

Addis Ababa University

College of Business and Economics

**Department of Public Administration and Development
Management**

**The Role of Labor Union in Industrial Relations: The Case
of Berhanena Selam Printing Enterprise**

By

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**A Thesis Submitted to the Department of Public Administration and
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of the Requirements for the Degree of Masters in Public Management and
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This is to certify that the thesis prepared by Seleshi Abate entitled The Role of labor Union : in the case of Berhanenan Selam Printing Enterprise , which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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TABLE OF CONTENTS

ACKNOWLEDGEMENT	i
TABLE OF CONTENTS.....	ii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ACRONYMS	vii
ABSTRACT	viii
CHAPTER ONE	1
INTRODUCTION	1
1. Introduction	1
1.1 Background of the Study	1
1.2 Background of the Organization and its Labor Union.....	2
1.3 Statement of the Problem	3
1.4 Basic Research Questions	5
1.5 Objectives of the Study	5
1.6 Significance of the Study	6
1.7 Delimitation	6
1.8 Limitation of the Study	6
1.9 Organization of the Research	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2. Introduction	8
2.1 Labor Union	8
2.1.1 Overview of Labor Union	8
2.1.2 Objectives of a Labor Union	8

2.1.3	Role of a Labor Union	9
2.1.4	Importance of Labor Unions	12
2.1.5	Reasons for Joining Labor Union	13
2.1.6	Challenges of Labor Unions	13
2.1.7	Labor Union in Ethiopia	14
2.2	Industrial Relations	18
2.2.1	Overview of Industrial Relations	18
2.2.2	Major Actors in the Industrial Relation System	18
2.2.3	Benefit of Good Industrial Relations	19
2.2.4	Main Objectives of Industrial Relations	19
2.2.5	Industrial Relation System and Dunlop's Contribution	20
2.2.6	Perspectives and Approaches of Industrial Relations	20
2.2.7	Challenges in Industrial Relations	23
2.3	The relationship between Industrial Relation and Labor Union	24
2.3.1	Overview of Collective Bargaining	25
2.3.2	Important of Collective Bargaining	25
2.3.3	Collective Agreement and Collective Bargaining Producers in Ethiopia	26
2.3.4	Collective Bargaining Process	29
2.3.5	Empirical Evidence on Peaceful Industrial Relation	31
2.3.6	Conceptual Framework	32
CHAPTER THREE		35
RESEARCH DESIGN AND METHODOLOGY		34
3.1	Research Design	35
3.2	Data Source and Type	35
3.3	Target Population	36
3.4	Sample Size and Sampling Technique	36
3.5	Method of Data Collection	38

3.6 Data analysis and Presentation	38
3.7 Validity and Reliability	39
3.8 Ethical issues to be considered	39
CHAPTER FOUR	40
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	40
4.1 Introduction	40
4.2. Demographic information of the respondents	40
4.2.1. Collective bargaining agreement for the employees' interest	42
4.2.2. Actions taken by labor union to protect /promote employees' interest	43
4.2.3. The role of labor union in industrial relations	44
4.2.4. Challenges faced by the Labor Union	46
CHAPTER FIVE	48
SUMMARY, CONCLUSION & RECOMMENDATION	47
5.1. Summary of major findings	48
5.2. Conclusion	49
5.2. Recommendation	50
REFERENCE	I
APPENDICES	III

LIST OF TABLES

Table 3.1: Sampling size determination	37
Table 3.2: List of divisions and sample size	37
Table 3.3: Reliability Statistics	39
Table 4.1: Frequency and percentage of respondents' demographic information	40
Table 4.2: Statistical summary of responses on collective bargaining agreement for the interest of employees	42
Table 4.3: Statistical summary of responses on actions taken by labor union to protect/promote employees' interest	43
Table 4.4: Statistical summary of responses on the role of labor union in industrial relations	44
Table 4.5: Statistical summary of responses on the labor union challenges	46
Table 5.1: Summary of mean results on the role and contribution of labor union in 'Berhanena Selam' enterprise	48

LIST OF FIGURES

Figure 1 1: Organizational structure of BSPE Labor union.....	3
Figure 2.1: Conceptual Framework	33

LIST OF ACRONYMS

AETU	All Ethiopian Trade Union
BSPE	Berhanena Selam Printing Enterprise
CELU	Confederation of Ethiopian Labor Union
CEO	Chief Executive Officer
EBC	Ethiopian Broadcast Cooperation
etv	Ethiopian television
HRM	Human Resource management
SPSS	Statistical Package for the Social Sciences

ABSTRACT

The main objective of this thesis is to assess and describe the role of labor union in the industrial relation in the case of 'Berhanena Selam' Printing Enterprise. A descriptive research and both quantitative & qualitative methods were applied in this thesis. The purpose of this study was to examine the role of the labor union in safeguarding the interest of the employees and resolving conflicts in the Enterprise. The total population of the labor union was 777 but due to time and budget constraint 125 members were selected among the total population of the labor union members by using non-probability quota and convenient sampling methods. 125 labor union members were asked to complete a self-administrated questionnaires with 20 likert scale questions and two open-ended questions. 98 qualified questionnaires were collected among 125 distributed questioners. Those closed-ended questions are categorized in four groups based on the research questions. A face-to-face interview was conducted with the labor union leader on five major questions. The internal consistency and reliability of the questions in four groups were tested and the result showed a strong consistency. The results are presented in the form of tables using mean and percentages. Based on the major finding the labor union members had good altitude for their collective bargaining agreement but both the labor union and the management were weak in implementing and amending it. Since one of the major challenge of the labor union was management's interference in the labor union internal administration, the union could not protect its members' interests, settle down peaceful industrial relationships between employees and management. Generally, the enterprise's industrial relationships depend on the role of labor union, challenges of labor union, collective bargaining and proclamations.

Key words: Labor Union, role of labor union, Industrial Relation, Collective Bargaining

CHAPTER ONE

INTRODUCTION

1. Introduction

1.1 Background of the Study

Labor union's contribution is vital for good working environment, smooth employer and employees relationship and safeguard the interests of both parties. Labor union executes its duty based on the countries' labor law. One major objective of labor law is to create the legal framework which is necessary for employers, employees and their organizations to function effectively and as autonomous groups in the industrial relations system. (Fossum: 2006)

Industrial Relations are associated with labor, management, labor unions, and the state. It looks at organization, leadership and control, from employer and employee perspectives and study how employees are managed, how they would like to be managed, how and why conflicts arise and how these can be resolved at work between trade union collective bargaining agents. (Armstrong: 2008)

Workplace conflict is inevitable when employees of various backgrounds and different work styles are brought together for a shared business purpose. Conflict can—and should—be managed and resolved. Conflict can occur in any organization when employees with different backgrounds and priorities work together. Conflict can be expressed in numerous ways such as insults, noncooperation, bullying and anger. Its causes can range from personality clashes and misunderstood communication to organizational mismanagement. The negative effects of workplace conflict can include work disruptions, decreased productivity, project failure, absenteeism, turnover and termination. Emotional stress can be both a cause and an effect of workplace conflict (Ivancevich: 2008).

One of the most important roles that labor unions perform is that when there is a dispute in the workplace, the union acts as an intermediary between employers and business owners. Labor union leaders are experienced at solving problems through formal arbitration and grievance procedures. Instead of viewing this process as contentious, business owners should welcome the involvement of a union representative, because it can expedite the resolution. ((Fossum: 2006)

Berhanena Selam Printing Enterprise's conflicts that was occurred between the management and employees can be expressed in different ways as illustrated above and affected both parties, the whole organization and the country as well. Therefore, in this paper the researcher assessed the role of labor union in the case of Berhanena Selam Printing Enterprise workplace conflict. The study is intended to sort out the shortcomings and forward the possible solutions for improvement.

1.2 Background of the Organization and its Labor Union

Berhanena Selam Printing Enterprise was established with the consent of Leul Ras Teferi in December 1924 in Addis Ababa. When it started printing of the first newspaper called 'Berhanena Selam' (Light and peace), the name 'Berhanena Selam' for the present printing press was adopted from this newspaper. (BSPE profile)

As Berhanena Selam Printing Enterprise Human Resource's training coordinator and the Enterprise Labor Union vice president explained that currently Berhanena Selam Printing Enterprise's almost all activities/productions are being done in Addis Ababa Head office but in Hawasa the Enterprise has a small office which serves as job order receiving desk, production sale and small size production. In addition, in Addis Ababa around St. Giorgis church/Arada at Merha Tibebe branch commercial receipt printing has been done. In addition, the enterprise has four mini sales shops in Addis Ababa.

In February, 2019 Berhanena Selam Printing Enterprise run its job having a total number of 816 permanent employees (*39 of them are member of a management team*) and 250 temporary employees. The number of trade union member were 777 employees excluding the management team members. The Enterprise's trade union was established in 1965 (Ethiopian Calendar) or in 1972/1973 GC having very few members (unknown figure), but now the members reached 777.

The union has its own regulation, which has been recognized by Federal Democratic Republic of Ethiopia Ministry of Labor and Social Affairs. On this Constitution, codebook article 6 mentioned the aim of this trade union is to protect the employees' right and safety. On article 8 the trade union management team are categorized in to four major teams: basic trade union general assembly/ members (which is the highest authority in the union), audit committee, the

union representatives which are represented different departments; the union executive committee is organized by chairperson, Vice chairperson and secretary.

Berhanena Selam Enterprise labor Union structure:

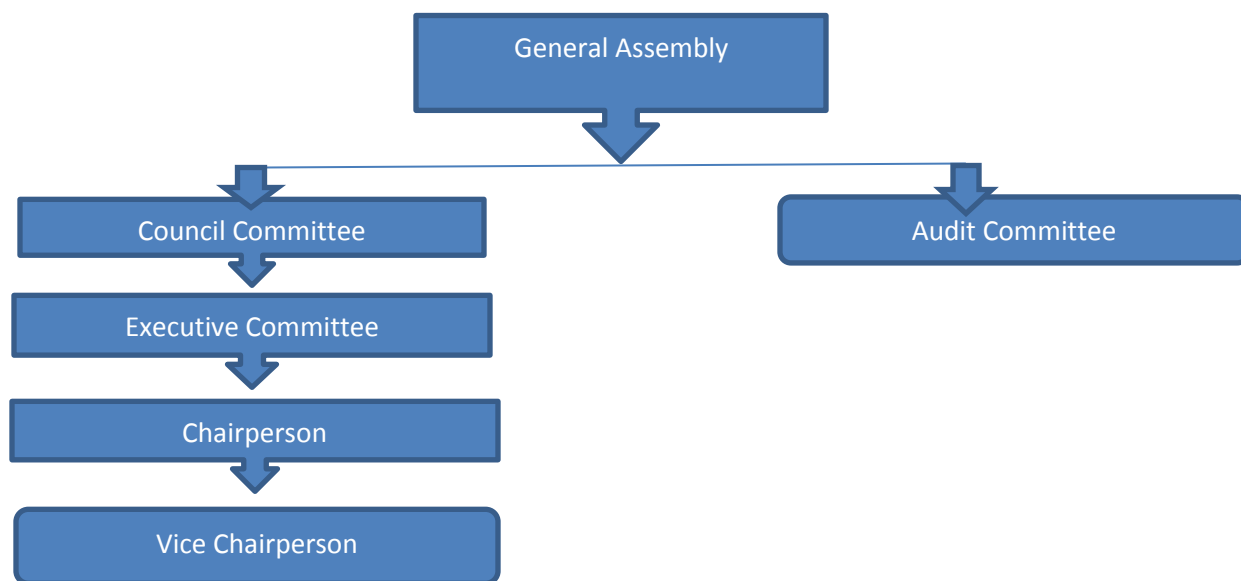


Figure 1 1: Organizational structure of BSPE Labor union

(Source: BSPE labor Union)

Also the union has a Collective agreement book, which serves from 2009 - 2011 budget year (in Ethiopian calendar).

1.3 Statement of the Problem

Labor Union can contribute greatly to the achievement of a harmonious working environment. Even though Conflict is a normal and natural part of any workplace, it may damage the organization performance if it is not managed on time and properly resolved. When it occurs, there is a tendency for morale to be lowered, an increase in absenteeism and decreased productivity. It has been estimated that managers spend at least 25 percent of their time resolving workplace conflicts – causing lowered office performance. (John :2008)

In any working situation people need to cooperate with each other if there is to be maximum gain to themselves, to management and to society as a whole. Cooperation, however, is not easily obtained as people working together have conflicting interests. (Armstrong: 2008)

In many organizations including Berhanena Selam Printing Enterprise, a Collective agreement is signed between the management and the trade union through labor representatives, to protect the interest of both parties and enhance a harmonized working environment. However, in August 2018 Ethiopian Broadcasting (EBC) in its evening ‘etvnews57’ program broadcasted the Berhanena Selam Printing Enterprise’s employees and management disagreement.

Some employees raised the management’s nepotism, corruption, and administration problems. On the other hand, the management especially the CEO complained some employees’ poor performance and false allegations. As this media again aired this conflict in November 2018 that the problem was not able to resolve easily rather the enterprise’s conflict rose and reached to climax. So, the government sacked the CEO. These cases motivated the researcher to know the role of the enterprise’s labor union in resolving the conflict and in making peaceful industrial relationship in the organization.

As the researcher observed and made preliminary discussion with few employees of ‘Berhanena Selam’ Printing Enterprise that generally the labor union had weak performance in protecting employees’ interest and rights. The labor union’s roles in influencing political decisions, bargaining wage and salary issue, grievance handling, securing employees’ safety and health, exercising and promoting democracy in the union as well as in the enterprise, providing different service like transport, interest free credits and others, enhancements and participating in different welfare activities that are beyond the collective agreements were questionable by most of the members. In addition, most employees believed that the union leaders came to power by their political loyalty rather than by merit and democratic election. So, employees and management conflict became a serious problem and the labor union activity in resolving the problem was passive as some employees said.

Therefore, the paper focused on investigating the labor union’s roles in settling peaceful industrial peace in the enterprise based on proclamations and the enterprise’s collective bargaining agreement, as well as identified its challenges.

1.4 Basic Research Questions

This study intends to answer the following basic questions:

- How much does the collective bargaining agreement address the interests of employees?
- To what extent the labor union protects /promotes employees' interest as per the collective bargaining agreement and the provisions of the labor proclamation?
- What is the role of the Labor Union in maintaining industrial peace and minimizing conflicts?
- What are the challenges faced by the labor union with regard to industrial relations?

1.5 Objectives of the Study

General objectives of study

The major objective of this research was to examine the role of labor union in safeguarding the interest of the employees in the organization, in the case of Berhanena Selam Printing Enterprise.

Specific objectives of the study

The specific objectives of this study are:

- To measure the extent to which the collective bargaining agreement address the employees' interest.
- To evaluate the extent to which the labor union protects or promotes employees' interest as per the collective bargaining agreement and the provisions of the labor proclamation.
- To assess the role of the labor union in maintaining industrial peace and reducing conflicts.
- To identify challenges faced by the labor union with regard to industrial relations

1.6 Significance of the Study

This study assessed the role of Labor Union in the Industrial Relation and its outcome would help to provide sufficient information related to Industrial relation and help to understand the role of labor union based on the literatures review. The study also provided concrete information for further researchers' who will conduct a research on this area. In addition, the organization's management and the labor union can use it as primary study to improve their weakness and make smooth relationship with employees. The organization high level management members like the CEO can use this study as pilot study to take prompt action in resolving conflicts and also protecting. This may be useful for employees to build a strong labor union which implement proclamations and collective bargaining to protect the employees' interest, increase production, create conducive job environment.

1.7 Delimitation

The study was conducted on the workers of Berhanena Selam printing Enterprise who were member of the labor union only. The study focused on assessing the role and contribution of Labor Union and the enterprise's industrial relationship. The focal point was on the role and contribution of the labor union in industrial peaceful relationship between employees and management.

1.8 Limitation of the Study

Because of budget and time constraints the researcher distributed 125 questionnaires to labor union members and conducted interview with the union leader. In addition to budget and time , majority of the labor union members of the employees were working in Publishing (58.04%) and Staff (33.71 %,) departments (their duties are directly related to labor or they were blue collars). Also, they were very busy in duplicating/printing/ Ethiopian Higher Education Examinations papers. So, they were not interested or cooperative to spend some minutes to fill out the questioners even during their tea break. Therefore, the researcher able to collected only 98

qualified questionnaires (appropriately filled out the questionnaires) and 8 unqualified questionnaires out of 125 questionnaires.

1.9 Organization of the Research

This study is organized in five chapters. The first chapter consisted of introduction, which mainly contained background of the study, background of the organization, statements of the problem, objective of the study, significance of the study, scope, limitation and organization of the research. The second chapter dealt with the review of related literatures. The research design and methodology is explained in the third chapter. In the fourth chapter, data is analyzed from gathered information, which is the core of the study. Chapter five is dedicated to conclusion and recommendation based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter, has three sub chapters. The first section focused on overview of labor union, how and when labor union is formed and a short history of labor union in Ethiopia. Also the labor union objectives, role, importance of the labor union, why people want to join labor unions and challenges of the labor union are illustrated in this subchapter.

The second section deals with Industrial relations. Like the above subchapter, it describes industrial relations, its major actors, good industrial relations benefits, main objectives of its relations, its systems, perspectives and approaches, and its challenges.

The last subchapter focuses on the relationships between industrial relations and trade union. This sub chapter describes about collective bargaining, benefits of the collective bargaining, difference and similarity of collective bargaining and agreement, empirical evidences on peaceful on industrial relations and conceptual framework.

2.1 Labor Union

2.1.1 Overview of Labor Union

Labor unions or Trade unions are organizations of workers that are dedicated to protecting workers who are members and uses collective action to advance their members' interest in regard to improving their wages, hours, and working conditions (Ivancevich: 2008).

Similarly, another scholar Decenzo and Robbins (2005) define labor Union is an organization of workers acting collectively seeking to promote and protect its mutual interests through Collective Bargaining (Decenzo and Robbins: 2005).

2.1.2 Objectives of a Labor Union

Since a labor union is an organization acts as an intermediary between its members and the business that employs them, the main purpose of labor unions is to give workers the power to

negotiate for more favorable working conditions and other benefits through collective bargaining. The Union protection and promotion basically revolve around four specific goals, first as it is traditionally viewed unions bargain for their members in the areas of wage, working hours, working conditions; the result determines the amount of pay, the hours of employment amount of work. The second goal is to influence the administration of rules, a union not only is a representation of worker but also provide rules that define channels in which complains and concerns of workers can be registered. Thirdly unions have a goal to ensure employment security and finally to obtain political power in the state and over the economy (DeCenzo and Robbins: 1988).

Furthermore, Industrial Relation highlights that 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. 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. (Ivancevich: 2008)

In general, trade union has two major objectives: regulate the relations between employer, among Employees or between Employers & workers and the other one is impose restrictive conditions on the conduction of any trade or business (Stivastava; 2007).

2.1.3 Role of a Labor Union

The role of labor union in the industrial sector fight for better wages, reasonable hours and safer working conditions. The main purpose of labor unions is to give workers the power to negotiate for more favorable working conditions and other benefits through collective bargaining. When there is dissatisfaction of workers with their economic and working conditions and perceives that they lack the influence to change these conditions, a trade union's role is to improve the employment conditions of its members and to protect their rights. It takes account of its members' wishes and insures them against problems at work (Dundon & Rollinson, 2011).

To maintain the interests of members, labor unions must be strong in bargaining and negotiating with management or employers. On the other hand, the roles of labor unions go beyond collective bargaining. Union membership provides a number of advantages to workers. Unions negotiate wages & benefits for their members and seek to provide them job security, social affiliation, training & development, and the opportunity to exert political influence. And, these are the most important roles of unions (Anthony, Kacmar & Perrewe, 2010).

Lwam Messele (2017) illustrated the general role of labor union into seven major points as showed below (i.e. political, market regulatory, democratization, service enhancement and welfare.

1. Political Role

Labor unions focus on to influence the political decisions of a nation in relation to labor. Strong political participation or political role of labor unions can help them influence the government in passing labor related legislations. On the other hand politically affiliated union leaders may affect the interests of their members, when contesting issues are raised nationally. For instance, the wage and salary determination which is dependent on economic conditions of a nation may need political decisions that may affect the financial conditions of union members. Therefore, political role if not properly managed by union leaders may create conflict of interest (Harrison, 2001).

2. Market Role

Labor unions can play a pivotal role in labor market through wages and salaries negotiated with employers. Especially, if there are many wage earners in the country, the role of labor unions in regulating labor market will be very influential. Therefore, labor unions have an influential in determining the labor market of a country. The labor union participates in the determination of wages and salaries to maintain the interests of members within their limit. However, if they have more bargaining power, they will benefit their members more and play their role as expected (Monappa, 2000).

3. Regulatory Role

The regulatory roles of unions are focusing on how to improve and manage the issues of employment conditions. In this case, labor unions negotiate or bargain with management to share power and produce procedures in the issues of grievance handling, job evaluation, safety & health etc. Such a role is an important role so as to maintain a secured and safe working environment for workers. The employment conditions that need to be improved must be identified with objective assessment and the labor union must allow members to involve in the assessment as the representatives may not have full information and knowledge about, for instance, in jobs that need to be evaluated (Kaufman, 2000).

4. Democratizing Role

Labor unions are associations of employees who are exercising democracy while they are selecting their leaders and representatives in workplace. These and the collective bargaining activities allow employees to participate and exercise democracy. Therefore, it is possible to say that labor unions are important institutions in which participatory democracy is practiced. Labor union participation in collective bargaining process is helpful to practice and make it a habit of democracy which may in turn helps to maintain peace in the organization (Gollan and Patmore, 2002). Industrial Democracy is based upon the belief that workers are the citizens of the corporation, and democratic processes require their representation and participation primarily through independent worker representatives (Webb and Webb, 1898; Kaufman, 2000).

5. Service Role

Beyond collective bargaining, labor unions attempt to develop services which can create wealth to their members such as transport services, banks and the like. Members can benefit from these services in different manners. The labor union can provide interest free credits and other credit facilities, the purchase of goods and other materials affordable to members. Moreover, the services that will be offered to the members may be with fair price as they have shares (Hodgetts & Hegar, 2005).

6. Enhancement Role

Labor unions play an important role to enhance their members' career development opportunities. This can be realized through basic training opportunities delivered for members. The role of labor union in members' enhancement can be determined by their participation and involvement in employee training and development packages. The more the participation of the labor union in the training and development packages, the more the benefit they will get in developing their members so as to cultivate career development (Fossum, 2006).

Unions make efforts to launch educational programs for workers to enhance their knowledge of the work environment and to inform them about issues concerning them, particularly those regarding their rights and responsibilities and regarding procedures and systems that exist in the workplace for redressing grievances. And, many large unions publish a newsletter or a magazine, with the main aim of clarifying their policy or stance on certain principal issues, as well as to pass on information about their activities (Monappa, 2000).

7. Welfare Role

Labor unions may sometimes participate in welfare services to their members and other Communities. These roles are helpful to providing services that are beyond the collective agreements like hiring disabilities from the community (Sobczak, 2007). Many unions are engaged in a number of welfare activities, such as providing housing and organizing cooperative societies to improve the quality of workers' lives (Monappa, 2000).

2.1.4 Importance of Labor Unions

The individual employee possesses very little bargaining power as compared to that of his employer. A labor union enables Greater Bargaining Power because the threat or actuality of a strike by a union is a powerful tool that often causes the employer to accept the demands of the workers for better conditions of employment. Relatively the desire for self-expression is a fundamental human drive for most people. All of us wish to share our feelings, ideas and opinions with others. Similarly the workers also want the management to listen to them. A trade

union provides such a forum where the feelings, ideas and opinions of the workers could be discussed. It can also transmit the feelings, ideas, opinions and complaints of the workers to the management. The collective voice of the workers is heard by the management and give due consideration while taking policy decisions by the management (Bacon & Blyton: 2006)

On top of that, the decisions regarding pay, work, transfer, promotion, etc. are highly subjective in nature. The personal relationships existing between the supervisor and each of his subordinates may influence the management. Thus, there are chances of favoritisms and discriminations. A trade union can compel the management to formulate personnel policies that press for equality of treatment to the workers. All the labor decisions of the management are under close scrutiny of the labor union. This has the effect of minimizing favoritism and discrimination (Cote: 2013).

2.1.5 Reasons for Joining Labor Union

The employees may join the unions because of their belief that it is an effective way to secure adequate protection from various types of hazards and income insecurity such as accident, injury, illness, unemployment, etc. The trade union secure retirement benefits of the workers and compel the management to invest in welfare services for the benefit of the workers (Robert & John: 2010).

The employees can participate in management of matters affecting their interests only if they join trade unions. They can influence the decisions that are taken as a result of collective bargaining between the union and the management. Many employees join a union because their co-workers are the members of the union. At times, an employee joins a union under group pressure; if he does not, he often has a very difficult time at work. On the other hand, those who are members of a union feel that they gain respect in the eyes of their fellow workers. They can also discuss their problem with the trade union leaders (DeCenzo and Robbins, 1988).

2.1.6 Challenges of Labor Unions

Since the 1980s and the 1990s, the labor movement in Africa has been facing several daunting challenges in their effort to protect workers' rights and the rights of the weak, the poor and the

vulnerable in society. In most countries in Africa, trade union density remains low and union membership has been declining due to the rapid rate of informalization and casualization of work (Bassey:2012)

Trade unions have passed through periods of time in which workers were exposed to serious predicaments or challenges in their efforts to improve employment and working conditions. Generally, Trade unions' challenges have been categorized into internal and external challenges. Internal challenges encountered by trade unions at different levels comprise of shortage of knowledgeable manpower, finance, technical capacity and inadequacy of knowledge about good governance. The low-level of development of democratic culture is a hindrance to the promotion of good governance in many establishments. Workers or trade union leaders have been lagging behind the economic policy changes. At times, workers' expectations for salary/wage increments and improved conditions of work do not seriously take into account issues, which may endanger the existence of the undertaking. Productivity and the paying capacity of the undertakings are not seriously considered on many occasions when proposals are made for salary / wage increments and improved working conditions. (Assefa; 2003)

The negative attitude of employers towards unionization and the attempts made by such employers to trespass some provisions of the proclamation constitute serious external challenges to trade union activities. In recent years, trade unions have been affected, by the backlash of privatization structural adjustment programs the effects of which have included staff reductions in the public sector where trade union presence was most significant. Lack of capacity of law enforcement institutions, e.g. The Labor Inspectorate, and delays in decisions of judicial institutions pose serious external problems to workers organizations. The other some of external challenges are the inexistence of real free and democratic workers' and employers' organizations, disrespect to the rights to organize and collective bargain, and in securing due legal and institutional support. (Bassey; 2012)

2.1.7 Labor Union in Ethiopia

Assefa (2003) on his Ethiopian trade union Country report illustrated that in Ethiopia trade unions have been in existence for more than half a century and have gone through ups and downs in their endeavor to improve the conditions of work of their members. Ethiopian workers started

being organized in an economic situation dominated by foreign employers who attempted to operate in modes of the colonial era although Ethiopia has never been colonized. The promulgation of the 1963 Labor Relations Decree created an important landmark in the history of trade unionisms in the country as it gave legal recognition to unions. One requirement set by law for the recognition of unions was clearance and registration by the registrar of unions. From 1963 until the downfall of the feudal regime, plant unions were directly organized under one confederation, the Confederation of Ethiopian Labor Unions (CELU). Agitation from socialist political groups resulted in the passing of the leadership of the central organ of the trade unions /Confederation of the Ethiopian Labor Unions (CELU)/ to socialists. Revolutionary objectives were emphasized as a reaction to arbitrary, restrictive controls imposed by the rule makers of the previous regime on labor movements and conditions of work. Revolutionary potentials have been at their heights in the early days of the Dergue regime. (Assefa: 2003)

However, this was short-lived as the Dergue organized elections, which it maneuvered to have its own supporters elected. In December 1975, a new law embracing socialist principles was enacted by the Dergue regime, which claimed to be a protagonist of the interests of the working class. Unions were formed on the basis of the particular industry to which workers belonged, e.g., manufacturing, construction etc (Assefa: 2003)

At the apex of the structure the “All Ethiopia Trade Union (AETU) was formed in 1976 by a congress constituted by representatives of territorial and industrial unions. Without much delay the regime resorted to controlling union affairs under the pretext of giving protection to the working class from its “traditional foes”. This resulted in making trade unions extensions of government institutions. Unions were increasingly involved in paving the way for enforcement of government rules and regulations without having any independent stand of their own. The history of trade unionism in Ethiopia has always been about unionism in private and state owned establishments. Public servants have never acquired legislative rights to organize and bargain. Historically, the public service took the lead in providing privileges, rights and amenities to its work force. Position classification, standardization of wages and pension rights preceded comparative advantages in the private sector. Selection for job openings and advancements were based on merit under the civil service laws (since 1963) and workers in establishments governed by these laws also gained protection against unfair discharge. Thus, there was no urgency or

urgent need for being organized. Moreover, government's attitude towards unionization of public servants has never been favorable (Assefa: 2003).

In Ethiopia labor management relation is governed by provisions of labor proclamation No 377/2003. Some important points from Ethiopia labor Law, proclamation No 377/2003:

On this proclamation, Part Eight, Collective Relations, Chapter One;

Article 113. The Right to Form Organizations

- 1) *Workers and employers shall have the right to establish and form trade unions or employers associations, respectively and actively participate therein*

Article 114. Formation of Organizations

- 1) *A trade union may be established in an undertaking where the number of workers is ten or more; provided however that the number of members of the union shall not be less than ten.*
- 2) *workers who work in undertakings which have less than ten workers may form a general trade union, provided, however, that the number of the members of the union shall not be less than ten.*

Article 115. Functions of organizations: organizations shall have the following functions

- 1) *observe the conditions of work and fulfill the obligations set forth in this proclamation; respect the rights and interests of members in particular, represent members in collective negotiations and labor disputes before the competent body when so requested or delegated;*
- 2) *ensure that laws regulations, directives and statements are known to, be observed and implemented by members;*
- 3) *initiate laws and regulations pertaining employers and workers; participate actively during their preparations and amendments;*
- 4) *discharge other functions provided for in the constitutions of the organization.*

Article 117. Constitution of Organizations

Trade unions and employers associations shall issue their own constitutions. The constitutions may include inter alia the following;

- 1) name of the organization;*
- 2) address of the head office of the organization;*
- 3) purpose of the organization;*
- 4) date of formation of the organization;*
- 5) emblem of the organization;*
- 6) qualifications for leadership;*
- 7) contribution of its members;*
- 8) financial and property administration of the organization;*
- 9) meeting and election procedures;*
- 10) disciplinary measures; and*
- 11) the conditions for dissolving the organization.*
- 12) Status of the property in case of the dissolution of the organization*

Article 118. Registration of Organizations

- 1) Every organization shall be registered by the Ministry in Accordance with the Proclamation;*
- 5) A trade union or employers association registered by the Ministry in accordance with this Proclamation shall have legal personality and in particular, have the capacity to undertake the following activities;*
 - (a) to enter into contract;*
 - (b) to sue and be sued;*
 - (c) to own, use and transfer property;*
 - (d) to represent members at any level, and*
 - (e) to perform any legal act necessary for the attainment of its purposes.*

2.2 Industrial Relations

2.2.1 Overview of Industrial Relations

The term 'Industrial Relations' is a broad term and many scholars define it differently: Industrial Relation is a designation of a whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of industry. Industrial Relations can be referred also as to the steps an organization takes to ensure day-to-day business practices and consider the welfare of employees when making decisions (Ann Gilley, etal; 2005).

Jones and George (2006) argue that it is the activities that managers engage in to ensure that they have effective working relationship with the labor union that represent their employees' interests while the Concise Oxford Dictionary of politics defines it as Interaction between employers, employees, and the government; and the institutions and associations trough which such interactions are mediated (Jones & George: 2006).

2.2.2 Major Actors in the Industrial Relation System

According to John Dunlop in the 1950s. every industrial relations system involves three groups of actors:

1. Workers and their organizations,
2. Managers and their organizations, and
3. Government agencies concerned with the workplace and the work community.

Every industrial relations system creates a complex of rules to govern the workplace and work community. These rules may take a variety of forms in different systems – agreements, statutes, orders, decrees, policies, practices, customs. The form of the rule does not alter its essential character: to define the status of the actors and to govern the conduct of all the actors at the workplace and work community. These actors and their organizations are located within an environment - defined in terms of technology, labor and product markets, and the distribution of

power in wider society as it impacts upon individuals and workplace. Within this environment, actors interact with each other, negotiate and use economic/political power in process of determining rules that constitute the output of the industrial relations system. (Tyson, 2006)

2.2.3 Benefit of Good Industrial Relations

Labor and capital constantly strive to maximize their pretended values by applying, resources to institutions. The relationship between labor and management is based on mutual adjustment of interest and goals; it depends upon economic, social and psychological satisfaction of the parties. The higher the satisfaction, the healthier will be the relationship (Stivastava; 2007).

Thus, it is evident that good industrial relation is the basis of higher production with minimum cost and higher profits. It also results in increased efficiency of workers. New and new projects may be introduced for the welfare of the workers and to promote the morale of the people at work. An economy organized for planned production and distribution, aiming at the realization of social justice and welfare of the mass can function effectively only in an atmosphere of industrial peace. If the twin objectives of rapid national development and increased social justice are to be achieved, there must be harmonious relationship between management and labor (Kaufman:2000).

2.2.4 Main Objectives of Industrial Relations

The main objectives of industrial relations system are to safeguard the interest of labor and management by securing the highest level of mutual understanding and good-will among all those sections in the industry which participate in the process of production. Avoid industrial conflict or strife and develop harmonious relations, which are an essential factor in the productivity of workers and the industrial progress of a country is the other objective (Stivastava: 2007).

Industrial Relations also help in rising productivity to a higher level in an era of full employment by lessening the tendency to high turnover and frequency absenteeism. Establishing and promoting the growth of an industrial democracy based on labor partnership in the sharing of profits and of managerial decisions ban individuals personality and may grow its full stature for

the benefit of the industry. Also, eliminate or minimize the number of strikes, lockouts and gheraos by providing reasonable wages, improved living and working conditions, said fringe benefits (Monappa: 2000).

2.2.5 Industrial Relation System and Dunlop's Contribution

Dunlop's model identifies three key factors to be considered in conducting an analysis of the management-labor relationship:

- Environmental or external economic, technological, political, legal and social forces that impact employment relationships.
- Characteristics and interaction of the key actors in the employment relationship: labor, management, and government.
- Rules that are derived from these interactions that govern the employment relationship.

Dunlop emphasizes the core idea of systems by saying that the arrangements in the field of industrial relations may be regarded as a system in the sense that each of them more or less intimately affects each of the others so that they constitute a group of arrangements for dealing with certain matters and are collectively responsible for certain results".

In effect, Industrial relations is the system which produces the rules of the workplace. Such rules are the product of interaction between three key "actors", workers/unions, employers and associated organizations and government. The Dunlop's model gives great significance to external or environmental forces. In other words, management, labor, and the government possess a shared ideology that defines their roles within the relationship and provides stability to the system (Tyson: 2006).

2.2.6 Perspectives and Approaches of Industrial Relations

There are a number of strategies for Industrial relation management to consider in the field of the employment relationship: among many approaches such as System, Human relation, Social

action, Gandhian, Giri, Unitary, Pluralism, Marxist and other approaches, this research selects and looks the Unitary approach from both employee and employer point of view. The second one is pluralism; this approach sees conflict of interest and disagreement between the management and employees, also looks its implications. The third approach is Marxist focuses on the fundamental division of interest between capital and labor, and sees workplace relations against this background (Salamon :2001).

A. Unitary

In unitarism, the organization is perceived as an integrated and harmonious system, viewed as one happy family. A core assumption of unitary approach is that management and staff, and all members of the organization share the same objectives, interests and purposes; thus working together, hand-in-hand, towards the shared mutual goals. Furthermore, unitarism has a paternalistic approach where it demands loyalty of all employees. Trade unions are deemed as unnecessary and conflict is perceived as disruptive.

From employee point of view, unitary approach means that:

- Working practices should be flexible. Individuals should be business process improvement oriented, multi-skilled and ready to tackle with efficiency whatever tasks are required.
- If a union is recognized, its role is that of a further means of communication between groups of staff and the company.
- The emphasis is on good relationships and sound terms and conditions of employment.
- Employee participation in workplace decisions is enabled. This helps in empowering individuals in their roles and emphasizes team work, innovation, creativity, discretion in problem-solving, quality and improvement groups etc.
- Employees should feel that the skills and expertise of managers supports their endeavors.

From employer point of view, unitary approach means that:

- Staffing policies should try to unify effort, inspire and motivate employees.

- The organization's wider objectives should be properly communicated and discussed with staff.
- Reward systems should be so designed as to foster to secure loyalty and commitment.
- Line managers should take ownership of their team/staffing responsibilities.
- Staff-management conflicts - from the perspective of the unitary framework - are seen as arising from lack of information, inadequate presentation of management's policies.
- The personal objectives of every individual employed in the business should be discussed with them and integrated with the organization's needs.

B. Pluralistic

In pluralism the organization is perceived as being made up of powerful and divergent sub-groups - management and trade unions. This approach sees conflicts of interest and disagreements between managers and workers over the distribution of profits as normal and inescapable. Consequently, the role of management would lean less towards enforcing and controlling and more toward persuasion and co-ordination. Trade unions are deemed as legitimate representatives of employees. Conflict is dealt by collective bargaining and is viewed not necessarily as a bad thing and if managed could in fact be channeled towards evolution and positive change. Realistic managers should accept conflict to occur. There is a greater propensity for conflict rather than harmony.

They should anticipate and resolve this by securing agreed procedures for settling disputes.

The implications of this approach include:

- The firm should have industrial relations and personnel specialists who advise managers and provide specialist services in respect of staffing and matters relating to union consultation and negotiation.
- Independent external arbitrators should be used to assist in the resolution of disputes.

- Union recognition should be encouraged and union representatives given scope to carry out their representative duties
- Comprehensive collective agreements should be negotiated with unions

C. Marxist

This view of industrial relations is a byproduct of a theory of capitalist society and social change. Marx argued that:

- Weakness and contradiction inherent in the capitalist system would result in revolution and the ascendancy of socialism over capitalism.
- Capitalism would foster monopolies.
- Wages (costs to the capitalist) would be minimized to a subsistence level.
- Capitalists and workers would compete/be in contention to win ground and establish their constant win-lose struggles would be evident.

This perspective focuses on the fundamental division of interest between capital and labor, and sees workplace relations against this background. It is concerned with the structure and nature of society and assumes that the conflict in employment relationship is reflective of the structure of the society. Conflict is therefore seen as inevitable and trade unions are a natural response of workers to their exploitation by capital.

2.2.7 Challenges in Industrial Relations

DeCenzo and Robbins (1988) put about challenges in Industrial relations is the term that describes how the management and the employees of a company interact. However it is difficult to maintain a sound Industrial relation in some organizations due to the below mian challenges (DeCenzo & Robbins : 1988).

Narrow Focus: An employee or staff member may only view the task at hand that they have to perform to complete their job rather than viewing how the role the employee plays benefits the organization as a whole (DeCenzo & Robbins : 1988).

Employers' Inflexibility: Employees feel as if their creativity is being squashed or that their opinions do not matter, this can cause strife between the employees and management of the business (DeCenzo & Robbins : 1988).

Division: This is the final and the most important between the two groups of a business that, cause a myriad of issues such as contract negotiation problems, strikes and the required intervention of trade and labor unions. When management and employees can relate and communicate with each other, it typically alleviates the problems, such as not being able to negotiate work contract agreements or having to bring in the labor union to negotiate the terms and conditions between employees and management (DeCenzo & Robbins : 1988).

Unnecessary Managements Fear:

- The first reason, Managements fear of reduction of power when an organization's employees are unionized, HRM decisions become open to close scrutiny and possible challenge.
- The Second one is due to potential for strikes the ultimate weapon of a union in its efforts to gain concessions from management is to bring about a strike or work storage.
- Fear of increased cost is the third reason for why managers resist to trade union explained by the effort of the union to improve Employee pay, working condition increased paid holidays, and benefits provide better pension and so forth all increase costs to management.
- Finally, loss of employee commitment is management's other fear, they believe that the union will redirect employee loyalties and allegiances from the organization of the union. Union review of HRM policies management has to exercise greater care in developing its HRM policies for these policies will be under consistent assessment by the union membership (DeCenzo and Robbins :1988)

2.3 The relationship between Industrial Relation and Labor Union

The major issues involved in the industrial relations process as discussed by S.C. Stivastava (2007) are terms of employment (wages, allowances bonus, fringe benefits), working conditions (leave, working hours, health safety and welfare)non employment such as discipline promotional opportunities and among others recognitions of trade unions (Stivastava :2007).

Trade Unions exist to represent workers' interest in organization. A trade union is an organization of employees formed on a continuous basis for the purpose of securing diverse range of benefits. It is a continuous association of wage earners for the purpose of maintaining and improving the conditions of their working lives (Jones and George :2006).

Where Employees belong to a union there will be a collective bargaining agreement. This agreement among other things will outline rules governing the behavior of union members. It will also identify disciplinary procedures that clarify the steps members are to follow if they believe that they are receiving arbitrary or unfair treatment (DeCenzo and Robbins; 1988).

2.3.1 Overview of Collective Bargaining

Management always needs the collective consent of its employees. Collective Bargaining is the process of negotiating wages and other conditions of employment by an organization of employee. Collective bargaining is a process by which the representatives of the organization meet and attempt to work out a contract with the employee's union. (Ivancevich: 2008)

Collective Bargaining in the Ethiopian Labor Proclamation No 377/2003 article 124, is considered as a negotiation made between employers and workers representatives concerning conditions of work. It aims to establish by negotiation and discussion agreed rules and decisions on matters of mutual concern to employers and unions as well as methods of regulating the conditions governing employment (Armstrong: 2008).

2.3.2 Important of Collective Bargaining

According to S.C. Stivastava (2007) collectively bargaining could have positive as well as negative impacts however the advantages include the presence of a system based on bipartite agreement, the fact it is a quick and efficient method of settlement industrial dispute and the fact that it avoids delay and unnecessary litigation. On the other hand the disadvantage lack of representation of the public interest at the bargaining table and there are situations in which a serious strike on a prolonged strike simply can't be tolerated (Stivastava: 2007).

Importance to employees

Collective bargaining develops a sense of self respect and responsibility among the employees. It increases the strength of the workforce, thereby, increasing their bargaining capacity as a group. Collective bargaining increases the morale and productivity of employees. It restricts management's freedom for arbitrary action against the employees. Moreover, unilateral actions by the employer are also discouraged. Effective collective bargaining machinery strengthens the trade unions movement. The workers feel motivated as they can approach the management on various matters and bargain for higher benefits. It helps in securing a prompt and fair settlement of grievances. It provides a flexible means for the adjustment of wages and employment conditions to economic and technological changes in the industry, as a result of which the chances for conflicts are reduced (Stivastava: 2007).

Importance to employers

It becomes easier for the management to resolve issues at the bargaining level rather than taking up complaints of individual workers. Collective bargaining tends to promote a sense of job security among employees and thereby tends to reduce the cost of labor turnover to management. Collective bargaining opens up the channel of communication between the workers and the management and increases worker participation in decision making. Collective bargaining plays a vital role in settling and preventing industrial disputes (Stivastava: 2007).

Importance to society

- Collective bargaining leads to industrial peace in the country
- It results in establishment of a harmonious industrial climate
- The discrimination and exploitation of workers is constantly being checked.
- It provides a method or the regulation of the conditions of employment of those who are directly concerned about them (Stivastava: 2007).

2.3.3 Collective Agreement and Collective Bargaining Producers in Ethiopia

The Ethiopian Labor Proclamation states that one of its central objectives is to promote collective bargaining as a means of maintaining industrial peace and of working in the spirit of harmony and cooperation towards the all-round development of the country.

According to Ethiopian labor law (proclamation No 377/2003) ,Chapter Two, under Collective agreement starts by defining collective agreement and collective bargaining on Article 124 as illustrated below:

Article 124. Definition

- 1) *"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 organizations.*
- 2) *"Collective Bargaining" means a negotiation made between employers and workers organizations or their representatives concerning conditions of work or collective agreement or the renewal and modifications of the collective agreement.*

Article 125. Collective bargaining

- 1) *Trade union shall have the right to bargain a collective agreement with one or two employers or their organization in matters provided for in Article 128.*
- 2) *Employer or employer's associations shall have the right to bargain a collective agreement with their workers organized in a trade union.*

Article 126. Representation

- 1) *The following shall have the right to represent workers during collective bargaining.*
 - (a) *Where there is a trade union, the leaders of the union who are empowered, to represent the workers during collective bargaining.*
 - (b) *Where there is a general trade union, the leaders of the union, who are authorized in accordance with the constitution of the union.*
- 2) *The person who represent the employer shall be the concerned employer or employers or those who are delegated by more than one employers associations*

Article 128. Subject matter of the Collective Agreement

Matters concerning employment relationship and conditions of work as well as relations of employers and their organizations with workers' organizations may be determined by collective agreement.

Article 129. Contents of the Collective Agreement

Without prejudice to the generality of Article 128 of this Proclamation, the following may inter alia, be determined by collective agreement:

- 1) matters left by the provisions of this Proclamation or other laws to be regulated by collective agreement;
- 2) the conditions for protection of occupational safety and health and the manner of improving social services;
- 3) workers' participation, particularly, in matters regarding promotion, wages, transfer, reduction and discipline;
- 4) conditions of work, the procedure for making work rules and grievance procedures;
- 5) arrangement of working hours and interval break times;
- 6) parties covered by the collective agreement and its duration of validity.

Article 130. Procedure for Collective bargaining

1. A party wishing to conclude a collective bargaining may request the other party in writing. It shall also prepare and submit draft necessary for the negotiation.
2. The requested party shall within 10 days of receiving the request, appear for collective bargain.
3. The parties shall before commencing collective bargaining draw up the rules of procedure.
4. each party shall have the duty to bargain in good faith.
5. Issues on which the parties could not reach agreement by negotiations in good faith shall be submitted to the competent labor disputes settlement tribunal.
6. Parties to a collective agreement that is enforce shall decide to amend or replace their collective agreement with in 3 months before the validity date expires. Each Party, after having decided to amend or replace the collective agreement, shall finalize it within 3 months as of the date of its expiry. If the negotiation is not finalized with the said period of time the collective agreement whose validity date is expired shall cease to be effective,

Section Three; Scope of Application of Collective Agreement

Article 134. Scope of Application

- 1) The provision of a collective agreement shall be applicable to all parties covered by it.
- 2) Where the collective agreement is more favorable to the workers in similar matters than those provided for by law, the collective agreement shall prevail. However, where

the law is more favorable to the workers than the collective agreement the law shall be applicable.

2.3.4 Collective Bargaining Process

According to DeCenzo & Robbins (2010) Collective bargaining process involved in negotiating a contract consists of a number of stages: preparation and initial demands, negotiations, settlement or impasse, and strikes and lockouts. Throughout the process, management and labor deal with the terms of their relationship Collective bargaining process includes preparing to negotiate, actual negotiations, and administering the contract after it has been ratified (DeCenzo & Robbins : 2010)

Papering to negotiate: Information is vital from internal and external sources when the union and management are ready for preparing negotiation. Internal data include grievance and accident records; employee performance reports; overtime figures; and reports on transfers, turnover, and absenteeism (DeCenzo & Robbins : 2010)

External information should include statistics on the current economy, both at local and national levels.

- Economic forecasts for the short and intermediate terms,
- copies of recently negotiated contracts by the union to determine what issues the union considers important;
- data on the communities in which the company operates—cost of living,

- changes in cost of living,
- terms of recently negotiated labor contracts, and
- statistics on the labor market—and industry labor statistics to see what terms other organizations, employing similar types of personnel, are negotiating.

Actual Negotiation: Since negotiation is a form of compromise. At this stage, an oral agreement is eventually converted into a written contract and negotiation concludes with the union representatives submitting the contract for ratification or approval from rank-and-file members (DeCenzo & Robbins: 2010)

Contract administration: After reaching an initial agreement, the bargaining parties usually return to their respective constituencies to determine if the informal agreement is acceptable. A particularly crucial stage is ratification of the labor agreement, which occurs when union members vote to accept the terms of a negotiated labor agreement. Before ratification, the union negotiating team explains the agreement to the union members and presents it for a vote. If the members approve the agreement, it is then formalized into a contract (DeCenzo & Robbins: 2010)

❖ **Bargaining Impasse and Impasse-Resolution Techniques**

Conciliation and Mediation: Impasse and Impasse-Resolution are techniques whereby a neutral third party attempts to help labor and management resolve their differences. In conciliation, the third party assists such as the Federal Mediation and Conciliation Service union and management negotiators to reach a voluntary settlement, but makes no proposals for solutions. In mediation, the third party may suggest ideas for solutions to help the negotiators reach a settlement. In conciliation and mediation, the third party does not attempt to impose a solution. Sometimes fact finding helps to clarify the issues of disagreement as an intermediate step between mediation and arbitration (DeCenzo & Robbins: 2010)

Arbitration: Arbitration can be conducted to solve bargaining impasses, primarily in the public sector. Under interest arbitration, generally a panel of three individuals—one neutral and one each from the union and management—hears testimony from both sides. After the hearing, the panel renders a decision on how to settle the current contract negotiation dispute. If all three

members of the panel are unanimous in their decision, that decision is binding on both parties (DeCenzo & Robbins: 2010)

Fact-finding: Fact finding is a technique whereby a neutral third party conducts a hearing to gather evidence from both labor and management. The fact-finder then renders a decision as to how he or she views an appropriate settlement. Similar to mediation, the fact-finder's recommendations are suggestions only—they, too, are not binding on either party (DeCenzo & Robbins, 2010).

Conciliation and Labor dispute producers in Ethiopia based on Ethiopian labor law (proclamation number 377/2003)

Under Part Nine; Labor dispute, Chapter one, Article 136 defines both conciliation and labor dispute as follow:

Article 136. Definitions

- *"conciliation" means the activity conducted by a private person or persons appointed by the Ministry at the joint request of the parties for the purpose of bringing the parties together and seeking to arrange between them voluntary settlement of a labor dispute which their own efforts alone do not produce;*
- *"labor dispute" means any controversy arising between a worker and an employer or trade union and employers in respect of the application of law, collective agreement, work rules, employment contract or customary rules and also any disagreement arising during collective bargaining or in connection with collective agreement:*

2.3.5 Empirical Evidence on Peaceful Industrial Relation

Atnafu, (2012) conducted a study on the role of labor union in promoting peaceful Industrial relation at BGI Ethiopia, can be a good example that shows the positive effect of role of labor union on employment relation. The result of the study indicated that the management had a positive attitude towards the union and there was a strong alignment of the objectives of the union with the goal of the organization. Based on the final findings, the study concluded that

there was a good industrial relation climate in the company and even far exceeding peaceful industrial relation practice, the company involved in community centered services and corporate social responsibilities to benefit the whole society (Atnafu :2012).

In addition to the above finding Shewaye (2014), studied on the practical role of Labor union on Employment relations; a case study in Addis Ababa Water and Sewerage Authority that the labor union had a weak relationship with its members. The labor union did not involve and update its members about what the labor union was doing. The results of the study showed that the labor union was considered as a legitimate representative of employees by the management and emphasis was given to securing the collective agreement on decisions made in spite of interest between both parties (Shewaye : 2014).

2.3.6 Conceptual Framework

A trade union's role is to improve the employment conditions of its members and to protect their rights. It takes account of its members' wishes and insures them against problems at work (Dundon & Rollinson, 2011).

Union membership provides a number of advantages to workers. Unions negotiate wages & benefits for their members and seek to provide them job security, social affiliation, training & development, and the opportunity to exert political influence. And, these are the most important roles of unions (Anthony, Kacmar & Perrewe, 2010).

The principal role of labor union includes the regulations of relations between workers and employers. Achieving organizational goals through the development of organizational cultures is based on the shared values between management and employees (Ivancevich, 2008).

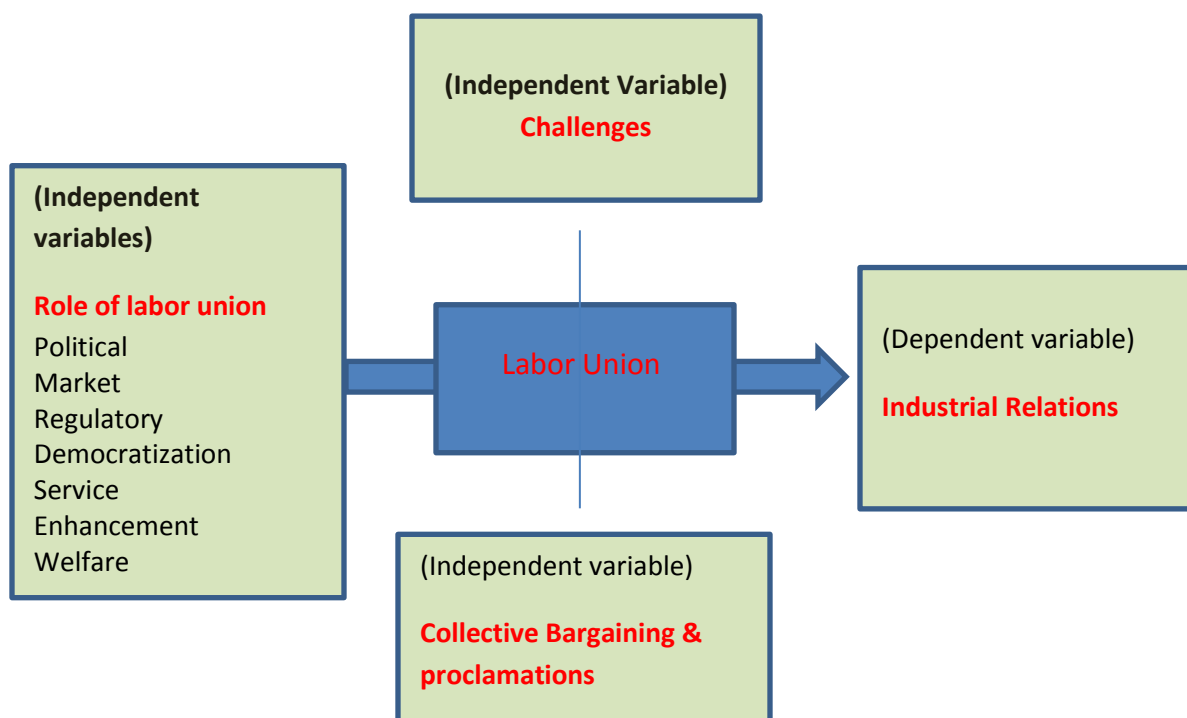
In order to build stable and cooperative relationships between management and employees, there should be a system where employees and management can work together. Industrial democracy

is an arrangement, which involves workers making decisions, sharing responsibility and authority in the workplace. Its core principle is the need for the democratic participation of worker representatives in the governance of labor conditions (Kaufman, 2000). Thus, the involvement of unions through collective bargaining and representing the interests of workers in developing labor regulation is seen as crucial (Egels-Zanden, 2009).

This can allow labor and management to join together and ratify a collective agreement. If there is an agreement and cooperation between employees and management, there will be a state of relative peace which involves absence of strikes, and distrust among work groups or unions which is a very critical factor of organizational productivity and performance (Bassey ,Ojua, Archibong & Bassey,2012)

This study formulated under following conceptual framework to show how the role of the labor union can maintain good employment relation. As the below figure showed that industrial relations are dependent on role of labor unions, collective bargaining and challenges. .

Figure 2.1: Conceptual Framework



Source: literature review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter addresses those research questions raised in the statement of the problem. It deals with research design, target population, sample size and sampling techniques, data source and instrument of collection, method of data collection and data analysis methods, validity and reliability finally 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 industrial relation in the case of 'Berhanena Selam' Printing Enterprise.

3.2 Data Source and Type

Data was gathered from primary data sources (Questionnaires and interviews) were used as a primary data collection tools in a way that they can answer the research questions.

In the first quantitative phase of the study, data through questionnaire was gathered from members of the labor union except the management members of 'Berhanena Selam' Printing Enterprise by non-proportional quota and conventional sampling techniques to assess the attitudes of the members towards the union.

The Questionnaire was designed specifically to capture the perceptions of the union members regarding the role of the labor union in ensuring their benefits as well as in maintaining good employment relation. The researcher employed Likert scale type to make it easier to the respondents and ultimately to ensure maximum response rate.

In the second qualitative phase, in addition to closed ended questions two open-ended questions were presented to the members to give them chance to say something. The semi-structured interview was conducted to capture the views of the union leader who directly had access to the union of 'Berhanena Selam' Printing Enterprise. A semi-structured interview was employed in order to allow him to discuss and raise some important issues that provide valuable information from the context of their experiences regarding the roles of the union in maintaining good

employment relation in the enterprise. This helped the researcher to build upon the initial quantitative results and to address the research questions in a way that represents the views of all organizational actors in employment relation.

3.3 Target Population

As stated in the above scope of the study, among 777 members of the union, the researcher selected 125 employees from all eight departments of 'Berhanenan Selamat' printing Enterprise basic labor union members by using non probability quota and convenient sampling techniques per the below calculation. Only interested employees were selected from their departments based on the quota to fill out the questioners.

3.4 Sample Size and Sampling Technique

In January 2019 'Berhanena Selamat' Printing Enterprise had a total of 816 employees. Among these 816 employees, 39 of them were member of the management team. Therefore, the labor union members or the study population were 777.

The researcher developed questionnaire to 777 basic labor union members based on the research questions to evaluate the labor union roles, challenges and collective bargaining agreement's contributions during the management and employees dispute in 2017 and 2018. Non-probability quota and convenient sampling techniques were used to select samples from the total population, and distribute questionnaires. This techniques are used to assist in minimizing bias when dealing with the population. With these techniques, the sampling frame can be organized into relatively homogeneous groups (strata) before selecting elements for the sample.

Based on the Catherine Dawson (2009) this step increases the probability that the final sample were representative in terms of the stratified groups. The groups were Audit & Risk, Corporate & business, law Service, Planning, Public Relation & Communication, Publishing, Quality controller, and Staff Division departments. The rest departments' employees were not included in the study because they were not member of the union (they were member of the management). The correct sample size in the study depends on the nature of the population and the purpose of the study. In this study the total population of the study 777 were formally permanent employees

of ‘Berhanena Selamat’ printing Enterprise on January, 2019. The sample size is 125 based on (Malhorta: 2007).

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 divisions and sample size

#	Division	No. of Employees	Sample size
1	Audit & Risk	5	$([5/777]*125)=0.80\approx 1$
2	Corporate & Business	32	$([32/777]*125)=5.15\approx 5$
3	Law service	1	$([1/777]*125)=0.16\approx 1$
4	Planning	3	$([3/777]*125)=0.48\approx 1$
5	Public Relation & Communication	5	$([5/777]*125)=0.80\approx 1$
6	Publishing	451	$([451/777]*125)=72.55\approx 72$
7	Quality controller	18	$([18/777]*125)=2.89\approx 2$
8	Staff Division	262	$([262/777]*125)=42.14\approx 42$
	Total	777	125

3.5 Method of Data Collection

In order to achieve the objectives of the study the researcher used the primary data collection sources:

Primary data to get unbiased information and helps the research to rely on up-to-date data. It involves questionnaires distributed to Union members and an interview conducted with the Union leader.

The questionnaire was composed with questions of a Five point Likert scale ranging from strongly disagree ((1) to strongly agree (5) developed to assess the attitude of the members toward the industrial relation. To assess the effectiveness of the trade union role and contribution, two open ended questions were also included in these questionnaires. Both the questionnaires and interview questions were translated in to Amharic language for better and smooth communication.

125 questionnaires' were distributed to the union members and an interview was conducted with the union leader. The interview was made face-to-face interview with the Union leader on key five questions.

3.6 Data analysis and Presentation

Both qualitative and quantitative approaches were used for data analysis. The data collected through interview was analyzed in qualitative analysis and the result of the interview was summarized in a narrative form whereas the data collected through questionnaires were analyzed through quantitative techniques using likert scale that is from strongly disagree to strongly agree options. For mean calculation number '1' is assigned for strongly disagree, '2' for disagree, '3' for neutral, '4' for agree, and number '5' for strongly agree. Mean results are put in front of each descriptions. For more detail information please refer attached index.

Quantitative collected data was analyzed in frequency and percentage using descriptive statistics. Though the researcher distributed 125 questionnaires, 98 qualified questionnaires and 8 incomplete / unqualified questionnaires were collected.

3.7 Validity and Reliability

The questionnaires were developed based on the literature review and research questions. 98 returned questioners were categorized in four groups, coded, analyzed, and a Cronobach's Alpha test is identified by SPSS IBM version 2000 in four groups (group one = 0 .910, group two = 0.825, group three = 0.831, and group four = 0.888) which indicate that the instrument was reliable and there was strong internal consistency as demonstrated below:

Table 3.3: Reliability Statistics

Group	Research point	Reliability Statistics
1	Results on the Collective bargaining agreement for the interest of employees questions	0.910
2	Results on actions taken by labor union to protect /promote employees' interest	0.852
3	Results on the role of labor union in industrial relations	0.831
4	Results on the labor union challenges	0.888

Moreover, to enhance the validity and reliability of the questions, the researcher translated the questionnaire into Amharic language in which all respondents were able to understand and answered the questions accordingly. In addition, the researcher provided explanations to the respondents before they gave the answers.

3.8 Ethical issues to be considered

So as to get the required result during data collection and interpretation process the researcher tried to make it realistic and free from bias as much as possible. Furthermore the researcher made an effort to persuade the participant of the survey about the importance and purpose of the study that helped 'Berhanena Selam' Printing Enterprise, labor union, employees and management in assessing the role and contribution of labor union in the industrial relation and promised that the organization confidential information that was being discussed will be kept confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, the collected data is presented, analyzed and interpreted in light of the research objectives. A descriptive technique of data analysis is employed to see the characteristics of the sample and examine the role and contribution of the labor union in industrial relation.

This chapter consists of a qualitative and quantitative analysis having five sections, which answered the four research questions raised in chapter one and demographic information of the respondents. The first subchapter deals with Demographic information, the second on Collective bargaining agreement for the interest of employees, the third is actions taken by labor union to protects /promotes employees' interest, fourth subchapter is the role of labor union in industrial relations and the last one is focused on challenges faced by the Union.

4.2. Demographic information of the respondents

Table 4.1: Frequency and percentage of respondents' demographic information

		Frequency	Percentage
Gender	Male	72	73%
	Female	26	27%
Age	Less than 20	2	2%
	21-30	11	11%
	31-40	45	46%
	41-50	34	35%
	Greater than 51	6	6%
Educational level	Below grade 12	19	20%
	12 completed	54	55%
	Diploma	15	15%
	Degree	8	8%
	Masters	2	2%
Service year in the enterprise	Less than 5 years	28	29%
	6-10 years	38	39%
	11-15 years	14	14%
	Above 15 years	18	18%
Membership in the union	Less than 5 years	38	39%
	6-10 years	34	35%
	11-15 years	12	12%
	Above 15 years	14	14%

(Source: survey questioner, 2019)

As it is seen in the figure 4:1, the data was obtained from 98 participants of which 27% were female (26) and 73% (72) were male participants. Since many employees were available in publishing and facility departments, more males were available in those sections because the job required more labor.

The majority of the participants were in the age range of 31-40, they were 46%, the second populated respondents' age is between 41-50years old (that was 35%), and 11% were between 21-30years old employees. Whereas the minority of participants, 6% and 2% were above 50 years old and less than 20 years old , respectively. Therefore, the majority of the respondents are young.

Majority of the participants (56%) were grade 12completed, 19% were below 12, Diploma holders were 15%, 8% and 2% of them were degree holders and Masters holders, respectively. Based on this result, most of the participants' grade level are grade 12 completed.

The majority of participants (29%) have less than 5years service, the next is 6-10years service have 39%, 14% of the participants have 11-15years service and the others 18% of the respondents have more than 15years service in the enterprise. Therefore, this study included participants with different years of experience with the enterprise and most of them had 6-10 years service in the enterprise.

As shown in table 4.1 the majority of participants who have less than 5years membership in the union, N= 34 (35%); the second majority participants have between 6-10years membership N=38 (39%); third has above 15years membership N=14 (14%) and the last one is between 11-15 years N=12 (12%). Similar to the service year, most of the participants had less than 10 years membership in the union.

4.3. Collective bargaining agreement for the employees' interest

Table 4.2: Statistical summary of responses on collective bargaining agreement for the interest of employees

No	Descriptions	Mean result
1	The collective bargaining has been prepared through dialogue and consensus.	3.57
2	The collective bargaining increases the morale and productivity of employees.	3.41
3	The enterprise collective bargaining restricts management's freedom for arbitrary action against the employees.	3.14
4	The labor union and the management works together to amend the collective bargaining agreement.	2.58
5	Both the Enterprise's management and labor union leaders respect and apply the collective bargaining agreement.	2.47
Aggregate mean		3.03

- For detail mean result, please refer attached index.

(**source:** survey questioner, 2019)

As above table 4.2 showed, the mean score of the overall result on the collective bargaining agreement for the interest of employees is 3.03, that means it is average mean score since the standard mean is 3.

On the item number '1' was recorded the highest mean score of 3.57 (where 41.83% of the respondents agreed on the collective bargaining has been prepared through dialogue and consensus).

The second highest mean score is 3.41 on item '2' (where 30.61% of the participants agreed on the collective agreement increases the moral and productivity of employees).

The third mean score was 3.14 item number '3' (where 35.69% respondents had neutral opinion on the collective bargaining restricting the management's freedom for arbitrary action against the employees.)

The item numbers ‘4’ and ‘5’ have a mean value of 2.58 and 2.47 (where 35.05% of the respondents disagreed on the labor union and the management works together to amend the collective bargaining agreement and 1 participants skipped this question), (51.02% of the respondents disagreed that both the Enterprise’s management and labor union leaders respect and apply the collective bargaining agreement.), respectively.

As illustrated in the table the level of collective bargaining agreement stands for the employees’ interest is good but the labor union and the management action in respecting n the collective bargaining agreement is weak.

4.4. Actions taken by labor union to protect /promote employees’ interest

Table 4.3: Statistical summary of responses on actions taken by labor union to protect/promote employees’ interest

No	Descriptions	Mean result
6	The labor union makes sure that members get their proper benefits and bonuses	1.94
7	The labor union faciltate to the members to make their grievances heard.	1.96
8	The labor union actively works to facilitate good working conditions for employees.	1.98
9	The involvement of the labor union is high in employee promotion in the enterprise.	2.15
10	The labor union stragle to protect employees from unfair dismissal.	3.23
Aggregate mean		2.25

- For detail mean result, please refer attached index.

(source: survey questioner, 2019)

As illustrated in the above table 4:3 the mean score of the summary of responses regarding labor union action to protect or promote employees’ interest is 2.25.The summary of mean score result is less than the standard mean scale 3.

The mean scores is 1.94, 1.95 and 1.98, on question numbers ‘6’, ‘8’ and ‘7’ (where 62.24% of the respondents strongly disagreed on the labor union ensure its members get their proper benefits and bonuses), (where one person jumped this question and 54.63% of the respondents strongly disagreed that the labor union facilitate good working conditions for employees), and (where one person didn’t respond and 49.48% of the respondents also strongly disagreed on the union simplifies to the members to make their grievances heard) , respectively. On item ‘9’ the mean score is 2.15 (where 38.77% of respondents disagreed that the involvement of the labor union is high in employee promotion in the enterprise).Only item ‘10’ had 3.23mean score which is above the standard mean score 3 (where 30.92% respondents agreed that the labor union struggle to protect employees from unfair dismissal). Generally, this table tells the labor union action in protecting employees’ interest is weak except in unfair dismissal. So, the labor union action in protecting employees’ interest is weak.

4.5. The role of labor union in industrial relations

Table 4.4: Statistical summary of responses on the role of labor union in industrial relations

No	Description	Mean result
11	The labor union fights for better wages, reasonable hours and safer working conditions (Market).	2.11
12	The labor union engages in lobbying governments and their agencies for legislations that favor workers and their families (political decisions).	2.50
13	The labor union is able to bring about equality, fairness, respects for human and workers’ right, and social and economic justice not only at the workplace but also in society (welfare).	2.67
14	The union helps in betterment of industrial relations among management and workers by solving the problems peacefully (regulatory).	2.34
15	The union gives workers the power to negotiate for more favorable working conditions (democratization).	2.15
Aggregate mean		2.35

- For detail mean result, please refer attached index.

(*Sources: survey questioner 2019*)

From the above table 4:4 the mean score of overall role of labor union in industrial relations was 2.35, which is lower than the standard mean value of 3.

The lowest mean score of 2.11 (where 66.32% of the respondents/ more than half of the respondents/ disagreed on the union fights for better wages, reasonable hours and safer working condition to its members) was recorded on item '11'. This was followed by mean score of 2.25 on item '15' (where 49.41% of the participants disagreed on the union gives workers the power to negotiate for more favorable working condition and other benefits through collective agreement and 1 respondent jumped this items). Again item number '14' have a mean value of 2.29 (where 35.78% of the respondents disagreed on the union helps in betterment of industrial relations among management and workers by solving the problems peacefully and 3 people missed this question). Item number '12' and '13' have 2.53 and 2.68 mean score (where 29.16% of participants disagreed on the labor union engages in lobbying governments and their agencies for legislations that favor workers and their families and two people left empty.) and (where 39.17% of respondents disagreed on the union is able to bring about equality, fairness, respects for human and workers' right, and social and economic justice not only at the workplace but also in society), respectively.

13 of employees put their opinions for the first open-ended question that the labor union leaders forgot their responsibility of protecting employees from inappropriate disciplinary action. Since the union leaders were elected by the management based on their political view and activities, they afraid of the enterprise's management team. They couldn't run their internal administration without management interference. They didn't fight for employees' rights, benefits, good working conditions rather they were very busy executing party duties.

Very few members suggested that in order to improve employees and employer relationship, the union leaders have to have good knowledge of management, proclamations, collective bargaining agreements, skills, etc

Employees and employers relationship should be democratic. Dictatorship administration kills the employees moral and productions as well. Let the management respects employees' interest and right, listen employees' suggestion, comment and grievance. Because of this, the labor union leaders couldn't minimize conflict and settled industrial peace in the enterprise.

The labor union leader also admitted that there were conflicts between the management and employees but now better industrial peace is being seen in the enterprise.

From this finding, most of the enterprise's employees understood that the role of labor union activities were poor. Generally, this shows the role of the labor union in industrial relation is weak.

4.6. Challenges faced by the Labor Union

Table 4.5: Statistical summary of responses on the labor union challenges

No	Descriptions	Mean result
16	The management intimidations the labor union when it stands beside to the employees during employees' right violation	4.02
17	The labor union has shortage of finance	2.73
18	The labor union has shortage of knowledgeable manpower	4.72
19	The labor union leaders lag behind the economic policy changes.	3.38
20	The labor union runs its responsibility with unnecessary interference of the management in Labor Union's internal administration.	4.38
Dimension of mean		3.84

- For detail mean result, please refer attached index.

(Source: survey questioner 2019)

As illustrated in table 4.5 above, the mean score of the overall respond on the labor union challenges was 3.84, which is higher than the mean value of 3. This indicates that the labor union challenges were high. Means and percentage scores are presented as follows:

The highest mean score of 4.72 was recorded on the item '18' which shows 73.95% of the respondents strongly agreed that the labor union has shortage of knowledgeable manpower. Question number '16' with a mean score of 4.02 followed the above highest mean score (where 46.87% of the respondents strongly agreed on the management intimidates the labor union when it stands beside to the employees during employees' right violation). The next mean value of

4.38 item '20', 53.12% of respondents strongly agreed on the labor union runs its responsibility with unnecessary interference of the management in labor union's internal administration.) Mean value 3.38 on question number '19' that had 37.89% of respondents agreed labor union leaders lag behind the economic policy changes. The least mean value from this group is 2.73 on item '17' (where 31.25 % of the respondents disagreed the labor union has shortage of finance.) The labor union leader clearly put that some management team members especially the late CEO members were not treated all employees equally based on the collective agreement, proclamation. Except the administration especially late CEO's group, they were cooperative and good for the union.

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATION

5.1. Summary of major findings

This summary is prepared based on the major findings to summarize the main points of the research study. Questionnaire data was collected from 98 labor union members and interview was conducted for the union leader. The collected data is analyzed with the purpose of examining the role of ‘Berhanena Selamat’ Printing Enterprise labor union in industrial relations.

The study is intended to describe the enterprise’s collective bargaining agreement for the interest of employees, actions taken by labor union to protects/promotes employees’ interest, the role of labor union in industrial relations, and challenges faced by the union. Based on these premises, the findings of the research are summarized as follows:

Major findings

Table 5.1: Summary of mean results on the role and contribution of labor union in ‘Berhanena Selamat’ enterprise

Key points of the research	Overall dimension of mean
Collective bargaining agreement for the interest of employees	3.3
Action taken by labor union to protects/promotes employees’ interest	2.24
The role of labor union in industrial relations	2.37
Challenges faced by the union	3.90

(Source: survey questioner 2019)

As indicated in the table, the average mean value of Berhanena Selamat Enterprise’s collective bargaining agreement for the interest of employees was 3.3 /average/, which is average standard of the mean value 3. Based on the finding the average mean score of action taken by the labor union to protects/promotes employees’ interest was 2.24. This average mean score is weak, because it’s below the standard mean of 3. The role of labor union in industrial relations was

judged weak by the members by giving average mean score of 2.37. It is less than the standard mean value of 3. Summary of average mean of the union's challenges were greater than the mean value of 3, with a mean score of 3.9.

5.2. Conclusion

The collective bargaining agreements was prepared with the consent of both parties (employees and management). Though the labor union members have positive outlook for collective bargaining agreement and it increases the employees' morale and productivity and restricts the management's freedom for arbitrary action against the employees, most employees believed that the labor union leaders and the enterprise's management team hardly respect, apply and amend the collective agreement.

Most of the members understood that the labor union action to protect /promote employees' interest is very poor. Especially, the union did not ensure its members to get their proper benefits and bonuses, inadequately facilitate the members' governances to be heard, and in employees' promotion the labor union has low role but most employees confirmed that the union straggle for unfair dismissal.

The labor union played weak role in fighting for better wages, reasonable hours, safe working conditions, lobbying government for favorable legislations to workers and their families, too. In addition, the labor union is weak in brining equality, fairness, respects right, social, and economic justice at work place and in the society. The labor union also had complain on the CEO that CEO and his team never treat all employees equally and injustice decisions were executed out of the collective bargaining agreement and proclamations. Most employees' belief the labor union was very weak in resolving employees and management related problems peacefully. That is why, the employees and management conflict could not be resolved promptly in the enterprise. So, the labor union had weak role in maintain industrial peace and minimize conflict in the enterprise.

As the employees strongly agreed that the labor union had shortage of knowledgeable manpower and management especially from CEO's highly pressured and interfered in the labor union's internal administration team. As members believed that since most of the labor union leaders

were elected based on their political loyalty for government and management, the leaders had weak confidence and their capacity to update themselves with current economic policy was weak. The union had no financial shortage.

Therefore, the overall role of Berhanena Selam Enterprise's labor union in protecting/ promoting employees' interests and settled good industrial relation in the enterprise was found in poor level (most of the questions' scores were less than the standard mean value of 3).

5.2. Recommendation

The following recommendations were presented based on the findings and conclusion to improve the role and contribution of the labor union in the case of Berhanena Selam printing enterprise.

- Since the enterprise's collective bargaining has been prepared through dialogue and consensus and increases the employees' morale and productivity but it couldn't restrict the management's freedom for arbitrary actions against the employees because both the enterprise's management and the labor union were weak in respecting and applying the collective bargaining agreement and don't work together to amend the collective bargaining agreement. Therefore, both the labor union and management should respect and apply the collective bargain agreement and amend it.
- The labor union didn't make sure members get their proper benefits, bonuses, good working conditions and also they didn't facilitate to the members to make their grievances heard. Therefore, like the labor union struggled to protect employees from unfair dismissal, the union should ensure members get their proper welfares, their grievances heard, facilitate good working conditions and participate in any employee related issues like promotion. Generally, the labor union has to protect or promote employees' interest since it is one of the major responsibility of the labor union.
- The labor union major roles are fight for better wages, reasonable hours, safe working conditions, equality, fairness, respects for human rights, social and economic justice, lobbying governments to prepare useful legislations for employees and their families and resolving conflicts peacefully but the enterprise's labor union didn't play its major roles and that is why the conflict between enterprise's management and employees became a

news for EBC. Therefore, the labor union should know and play its roles independently or without unnecessary management interference.

- The enterprise's labor union major challenges are the management's unnecessary interference in labor union's internal administration, intimidation, shortage of knowledgeable manpower, the union leaders were not elected by their merit but political loyalty and lag behind the economic policy changes. Therefore, the union leaders should be elected by the union members democratically without both government and management interference / influence to run their duties and responsibilities based on the collective bargaining and constitution. Knowledgeable members have to lead the union and up-to-date their knowledge to settle industrial peace in the enterprise and for smooth management and employees' relationship.

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APPENDICES

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PADM

A questionnaire to be filled by union members

I am a graduate student in Public Administration and Development Management, College of Business and Economics, at Addis Ababa University. I am doing my Master's thesis on the topic **'The Role and Contribution of Labor union in Industrial Relations: the case of Berhanena Selam Printing Enterprise'** to complete my study.

The aim of the study is to investigate the current role of the Labor Union in creating good relationship between the management and the employees. Therefore, I kindly request you to provide genuine response to the questions as per the instruction.

N.B you don't need to write your name.

Section 1 : Demographic information

Please complete the following details by checking the box that is appropriate for you.

Please put "✓" in the box representing your choice.

1. **Gender** ☐ Female ☐ Male
2. **Age** ☐ <20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ >50
3. **Education level**

< 12 grade ☐ 12 completed ☐ Diploma ☐ Degree ☐ Masters ☐
4. **Number of years you have served the Enterprise**

<5 years ☐ 6-10 years ☐ 11-15 years ☐ more than 15 years ☐
5. **Number of years you have been a member of the labor union**

<5 years ☐ 6-10 years ☐ 11-15years ☐ more than 15 years ☐

To what extent do you agree with the following statements regarding the industrial relation in your organization? Please put “✓” in the box representing your choice

Section 2: Collective bargaining agreement for the interest of employees

		Strongly disagree (1)	Disagree(2)	Neutra I(3)	Agree (4)	Strongly agree(5)
1	The collective bargaining has been prepared through dialogue and consensus.					
2	The collective bargaining increases the morale and productivity of employees.					
3	The enterprise collective bargaining restricts management's freedom for arbitrary action against the employees					
4	The labor union and the management works together to amend the collective bargaining agreement					
5	Both the Enterprise’s management and labor union leaders respect and apply the collective bargaining agreement					

Section 3: actions taken by labor union to protects /promotes employees’ interest

6	The labor union makes sure that members get their proper benefits and bonuses					
7	The labor union facilitate to the members to make their grievances heard.					
8	The labor union actively works to facilitate good working conditions for employees.					
9	The involvement of the labor union is high in employee promotion in the enterprise.					
10	The labor union struggle to protect employees from unfair dismissal.					

Section 4: The role of labor union in industrial relations

		Strongly disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree(5)
11	The labor union fights for better wages, reasonable hours and safer working conditions.					
12	The labor union engages in lobbying governments and their agencies for legislations that favor workers and their families.					
13	The labor union is able to bring about equality, fairness, respects for human and workers' right, and social and economic justice not only at the workplace but also in society.					
14	The union helps in betterment of industrial relations among management and workers by solving the problems peacefully					
15	The union gives workers the power to negotiate for more favorable working conditions and other benefits through collective bargaining.					

Section 5: Challenges faced by the Union

16	The management intimidates the labor union when it stands beside to the employees during employees' right violation					
17	The labor union has shortage of finance					
18	The labor union has shortage of knowledgeable manpower					
19	The labor union leaders have been lagging behind the economic policy changes.					
20	The labor union runs its responsibility without unnecessary interference of the management in Labor Union's internal administration.					

21. How do you describe your labor union in maintaining industrial peace and minimizing conflict?

22. What do you suggest to improve labor-management relation in your enterprise?

Thank you very much!

በአዲስ አበባ ዩንቨርሲቲ

ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የሕዝብ አስተዳደር እና ልማት ማኔጅመንት ትምህርት ክፍል

በሠራተኛ ማህበሩ አባላት የሚሞላ መጠይቅ

እኔ ስለሺ አባተ በአዲስ አበባ ዩንቨርሲቲ ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ የሕዝብ አስተዳደር እና ልማት ማኔጅመንት ትምህርት ክፍል ተመራቂ ተማሪ ነኝ። የማስተርስ መመሪቂያ ዕሉፌን ጥናት ለማጠናቀቅ “የሠራተኛ ማህበር ሚና እና አስተዋፅኦ በኢንዱስትሪ ግንኙነት፤ በብርሃንና ሠላም ማተሚያ ድርጅት” በሚል አርዕስት እየሠራሁ እገኛለሁ።

የዚህ ጥናት ዋና አላማ በአሠሪ ና ሠራተኛ መካከል መልካም ግንኙነት ለመፍጠር የሠራተኛ ማህበር ሚና ና አስተዋፅኦን መመርመር ነው። ስለዚህ በመመሪያዬ መሠረት ለጥያቄዎቼ ትክክለኛ ምላሽ እንዲሰጡ በትህትና እጠይቃለሁ።

ማስታወሻ፤ እባክዎን ስሞትን መፃፍ አያስፈልግም።

ክፍል አንድ፤ ዲሞግራፊ መረጃ

እባክዎን እርሶን በሚገልፀው ምርጫ ትይዩ ባለው ሣጥን ውስጥ ይህን “✓” ምልክት ያስቀምጡ።

- ፆታ ሴት ☐ ወንድ ☐
- ዕድሜ <20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ >50 ☐
- የትምህርት ደረጃ
ከ12ኛ ክፍል በታች ☐ 12ኛ ክፍል ያጠናቀቀ ☐ ዲፕሎማ ☐
ዲግሪ ☐ ማስተርስ ☐
- በድርጅቱ ውስጥ ያገለገሉበት ዓመት
<5 ☐ 6-10 ☐ 11-15 ☐ 15 በላይ ☐

ገፅ 1

5. የሠራተኛ ማህበሩ አባል ከሆኑ ስንት ዓመት ሆኖት

<5

6-10

11-15

15 በላይ

በእርሶ ድርጅት ውስጥ በሚከተሉት የኢንዱስትሪ ግንኙነት ሃሳቦች ምን ያህል ይስማማሉ፡፡

እባክዎን እርሶን በሚገልፀው ምርጫ ትይዩ ባለው ሣጥን ውስጥ ይህን “/ ” ምልክት ያስቀምጡ፡፡

ክፍል ሁለት፤ የሕብረት ሥምምነት ከሠራተኛው ጥቅም አኳያ

		በጣም አልስማማም (1)	አልስማማም (2)	መካከለኛ (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
1	የሕብረት ስምምነቱ የተዘጋጀው በምክክርና በመግባባት ነው፡፡					
2	የሕብረት ስምምነቱ የሠራተኛው ጥራልና ምርታማነት ይጨምራል፡፡					
3	የድርጅቱ ሕብረት ስምምነት ማኔጅመንቱ አላግባብ ሠራተኞችን እንዳይበድል ይከላከላል፡፡					
4	የሠራተኛ ማህበሩና ማኔጅመንቱ የሕብረት ሥምምነቱን ለማሻሻል በጋራ ይሠራሉ፡፡					
5	የሠራተኛ ማህበሩና ማኔጅመንቱ የሕብረት ሥምምነቱን ያከብራሉ እንዲሁም ተግባራዊ ያደርጋሉ፡፡					

ገፅ 2

ክፍል ሦስት፤ የሠራተኞችን ፍላጎት ለማስጠበቅና ለማሟላት በሠራተኛ ማህበሩ የተወሰዱ እርምጃዎች

		በጣም አልስማማም (1)	አልስማማም (2)	መካከለኛ (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
6	የሠራተኛ ማህበሩ አባላቶች ተገቢውን ጥቅማጥቅምና ቦነስ ማግኘታቸውን ያረጋግጣል።					
7	የሠራተኛ ማህበሩ አባላቶች ቅሬታቸው እንዲሰማ ያመቻቻል።					
8	የሠራተኛ ማህበሩ ጥሩ የሥራ ሁኔታ ለሠራተኞች በንቃት ያመቻቻል።					
9	የሠራተኛ ማህበሩ በድርጅቱ ውስጥ የሠራተኛ ዕድገት በተመለከተ ክፍተኛ ተሳትፎ አለው።					
10	የሠራተኛ ማህበሩ ሠራተኞች አለአግባብ ከስራ እንዳይሰናበቱ በመከላከል ይታገላል።					

ክፍል አራት፤ የሠራተኛ ማህበሩ ሚና በኢንዱስትሪ ግንኙነት

		በጣም አልስማማም (1)	አልስማማም (2)	መካከለኛ (3)	አስማማለሁ (4)	በጣም አስማማለሁ (5)
11	የሠራተኛ ማህበሩ ለተሻለ ደሞዝክራሲ ሰዓትና ለደህና ስራ ሁኔታ ይታገላል።					
12	መንግስትና ድርጅቱ ለሠራተኞችና ቤተሰቦቻቸው የሚጠቅም ህግ እንዲያወጡ በማግባባት ሥራ ላይ ይሳተፋል።					
13	የሠራተኛ ማህበሩ እኩልነትን፣ ሚዛናዊነትን፣ ሰብዓዊ መብትን፣ ማህበራዊና ኢኮኖሚያዊ ፍትሃዊነትን በስራ ቦታ ብቻ ሳይሆን በማህበረሰቡ ውስጥ ምማምጣት ችሏል።					
14	ማህበሩ በማናጅመንትና ሠራተኞች መካከል የሚፈጠሩ ችግሮችን በመፍታት ለተሻለ የኢንዱስትሪ ግንኙነት ዕገዛ ያደርጋል።					
15	ማህበሩ ሠራተኞች በህብረት ስምምነቱ መሠረት በአመቺ የስራ ሁኔታ በመፍጠርና በሌሎች ጥቅማጥቅሞች ዙሪያ እንዲደራደሩ ጉልበት ሠጥቷቸዋል።					

ክፍል አምስት፤ ማህበሩ የገጠሙት ተግዳሮቶች/ፈተናዎች

		በጣም አልስማማም (1)	አልስማማም (2)	መካከለኛ (3)	እስማማለሁ(4)	በጣም እስማማለ ሁ(5)
16	ማናጅመንቱ የሠራተኞችን መብት በሚጥስበት ጊዜ የሠራተኛ ማህበሩ ከሠራተኞች ጎን ሲቆም ማናጅመንቱ ማህበሩን ያስፈራራል።					
17	የሠራተኛ ማህበሩ የገንዘብ እጥረት አለበት።					
18	የሠራተኛ ማህበሩ የተማረ የሰው ሃይል እጥረት አለበት።					
19	የሠራተኛ ማህበሩ አመራሮች ከኢኮኖሚ ፖሊሲ ለውጦች ወደ ኋላየቀሩ ናቸው።					
20	የሠራተኛ ማህበሩ የውስጥ አስተዳደሩናሃላፊነቱን ከማናጅመንት አላስፈላጊ ጣልቃ ገብነት ያካሂዳል።					

21. የእርሶን ሠራተኛ ማህበር በሰላማዊ የስራ ሂደትና ግጭቶችን በመቀነስ ረገድ እንዴት ይገልፁታል?_____

22. በእርሶ ድርጅት ውስጥ የሠራተኛና አሰሪ ግንኙነት ለማሻሻል ምን ሀሳብ ያቀርባሉ?_____

ገፅ 5

እጅግ በጣም አመሠግናለሁ።

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF PADM

The interview will be done with management of the labor union. The intent of this interview is to assess the role and contribution of Labor Union in the Industrial Relation in the case of Berhanena Selam Printing Enterprise.

The below interview questions will be presented to the labor union leaders and for better communication the questions will be translated and presented in to Amharic language

1. What kind of service and benefits does the union provide to the union members?

ማህበሩ ምን ዓይነት አገልግሎትና ጥቅሞችን ለአባላቱ ያቀርባል?

2. How do you describe the industrial peace in Berhanena Selam Printing Enterprise?

በብርሃንና ሠላም ማስመጣ ድርጅት ውስጥ የኢንዱስትሪ ሠላም እንዴት ይገልፃል?

3. What are the main challenges faced the Union?

ማህበሩን የገጠመው ዋና ፈተናዎች/ ተግዳሮቶች ምንድን ናቸው?

4. How cooperative is the management toward the union?

ማዘጋጃው ለማህበሩ እንዴት እየተባበረው ነው?

5. Is there anything you suggest for improvement?

እንዲሻሻል የሚሰጡ ሃሳብ አለዎት?

Item Statistics

Item Statistics

	Mean	Std. Deviation	N
Question1	3.57	.989	97
Question2	3.41	1.367	97
Question3	3.14	1.307	97
Question4	2.58	1.232	97
Question5	2.47	1.119	97

	Mean	Std. Deviation	N
Question6	1.94	1.413	96
Question7	1.98	1.231	96
Question8	1.95	1.333	96
Question9	2.09	1.134	96
Question10	3.23	1.341	96

	Mean	Std. Deviation	N
Question11	2.10	.826	92
Question12	2.50	1.262	92
Question13	2.67	1.250	92
Question14	2.34	1.320	92
Question15	2.15	.876	92

	Mean	Std. Deviation	N
Question16	4.08	1.134	90
Question17	2.73	1.216	90
Question18	4.72	.619	90
Question19	3.38	1.056	90
Question20	4.38	.829	90

Cronbach's Alpha of items

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Question1	11.61	18.657	.858	.838	.880
Question2	11.76	16.037	.826	.827	.880
Question3	12.03	16.030	.881	.814	.866
Question4	12.60	17.785	.737	.597	.898
Question5	12.70	19.691	.606	.413	.922

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Question6	9.25	17.495	.578	.405	.847
Question7	9.21	18.209	.628	.466	.831
Question8	9.24	16.205	.777	.637	.791
Question9	9.09	17.454	.800	.704	.792
Question10	7.96	17.977	.575	.478	.846

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Question11	9.66	15.413	.441	.281	.843
Question12	9.26	11.360	.705	.582	.775
Question13	9.09	10.784	.805	.708	.742
Question14	9.42	10.555	.776	.655	.751
Question15	9.61	15.098	.453	.239	.840

	Question16	Question17	Question18	Question19	Question20
Question16	1.000	.806	.800	.670	.614
Question17	.806	1.000	.558	.631	.469
Question18	.800	.558	1.000	.593	.667
Question19	.670	.631	.593	1.000	.683
Question20	.614	.469	.667	.683	1.000

Summary of responses in percentage

#	Questions	Level of Agreement	Frequency	Percent
1	The collective bargaining has been prepared through dialogue and consensus.	Strongly Disagree	4	4.08
		Disagree	8	8.16
		Neutral	30	30.61
		Agree	41	41.83
		Strongly Agree	15	15.30
		Total	98	
2	The collective bargaining increases the morale and productivity of employees.	Strongly Disagree	10	10.2
		Disagree	22	22.44
		Neutral	10	10.2
		Agree	30	30.61
		Strongly Agree	26	26.53
		Total	98	
3	The enterprise collective bargaining restricts management's freedom for arbitrary action against the employees	Strongly Disagree	16	16.32
		Disagree	10	10.2
		Neutral	34	34.69
		Agree	20	20.4
		Strongly Agree	18	18.36
		Total	98	
4	The labor union and the management works together to amend the collective bargaining agreement	Strongly Disagree	20	20.61
		Disagree	34	35.05
		Neutral	18	18.55
		Agree	17	17.52
		Strongly Agree	8	8.24
		Total	97	
5	Both the Enterprise's management and labor union leaders respect and apply the collective bargaining agreement	Strongly Disagree	14	14.28
		Disagree	50	51.02
		Neutral	16	16.32
		Agree	10	10.2
		Strongly Agree	8	8.16
		Total	98	
6	The labor union makes sure that members get their proper benefits and bonuses	Strongly Disagree	61	62.24
		Disagree	10	10.2
		Neutral	9	9.18
		Agree	8	8.16
		Strongly Agree	10	10.2
		Total	98	
7	The labor union facilitate to the members to make their grievances heard.	Strongly Disagree	48	49.48
		Disagree	24	24.74
		Neutral	11	11.34
		Agree	8	8.24
		Strongly Agree	6	6.18
		Total	97	
8	The labor union actively works to facilitate	Strongly Disagree	53	54.63
		Disagree	21	21.64

	good working conditions for employees.	Neutral	7	7.21
		Agree	7	7.21
		Strongly Agree	9	9.27
		Total	97	
9	The involvement of the labor union is high in employee promotion in the enterprise.	Strongly Disagree	33	33.67
		Disagree	38	38.77
		Neutral	12	12.24
		Agree	9	9.18
		Strongly Agree	6	6.12
		Total	98	
10	The labor union struggle to protect employees from unfair dismissal.	Strongly Disagree	15	15.46
		Disagree	14	14.43
		Neutral	19	19.58
		Agree	30	30.92
		Strongly Agree	19	19.58
		Total	97	
11	The labor union fights for better wages, reasonable hours and safer working conditions.	Strongly Disagree	16	16.32
		Disagree	65	66.32
		Neutral	9	9.18
		Agree	6	6.12
		Strongly Agree	2	2.04
		Total	98	
12	The labor union engages in lobbying governments and their agencies for legislations that favor workers and their families.	Strongly Disagree	24	25
		Disagree	28	29.16
		Neutral	21	21.87
		Agree	15	15.62
		Strongly Agree	8	8.33
		Total	96	
13	The labor union is able to bring about equality, fairness, respects for human and workers' right, and social and economic justice not only at the workplace but also in society.	Strongly Disagree	16	16.49
		Disagree	38	39.17
		Neutral	14	14.43
		Agree	19	19.58
		Strongly Agree	10	10.3
		Total	97	
14	The union helps in betterment of industrial relations among management and workers by solving the problems peacefully	Strongly Disagree	34	35.78
		Disagree	28	29.47
		Neutral	10	10.52
		Agree	17	17.89
		Strongly Agree	6	6.31
		Total	95	
15	The union gives workers the power to negotiate for more favorable working conditions and other benefits through collective bargaining.	Strongly Disagree	21	21.64
		Disagree	48	49.48
		Neutral	19	19.58
		Agree	8	8.24
		Strongly Agree	1	1.03
		Total	97	

16	The managemnt intimidations the labor union when it stands beside to the employees during employees' right violation	Strongly Disagree	4	4.16
		Disagree	9	9.37
		Neutral	13	13.54
		Agree	25	26.04
		Strongly Agree	45	46.87
		Total	96	
17	The labor union has shortage of finance	Strongly Disagree	21	21.87
		Disagree	30	31.25
		Neutral	15	15.62
		Agree	24	25
		Strongly Agree	6	6.25
		Total	96	
18	The labor union has shortage of knowledgeable manpower	Strongly Disagree	1	1.03
		Disagree	3	3.09
		Neutral	2	2.06
		Agree	18	18.55
		Strongly Agree	73	75.25
		Total	97	
19	The labor union leaders has been lagging behind the economic policy changes.	Strongly Disagree	4	4.21
		Disagree	20	21.05
		Neutral	24	25.26
		Agree	36	37.89
		Strongly Agree	11	11.57
		Total	95	
20	The labor union runs its responsibility without unnecessary interference of the management in Labor Union's internal administration.	Strongly Disagree	1	1.04
		Disagree	2	2.08
		Neutral	11	11.45
		Agree	31	32.29
		Strongly Agree	51	53.12
		Total	96	