35.1	35.1
	Disagree	29	15.7	15.7	50.8
	neutral	13	7	7	57.8
	Agree	56	30.3	30.3	88.1
	Strongly Agree	22	11.9	11.9	100
	Total	185	100	100	
4. The labor union tries to protect their members from abusive firing.	Strongly Disagree	29	15.7	15.7	15.7
	Disagree	52	28.1	28.1	43.8
	neutral	26	14.1	14.1	57.8
	Agree	62	33.5	33.5	91.4
	Strongly Agree	16	8.6	8.6	100
	Total	185	100	100	
5. The labor union has strong positions to monitor the implementation of the collective agreement of the corporation.	Strongly Disagree	113	61.1	61.1	61.1
	Disagree	36	19.5	19.5	80.5
	neutral	9	4.9	4.9	85.4
	Agree	19	10.3	10.3	95.7

	Strongly Agree	8	4.3	4.3	100
	Total	185	100	100	
6. The labour union has its own publications in order to increase the level of knowledge of its members and to defend its interests.	Strongly Disagree	92	49.7	49.7	49.7
	Disagree	62	33.5	33.5	83.2
	neutral	10	5.4	5.4	88.6
	Agree	19	10.3	10.3	98.9
	Strongly Agree	2	1.1	1.1	100
	Total	185	100	100	
	7. The labor union leaders give me advices on how I can exercise my right and duties within the corporation.	Strongly Disagree	54	29.2	29.2
Disagree		49	26.5	26.5	55.7
neutral		28	15.1	15.1	70.8
Agree		42	22.7	22.7	93.5
Strongly Agree		12	6.5	6.5	100
Total		185	100	100	

Source: Survey questionnaire, 2016

The above table shows the general role of labour union and its duty out of the total 185, 24.3% of the respondents strongly disagree that The labor union encourages employees to express or discuss their personal problems with their superiors and also 31.4% of the respondents also disagreed to

This premises; 9.2% of the respondents were neutral while 26.5% and 8.6% of the respondents agreed and strongly agreed on this question. This indicates that the majority of the respondents 55.7%% of the respondent not agreed on the idea, the labor union encourages employees to express or discuss their personal problems with their superiors.

The second question only 24.3% and 24.9% of the whole respondents disagreed and strongly disagreed on that, the existence of labor union is vital for employees to make their grievances heard; 13% of the respondents were neutral while 27.6% of the respondents agreed and 10.3% of the respondents strongly agreed. This indicates that 59.2% of the respondent's think that the existence of the union is not vital for employees to make their grievances heard.

Out of the 185 respondents 35.1% and 15.1% of the respondents disagree with the idea that Labor union is seen as an important part of the corporation in supporting the interest of the members; 7% of the respondents were neutral. But the rest 30.1% and 11.9% of the respondents accept the union as an important part of the organization in supporting the interest of the member. As we can see from the above figure majority (50.2%) number of member employees did not accept the idea. this might lead employees to leave from the union.

For the fourth question, The labor union tries to protect their members from abusive firing 15.7% of the respondents Strongly Disagree; 28.1% of the respondents are disagree ;14.1% of the respondents were neutral;33.5% of the respondents agree ; 8.6% of the respondent Strongly Agree . It indicates that the Labour union is not trying protecting members from abusive firing.

According to the above table employee strongly disagreed to the fact that, the labor union has strong positions to monitor the implementation of the collective agreement of the corporation 61.1% of the respondents strongly disagreed to it.19.5% of the respondents disagree; 4.9% were neutral while the rest 10.3% of the respondents agreed and 4.3% of the respondents strongly agreed. As it is shown in the analysis majority of the employees in the union strongly disagreed that the union has strong positions to monitor the implementation of the collective agreement of the corporation.

Out of the total 185 respondents 49.7% of the respondents strongly disagreed and 33.5% of the respondents disagreed to the fact that the Labour union has its own publications in order to increase the level of knowledge of its members and to defend its interests.; 5.4% of the respondents were neutral while the rest 10.3% of the respondents agreed and 1.1% of the respondents strongly agreed. This shows that majority of the respondents responded that the Labour union has no its own publications in order to increase the level of knowledge of its members and to defend its interests.

The other item in the table the labor union leaders give me advices on how I can exercise my right and duties within the corporation.29.2% of the respondents strongly disagreed and 26.5% of the respondents disagreed to this item; 15.1% of the respondents were neutral while the rest 22.7%

of the respondents agreed and 6.5% of the respondents strongly agreed. This indicates the union leader is not giving advice about their duties and rights and how to exercise it.

4.2.2 Creating awareness about the union

Questions	valid	Frequen cy	Percent	Valid percent	Cumulativ e percent
8. The labor union is trying to make our work place safe and protected.	Strongly Disagree	34	18.4	18.4	18.4
	Disagree	61	33	33	51.4
	neutral	32	17.3	17.3	68.6
	Agree	51	27.6	27.6	96.2
	Strongly Agree	7	3.8	3.8	100
	Total	185	100	100	
9. Employees are encouraged to take promotion opportunities available in the corporation.	Strongly Disagree	41	22.2	22.2	22.2
	Disagree	61	33	33	55.1
	neutral	20	10.8	10.8	65.9
	Agree	51	27.6	27.6	93.5
	Strongly Agree	12	6.5	6.5	100
	Total	185	100	100	
10. The labor union has good performance counseling practices which help members to improve their performance.	Strongly Disagree	62	33.5	33.5	33.5
	Disagree	49	26.5	26.5	60
	neutral	32	17.3	17.3	77.3
	Agree	33	17.8	17.8	95.1
	Strongly Agree	9	4.9	4.9	100
	Total	185	100	100	
11. The labor union representatives of the corporation make efforts to identify and utilize the potential of the members.	Strongly Disagree	44	23.8	23.8	23.8
	Disagree	52	28.1	28.1	51.9
	neutral	41	22.2	22.2	74.1
	Agree	43	23.2	23.2	97.3
	Strongly Agree	5	2.7	2.7	100

	Total	185	100	100	
12. Employees are well communicated about changes in the corporation.	Strongly Disagree	67	36.2	36.2	36.2
	Disagree	48	25.9	25.9	62.2
	neutral	26	14.1	14.1	76.2
	Agree	33	17.8	17.8	94.1
	Strongly Agree	11	5.9	5.9	100
	Total	185	100	100	

Source: Survey questionnaire, 2016

As we can see from the above 18.4% of the respondents strongly disagreed to it; 33% of the respondents disagree; 17.3% were neutral while the rest 27.6% of the respondents agreed and 3.8% of the respondents strongly agreed. This indicated the majority number of the respondents which is 51.4% of the respondents disagree this fact which is The labor union is trying to make our work place safe and protected.

The other item in the table is that Employees are encouraged to take promotion opportunities available in the corporation. 22.2% of the respondents strongly disagreed and 33% of the respondents disagreed to this premises; 10.8% of the respondents were neutral while the rest 27.6% of the respondents agreed and 6.5% of the respondents disagreed. This indicates Employees are not encouraged to take promotion opportunities available in the corporation.

Out of the total 185 respondents 33.5% of the respondents strongly disagreed and 26.5% of the respondents disagreed to the idea that the labor union has good performance counseling practices which help members to improve their performance.; 17.3% of the respondents were neutral while the rest 17.8% of the respondents agreed and 4.9% of the respondents strongly agreed. This shows that majority of the respondents responded that the labor union has no good performance counseling practices which help members to improve their performance.

According to the analysis made in the above 23.8% of the respondents strongly disagreed and 28.1% of the respondents disagreed to the premises that The labor union representatives of the corporation make efforts to identify and utilize the potential of the members. 22.2% of the respondents of the respondents were neutral while 23.2% of the respondents agreed and 2.7% of the respondents strongly agreed to it. This shows us that most employees in the union disagree

with the premises the labor union representatives of the corporation make efforts to identify and utilize the potential of the members.

According to the above table, 36.2% strongly disagreed to the idea that Employees are well communicated about changes in the corporation; 25.9% of the respondents disagreed to it. 14.1% of the respondents were neutral while the rest 17.8% of the respondents agreed and 5.9% of the respondents strongly agreed. It shows the union is not well communicated about changes in the corporation

Table 4.2. Labor union involvement in employment conditions

4.2.1 The union involvement in employment

Questions	valid	Frequency	Percent	Valid percent	Cumulative percent
13. When any employee makes a mistake, fine or ban on the employee can be made in consultation with labor union.	Strongly Disagree	36	19.5	19.5	19.5
	Disagree	44	23.8	23.8	43.2
	Neutral	44	23.8	23.8	67
	Agree	52	28.1	28.1	95.1
	Strongly Agree	9	4.9	4.9	100
	Total	185	100	100	
14. The labor union in the corporation has a say in employees' development packages.	Strongly Disagree	79	42.7	42.7	42.7
	Disagree	37	20	20	62.7
	neutral	26	14.1	14.1	76.8
	Agree	40	21.6	21.6	98.4
	Strongly Agree	3	1.6	1.6	100
	Total	185	100	100	
15. Labor union representatives have active participations in	Strongly Disagree	41	22.2	22.2	22.2
	Disagree	40	21.6	21.6	43.8
	neutral	35	18.9	18.9	62.7

succession plan of the corporation.	Agree	51	27.6	27.6	90.3
	Strongly Agree	18	9.7	9.7	100
	Total	185	100	100	
16. The labor union fully participates in strategic issues of the corporation.	Strongly Disagree	34	18.4	18.4	18.4
	Disagree	39	21.1	21.1	39.5
	neutral	44	23.8	23.8	63.2
	Agree	51	27.6	27.6	90.8
	Strongly Agree	17	9.2	9.2	100
	Total	185	100	100	
17. When employees are transferred, the involvement of labor unions is high in the corporation.	Strongly Disagree	36	19.5	19.5	19.5
	Disagree	46	24.9	24.9	44.3
	neutral	37	20	20	64.3
	Agree	53	28.6	28.6	93
	Strongly Agree	13	7	7	100
	Total	185	100	100	
18. The labor union participates in modifications of contracts and procedural agreements in the corporation.	Strongly Disagree	42	22.7	22.7	22.7
	Disagree	59	31.9	31.9	54.6
	neutral	29	15.7	15.7	70.3
	Agree	46	24.9	24.9	95.1
	Strongly Agree	9	4.9	4.9	100
	Total	185	100	100	
19. When new employees are hired, the involvement of labor unions is high in the corporation.	Strongly Disagree	41	22.2	22.2	22.2
	Disagree	34	18.4	18.4	40.5
	neutral	49	26.5	26.5	67
	Agree	48	25.9	25.9	93
	Strongly Agree	13	7	7	100

	Total	185	100	100	
20. The labor union is actively participating to improve the financial conditions of employees.	Strongly Disagree	37	20	20	20
	Disagree	41	22.2	22.2	42.2
	neutral	22	11.9	11.9	54.1
	Agree	67	36.2	36.2	90.3
	Strongly Agree	18	9.7	9.7	100
	Total	185	100	100	

Source: Survey questionnaire, 2016

On the other hand, when any employee makes a mistake, fine or ban on the employee can be made in consultation with labor union observed in strongly disagree point about 19.5% of the respondents responded about 23.8% of them rated disagree; 23.8% of the respondent were neutral; and the rest 28.1% of the respondents agree 4.9% respondents responded Strongly Agree. It shows no practice with consultation of members when any employee makes a mistake, fine or ban on the employee.

The other item in the table is that the labor union in the corporation has a say in employees' development packages. 42.7% of the respondents strongly disagreed and 20% of the respondents disagreed to this premises; 14.1% of the respondents were neutral while the rest 21.6% of the respondents agreed and 1.6% of the respondents disagreed. This indicates the labor union in the corporation has no a say in employees' development packages.

Out of the total 185 respondents 22.2% of the respondents strongly disagreed and 21.6% of the respondents disagreed to the fact that Labor union representatives have active participations in succession plan of the corporation.;18.9% of the respondents were neutral while the rest 27.6% of the respondents agreed and 9.7% of the respondents strongly agreed. This shows that majority of the respondents responded that disagree with the idea Labor union representatives have active participations in succession plan of the corporation.

As we can see from the above figure the labor union is not fully participates in strategic issues of the corporation 18.4% of the respondents strongly disagreed to it; 21.1% of the respondents disagreed to it; 23.8% were neural while the rest 27.6% of the respondents agreed and 9.2% of the respondents strongly agreed. This indicated the majority number of the respondents which is 39.5% of the respondents disagree this fact.

In the fifth item of the above table, 19.5% of the respondents strongly disagreed and 24.9% of the respondents disagreed to the fact that when employees are transferred, the involvement of labor unions is high in the corporation; 20% of the respondents were neutral while the rest 28.6% of the respondents agreed and 7% of the respondents strongly agreed. This indicates that when employees are transferred, the involvement of labor unions is low in the corporation.

The other item in the table is that the labor union participates in modifications of contracts and procedural agreements in the corporation 22.7% of the respondents strongly disagreed and 31.9% of the respondents disagreed to this premises; 15.7% of the respondents were neutral while the rest 24.9% of the respondents agreed and 4.9% of the respondents disagreed. This indicates the labor union not participates in modifications of contracts and procedural agreements in the corporation.

Out of the total 185 respondents 22.2% of the respondents strongly disagreed and 18.4% of the respondents disagreed to the fact that when new employees are hired, the involvement of labor unions is high in the corporation; 26.5% of the respondents were neutral while the rest 25.9% of the respondents agreed and 7% of the respondents strongly agreed. This shows that majority of the respondents responded that When new employees are hired, the involvement of labor unions is low in the corporation.

The last item in the above table was that the labor union is actively participating to improve the financial conditions of employees. 20% of the respondents strongly disagreed and 22.2% of the respondents disagreed; 11.9% of the respondents were neutral and the rest 36.2% of the respondents agreed and 9.7% of the respondents strongly agreed to it. This indicates that the labor union is not actively participating to improve the financial conditions of employees

Table 4.2.2 the union involvement in the corporation democracy

Questions	valid	Frequenc y	Percen t	Valid percent	Cumulative percent
21. The labor union participates in the designing and implementation of employee reward systems.	Strongly Disagree	37	20	20	20
	Disagree	40	21.6	21.6	41.6
	neutral	41	22.2	22.2	63.8
	Agree	60	32.4	32.4	96.2
	Strongly Agree	7	3.8	3.8	100
	Total	185	100	100	
22. When employees are promoted, the involvement of labor unions is high in the corporation.	Strongly Disagree	35	18.9	18.9	18.9
	Disagree	40	21.6	21.6	40.5
	neutral	37	20	20	60.5
	Agree	59	31.9	31.9	92.4
	Strongly Agree	14	7.6	7.6	100
	Total	185	100	100	
23. Labor union initiates and highly participates on employee retention mechanisms.	Strongly Disagree	42	22.7	22.7	22.7
	Disagree	48	25.9	25.9	48.6
	neutral	36	19.5	19.5	68.1
	Agree	52	28.1	28.1	96.2
	Strongly Agree	7	3.8	3.8	100
	Total	185	100	100	
24. The involvement of labor union to extend and maintain industrial democracy is high.	Strongly Disagree	36	19.5	19.5	19.5
	Disagree	55	29.7	29.7	49.2
	neutral	30	16.2	16.2	65.4
	Agree	55	29.7	29.7	95.1
	Strongly Agree	9	4.9	4.9	100
	Total	185	100	100	
25. The participation of labor union in labor	Strongly Disagree	40	21.6	21.6	21.6
	Disagree	37	20	20	41.6

decisions minimizes industrial disputes.	neutral	33	17.8	17.8	59.5
	Agree	66	35.7	35.7	95.1
	Strongly Agree	9	4.9	4.9	100
	Total	185	100	100	
26. The labor union has strong involvement in improving working conditions of employees.	Strongly Disagree	32	17.3	17.3	17.3
	Disagree	52	28.1	28.1	45.4
	neutral	25	13.5	13.5	58.9
	Agree	63	34.1	34.1	93
	Strongly Agree	13	7	7	100
	Total	185	100	100	

Source: Survey questionnaire, 2016

As we can see from the above figure 20% of the respondents strongly disagreed to it; 21.6% of the respondents disagreed; 22.2% were neutral while the rest 32.4% of the respondents agreed and 3.8% of the respondents strongly agreed. This indicated the labor union is not participates in the designing and implementation of employee reward systems.

According to the above table, 18.9% of the respondents strongly disagree to it. 21.6% of the respondents Disagreed; 20% were neutral while the rest 31.9% of the respondents agreed and 7.6% of the respondents strongly disagreed. As it is shown in the analysis majority of the employees in the union when employees are promoted, the involvement is low in the corporation. As we can see from the above table 22.7% of the respondents strongly disagreed to it; 25.9% of the respondents Disagreed 19.5% were neutral while the rest 28.1% of the respondents agreed and 3.8% of the respondents strongly agreed. This indicated the. Labor union is not initiates and highly participates on employee retention mechanisms.

Out of the 185 respondents 19.5% and 29.7% of the respondents are disagree with the involvement of labor union to extend and maintain industrial democracy is high, 16.2% of the respondents were neutral. But the rest 29.7% and 4.9% of the respondents agree with the idea. As we can see from the above figure majority (49.2%) numbers of employees disagree with the involvement of labor union to extend and maintain industrial democracy is high.

As we can see from the above table, respondent that strongly disagrees 21.6%; of the respondents 20% disagreed; that 17.8% of the respondents were neutral about it. The largest group of the respondents which is 66% of the respondent agreed and 9% of the respondents strongly agreed.

This shows that majority of the employees agreed on the participation of labor union in labor decisions minimizes industrial disputes.

Out of the 185 respondents 17.3% Strongly Disagree and 28.1% of the respondents Disagreed on it; 13.5% of the respondents were neutral. But the rest 34.1% and 7% of the respondents Agree and strongly agreed on it. The majority of the respondents are disagreed on the labor union has strong involvement in improving working conditions of employees.

4.3 Bargaining Procedures

4.3.1 Bargaining power of the union

Questions	valid	Frequency	Percent	Valid percent	Cumulative percent
27. Labor union representatives are strong in the bargaining positions of the parties and to ensure the observance of agreements.	Strongly Disagree	36	19.5	19.5	19.5
	Disagree	54	29.2	29.2	48.6
	neutral	33	17.8	17.8	66.5
	Agree	52	28.1	28.1	94.6
	Strongly Agree	10	5.4	5.4	100
	Total	185	100	100	
28. The collective bargaining has made through dialogue and consensus.	Strongly Disagree	35	18.9	18.9	18.9
	Disagree	34	18.4	18.4	37.3
	neutral	48	25.9	25.9	63.2
	Agree	59	31.9	31.9	95.1
	Strongly Agree	9	4.9	4.9	100
	Total	185	100	100	
29. The labor union encourages members to bring employment issues that need a collective bargaining.	Strongly Disagree	38	20.5	20.5	20.5
	Disagree	48	25.9	25.9	46.5
	neutral	40	21.6	21.6	68.1
	Agree	46	24.9	24.9	93
	Strongly Agree	13	7	7	100
	Total	185	100	100	

Source: Survey questionnaire, 2016

The above tables shows that Labor union representatives are strong in the bargaining positions of the parties and to ensure the observance of agreements and out of the total 185 respondents only 5.4% strongly agreed from the respondents; 28.1% agreed ;29.2% disagreed to the premises ;17.8% of the respondents were neutral;. This indicates that most (48.7%) of the respondents think that Labor union representatives are not strong in the bargaining positions of the parties and to ensure the observance of agreements.

The second item in the above table, 25.9% of the respondents were neutral on the issue regarding the collective bargaining has made through dialogue and consensus. 31.9% of the respondents agreed and 4.9% of the respondents strongly agreed; 18.9% of the respondents strongly disagree; and18.4 disagreed. This indicates that the collective bargaining has made not through dialogue and consensus.

In the third item of table, 20.5 strongly disagreed; 25.9% of the respondents disagreed to the premises (The labor union encourages members to bring employment issues that need a collective bargaining) 21.6% of the respondents were neutral; 24.9% of the respondents agreed and 7% of the respondents strongly agreed. These shows that majority of the respondents disagreed that the labor union is not encourages members to bring employment issues that need a collective bargaining

Table 4.3.2Bargaining objective in the corporation

Questions	valid	Frequency	Percent	Valid percent	Cumulative percent
30. When the labor union does come up with labor issues the management is willing to bargain.	Strongly Disagree	26	14.1	14.1	14.1
	Disagree	43	23.2	23.2	37.3
	neutral	40	21.6	21.6	58.9
	Agree	72	38.9	38.9	97.8
	Strongly Agree	4	2.2	2.2	100
	Total	185	100	100	

31. The bargaining system in the corporation is based on objective assessment and adequate information.	Strongly Disagree	35	18.9	18.9	18.9
	Disagree	32	17.3	17.3	36.2
	neutral	33	17.8	17.8	54.1
	Agree	74	40	40	94.1
	Strongly Agree	11	5.9	5.9	100
	Total	185	100	100	
32. Collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs.	Strongly Disagree	17	9.2	9.2	9.2
	Disagree	26	14.1	14.1	23.2
	neutral	27	14.6	14.6	37.8
	Agree	79	42.7	42.7	80.5
	Strongly Agree	36	19.5	19.5	100
	Total	185	100	100	

Source: Survey questionnaire, 2016

The above table shows that when the labor union does come up with labor issues the management is willing to bargain and out of the total 185 respondents 2.2% strongly agreed to the premises; 38.8% are agreed that when the labor union does come up with labor issues the management is willing to bargain. 23.2% of the respondents disagreed and 21.6% were neutral about it. This shows the majority of the respondents believe the management is willing to bargain about the Labour issue.

In the second item only 18.9% of the respondents strongly disagreed and 17.3% of the respondents disagreed to the issue regarding the bargaining system in the corporation is based on objective assessment and adequate information; 17.8% of the respondents were neutral while 40% of the respondents agreed and 5.9% of the respondents strongly agreed. This implies that the bargaining system in the corporation is not based on objective assessment and adequate information.

The last item of this table shows. Collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs. 9.2% of the respondents

strongly disagreed and 14.1 % of the respondents disagreed to the fact; 14.6% of the respondents were neutral while 42.7% of the respondents agreed and 19.5% of the respondents strongly agreed to it. According to the data gathered most employees have described Collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs.

CHAPTER FIVE

5. SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATION

In this section, summary of major findings, conclusions inferred from the data analysis in chapter four, and suggested recommendations are illustrated in detail.

5.1 Summary of Findings

Examining the role of labor union in maintaining good employment conditions can be based on the general roles of labor union; Bargaining strength of the representative and Communication problem. Based on this premises, the findings of the research are summarized as follows:

As to the demographic data of the respondents: It was found that the number of male employees dominated the number of female employees in the Labour union 62.7% are male; most employees in the union are young employees with age between 25-30 which is 52.4%; most employees are holders of first degree which indicates that they are educated and was found out that level of tenure is low in the corporation and in the union.

5.1.1 Duty of the union

With regard to the duty of the union, the existence of the union is not vital for employees to make their grievances heard it mean Labour union is not trying to protect members from abusive firing and the implementation of the collective agreement in the corporation is low. This indicates the union leader is not giving advice about their duties and rights and how to exercise it. The researcher has found out that in creating awareness the labor union has no good performance in counseling practices which help members to improve their performance. And most employees in the union disagree with the premises the labor union representatives of the corporation make efforts to identify and utilize the potential of the members it means Employees are not encouraged to take promotion opportunities available in the corporation and the union is not well communicated about changes in the corporation. .and in the open ended question also support the above idea the reply for” What are the real problems that you observe regarding the role of labor union in maintaining employment conditions in the corporation? The majority number of the respondents responded by saying that the union have no full authority and bargaining power , there is lack of transparency

,confidence to apply the rules and regulation of the collective agreement ,they don't have ultimate power to select their representatives ;the election process is not democrat, they take too much time to give a solution ,the representatives biased to the management ,they do not have program to see the feeling status of their members, female representatives are small in number ,communication problem; members are not well informed about the union change and modification, activities and its role in the organization ,does not have preventive policies they are always reactive ,not well organized to solve the problem of members ,did not give equal opportunity to all department ,there is no schedule meeting with members. And the interview data from the representative shows there is major challenges that labor unions face in the corporation ,it is Human resource department standard; in the union most member requests are transfer, promotion and benefit package hence to transfer or promote the employees must have to fulfill the requirement, but there is a problem in human resource that the requirement is change with in short period of time once employees fulfill the requirement the prerequisite is changed and the members become demoralized because they could not achieve what they plan. Members are not struggling for their right; they always begin but in some steps they become tired and stop it, there is no time scheduled meeting it becomes communication problem for all activities. And the representatives also did not investigate the member feeling, the interviewee were asked all interviewees' said that there is no regular evaluating program. Thus, it's been confirmed that the labour union does not have time table to know the interest of members, the union use unscheduled meeting and they use the organization annual meeting to know the interest of the member. And the quantitative data also show the above idea in the below graph.

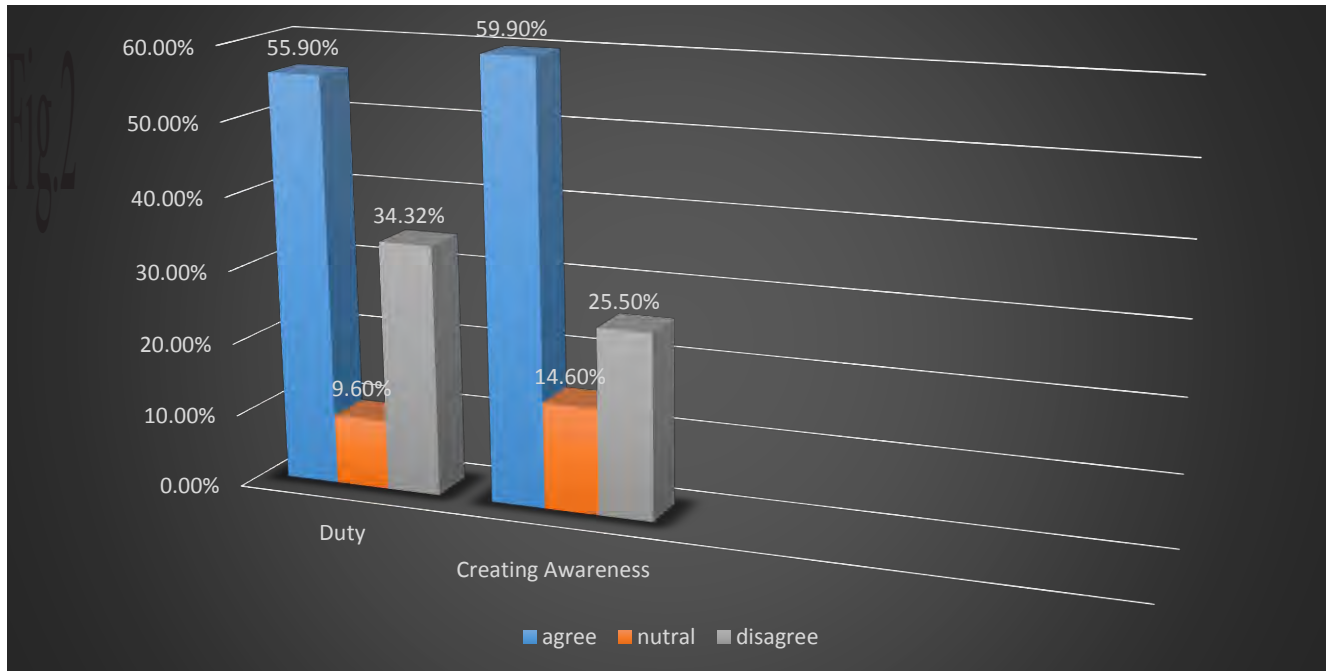


Fig.2 The duty of the union and creating awareness practice

It was found out that no practice with consultation of members when any employee makes a mistake, fine or ban on the employee.

5.1.2 Labour union involvement in employment condition

Labor union representatives have no active participations in succession plan of the corporation. When employees are transferred or promoted the involvement of labor unions is low in the corporation. And the labor union is not participates in modifications of contracts and procedural agreements in the corporation and the labor union is not actively participating to improve the financial conditions of employees.

The labor union is not participates in the designing and implementation of employee reward systems and in the analysis majority of the employees in the union when employees are promoted, the involvement is low in the corporation.

This indicated the Labor union is not initiates and highly participates on employee retention mechanisms. The members believe by the involvement of labor union to extend and maintain industrial democracy is high that majority of the employees on the participation of labor union in labor decisions minimizes industrial disputes but the labor union has no strong involvement in improving working conditions of employees.

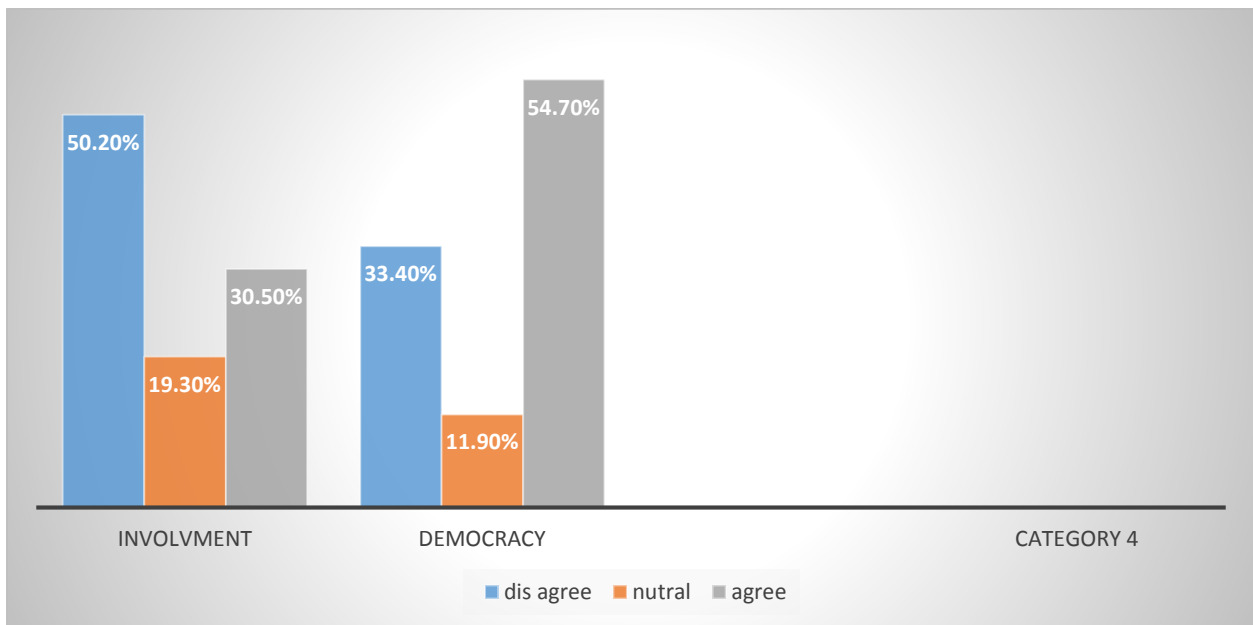


Fig 3, Labour union involvement in employment condition

5.1.3 Bargaining Procedure

Members believe the management is willing to bargain about the Labour issue and the bargaining system in the corporation is based on objective assessment and adequate information

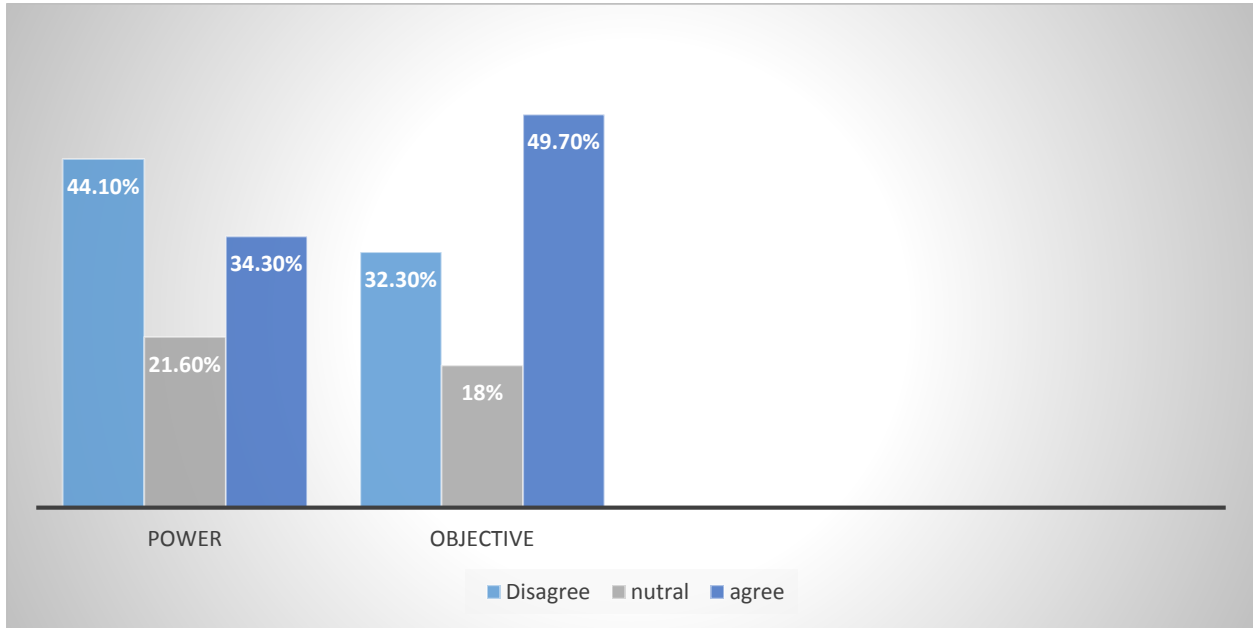


Fig 4 .Bargaining Procedure

. But The Labor union representatives are not strong in the bargaining positions of the parties and to ensure the observance of agreements and the collective bargaining has made not through dialogue and consensus. The labor union is not encourages members to bring employment issues that need a collective bargaining. They did not use opportunities to bargain those are available for labor union that the union not use to play their roles appropriately, Opportunities like employee related issues, improve the economic statuses of members, playing there role, bridge to the company between employee and employer, fully exert the power to protect the labour rights and interest, more experienced and well educated are not invited to the place of representatives.

5.2 Conclusions

The researcher has undertaken an in depth analysis over this area of topic and found out that there are, dissatisfaction on the representatives practice, Labour union is not trying to protect members from abusive firing and the implementation of the collective agreement in the corporation is low, problem on creating awareness the labor union has no good performance in counseling practices and the union is not well communicated with employees in the corporation, When employees are transferred or promoted the involvement of labor unions is low in the corporation. And the labor union is not participates in modifications of contracts and procedural agreements in the corporation and the labor union is not actively participating to improve the financial conditions of employees.

There is a lack of interest in participating in the activities of the Union which can be explained due to the majority not attending meetings and the lack of knowledge which can be explained by the fact that most union members are well aware of their benefits these problems can be related to the union's weakness in giving sufficient information and holding unsuccessful meetings.

5.3 Recommendations

On the basis of the findings and conclusions of the study obtained above, the researcher has forwarded the following recommendations.

- The union should prepare an information system to give sufficient information to the member, organization has an intranet which is too simple to address any information through email any updated information.
- The union should conduct scheduled meetings to increase the interest of members in participating in the activities of the Labor Union, give chance to all member for their new idea.
- The management as well as the union should include the development plan of the employees and should work together on how to raise the living standard of the employees.
- The union should set program to announce the existence, its activity and importance for the new staff.

- The management and the union should take their responsibility specifically, their activities on decision to avoid the veto power of the management and to increase the bargaining power of the union representative.

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Annex

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT

Questionnaire to be filled by ETHIOTELECOM basic labor union members:

Dear Respondents:-

I would like to express my appreciation for your generous time and honest and prompt responses.

Objective of the Questionnaire:

This questionnaire is designed to collect information about the Role of Labor Union in Maintaining Employment Conditions in ETHIOTELECOM. The information shall be used as a primary data source in this research which being conducted as a partial requirement of the student researcher's study at Addis Ababa University for completing my Master of Arts degree in Human Resource Management. Therefore, genuine, honest, and prompt response is a valuable input for the successful completion of the research project.

Instructions:

- There is no need of writing your name.
- In all cases where answer options are available please tick (✓) in the appropriate box.

Confidentiality:

The researcher would like to assure you that this research is only for academic purpose authorized by the Addis Ababa University. No other person will have access to data collected.

Part I: Participant Information

1. Sex: Male Female

2. Which of the following age categories describes you?

1. Under 25 2. 25-34 3. 35-44 4. 45-54 5. Above 54 years

3. Number of years you have served for the corporation:

1. 0-4 2. 5-9 3. 10-14 4. 15-19 5. Above 19 years

4. Educational Background:

1. 10/12 Grade Complete <input type="checkbox"/>	4. BA/BSc Degree <input type="checkbox"/>
2. Technical school graduate <input type="checkbox"/>	5. Master's Degree <input type="checkbox"/>
3. College Diploma <input type="checkbox"/>	6. PhD <input type="checkbox"/>

5. Number of years you have been a member of the labor union in the Corporation

1. 0-2 2. 3_5 3. 6_9 4. 9_11 5. Above 11 years

Part II: Questions related to the role of labor unions

Listed below are statements about the Role of Labor Union in Maintaining Employment Conditions of the Corporation. Please indicate your level of agreement with the statements so that your answers to these questions will enable the student researcher to assess what you think about the role of labor union in the corporation.

S/N	Questions	Disagree	Strongly	Disagree	Neutral	Agree	Strongly
General Roles of Labor Unions							
The duty of the union							
1.	The labor union encourages employees to express or discuss their personal problems with their superiors.						
2.	The existence of labor union is vital for employees to make their grievances heard.						
3.	Labor union is seen as an important part of the corporation in supporting the interest of the members.						
4.	The labor union tries to protect their members from abusive firing.						
5.	The labor union has strong positions to monitor the implementation of the collective agreement of the corporation.						
Creating awareness about the union							
6.	The Labour union has its own publications in order to increase the level of knowledge of its members and to defend its interests.						
7.	The labor union leaders give me advices on how I can exercise my right and duties within the corporation.						
8.	The labor union is trying to make our work place safe and protected.						
9.	Employees are encouraged to tape promotion opportunities available in the corporation.						

10.	The labor union has good performance counseling practices which help members to improve their performance.					
11.	The labor union representatives of the corporation make efforts to identify and utilize the potential of the members.					
12.	Employees are well communicated about changes in the corporation.					
Labor union involvement in employment conditions						
The union involvement in employment						
13.	When any employee makes a mistake, fine or ban on the employee can be made in consultation with labor union.					
14.	The labor union in the corporation has a say in employees' development packages.					
15.	Labor union representatives have active participations in succession plan of the corporation.					
16.	The labor union fully participates in strategic issues of the corporation.					
17.	When employees are transferred, the involvement of labor unions is high in the corporation.					
18.	The labor union participates in modifications of contracts and procedural agreements in the corporation.					
19.	When new employees are hired, the involvement of labor unions is high in the corporation.					
20.	The labor union is actively participating to improve the financial conditions of employees.					
The union involvement in the corporation democracy						
21.	The labor union participates in the designing and implementation of employee reward systems.					

22.	When employees are promoted, the involvement of labor unions is high in the corporation.					
23.	Labor union initiates and highly participates on employee retention mechanisms.					
24.	The involvement of labor union to extend and maintain industrial democracy is high.					
25.	The participation of labor union in labor decisions minimizes industrial disputes.					
26.	The labor union has strong involvement in improving working conditions of employees.					
Bargaining Procedures						
Bargaining power of the union						
27.	Labor union representatives are strong in the bargaining positions of the parties and to ensure the observance of agreements.					
28.	The collective bargaining has made through dialogue and consensus.					
29.	The labor union encourages members to bring employment issues that need a collective bargaining.					
Bargaining objective in the corporation						
30.	When the labor union does come up with labor issues the management is willing to bargain.					
31.	The bargaining system in the corporation is based on objective assessment and adequate information.					

32.	Collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs.					
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Part III. Additional Questions

- 1 What are the real problems that you observe regarding the role of labor union in maintaining employment conditions in the corporation? (Please discuss it in brief manner)

- 2 Would you please suggest if there is anything to be changed with regard to the role of labor union in the corporation?

- 3 What opportunities are available for labor union that the union not uses to play their roles appropriately?

- 4 What are the major challenges do you think that labor unions face in the corporation?

INTERVIEW QUESTIONS

This interview questions will be answered by purposively selected respondents

(Union Leaders)

1. How do you evaluate the general roles of the labor union to maintain the interests of members?
2. What are the employment issues that the labor union has involved in the corporation?
3. What are the most redundant issues or problems those are raised by employees in the corporation and which department is /are come mostly to union?
4. What opportunities are available for labor union to play their roles appropriately?