

Assessment on the Impact of Labour Union on Employees' Performance

The Case Study of Commercial Bank of Ethiopian

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Submitted in Partial Fulfilment for the Requirements of the
Degree of Masters of Arts in Human Resource Management

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Addis Ababa University School of Commerce
May 2016

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Assessment on the Impact of Labour Union on Employees
Performance

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Declaration

The work summated in this dissertation is the result of my own investigation, except where other stated. It has not been accepted for any degree and is also not being concurrently summated for any other degree.

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I endorsed the declaration by the candidate

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AKNOWLEDGEMENT

I would like to thank my almighty God for helping me in all the process of my study until this time. My families especially my wife had a big role in this study by being a moral from initiation to start the program up to end.

My advisor, Ato Fesseha Afwork (Ass,pro) shares his knowledge and experience unlimitedly and advise me in helpful and disciplined manner. I would like to appreciate such personality.

CBE staffs, I don't have a word to explain how much they help and cooperate with me in every aspect of my project particularly in distributing, filling and give their feed backs urgently the questionnaire. Especially, East Addis Ababa region employees and management members, union representatives thank you for your cooperation.

Finally my class mate, friends and others who help me in the process of my research I would like to give my gratitude for your contribution in the study.

ACRONYMS

ATM	Automatic teller machine
CBE	Commercial Bank of Ethiopia
HPWPs	High performance Work Practice
OSHA	Occupational Safety and Health Administration
SPSS	Statistical Package for Social Scientists

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Abstract

The purpose of the study is in Partial Fulfilment for the Requirements of the Degree of Masters of Arts in Human Resource Management and the study mainly focused on the assessment of the impact of labour union on employees' performance in commercial bank of Ethiopia. To conduct this study mixed approach method i.e., both quantitative and qualitative methods have been used to have better out come out of the study. The qualitative one has been used to describe about the perceptions of respondents about the labour union effectiveness in its major practice in enhancing the employees' performance using content analysis. And the quantitative one to explain about the effectiveness of labour union in its major practices in enhancing the employees' performance using statistical tool i.e., mode of frequencies in number and percentage. Communication network, working condition and harmony, safety and healthy, salaries and benefits, collective action in partnership with management, policy and strategic issues and conflict and complain handling were selected to be the study variables. For the target population it used employees of the organization who are working in Addis Ababa region. Both descriptive and explanatory survey design has been used to reach on the results. Samples of 423 employees were used for the questionnaire, and 92.43% of it was responded. The quantitative data were analysed using SPSS software and the qualitative data were analysed using content analysis and the results of which were combined by interoperating with the results of quantitative one for the final results ,as a result it was found that more than 37.9% of the respondents in the questionnaires under the closed ended questions and majority of respondents' opinion under the open ended questions in the questionnaires have given their negative feed backs about the effectiveness of labour union. In addition, five of them out of seven interviewees have given their negative feedbacks about its effectiveness. However, much less than 45.8% of the respondents in the questionnaires have given their positive feedback. In general, as results indicate the labour union is not effective or very weak in its practices to enhance employees' performance to the desired level in the achievement of the goals of the organization and has very weak bargaining power.

CHAPTER ONE

INTRODUCTION

1.1. Background of Organization

Banking in Ethiopia will soon be a hundred years old. In the century of its existence it had passed, like the country in which it operated, through various phases and has witnessed various stages. The basic trend has, however been one of almost continuous expansion, with the developments of one era preparing the way for the achievements of the next. The work of the past, outlined on this chapter, thus laid the ground work for today's banking endeavours and those of tomorrow. The year 1963 was a historic point of departure in the history of Ethiopian Banking. A new Banking proclamation was issued on 23 July of that year which abolished all previous regulations in the field of Banking and monetary question. This proclamation, which was intended to provide a sound basis for economic expansion, was important in that it separated the functions of central Banking and Commercial Banking. Thus it did by splitting the previous state Bank into two sisterly institutions: The National Bank of Ethiopia and the Commercial Bank of Ethiopia. The commercial Bank, which began with a paid up capital of twenty million Ethiopian Dollars, was by contrast intended and provides a means of payment and to make loans, and full fill the normal duties and responsibilities of a Commercial Bank.(CBE web site)

Currently, The Commercial Bank of Ethiopia has more than 980 branches stretched across the country with a wide capital base and with more than 22,000 talented and committed employees. In addition to this, it is the leading bank in Ethiopia and pioneer to introduce modern banking to the country such as like ATM machines service for local users, mobile and internet banking services. And it has also strong correspondent relationship with more than 50 renowned foreign banks like Comerz Bank,Royal bank of Canada ,City bank , HSBC bank and etc. (CBE web site)

Concerning its Vision, it intends to become world class commercial bank by the year 2025G.C. And its mission is that it is committed to best realized stakeholders' needs

through enhanced financial intermediation globally and supporting national development priorities by deploying highly motivated, skilled and disciplined employees as well as state of the art technology. And it strongly believes that winning the public confidence is the basis of our success. To realize its vision and mission, it has eleven core values. These include, for instance; corporate citizenship, customer satisfaction, employees' satisfaction. etc. (CBE web site)

In conclusion, now it is on the right track or position (in relative to the previous years of performance) to maintain the desired level of services needed by its own customers' and the general public in general by using the upcoming technology in the industry.

1.2. Back ground of the Study

According to the definition of labor unions, they have always been attributed with securing the financial and non-financial benefits for their members through collective bargaining. Moreover, unions have also been playing role beyond collective bargaining for state and employers: increasing productivity or efficiency of workers and improving work place and harmony, improving work discipline. (Otobo, 1986)

Labor union has been seen over the years as one of the most common and popular features of every organization's work force which seeks to protect _the rights ,interest of labor (employees)from arbitrary economic exploitation and the abuse of dignity of labor by the management (employer)otobo,1986).It is there for seen as a fundamental tool and instrument used by the workers in organizations to seek understanding as well as to influence management decisions that could be determined or contrary to the terms and the contract of agreement .

According to world labor report 1997-1998 of ILO ,the Australian bureau of statistics has defined unions as : _an organization ,consisting predominantly of employees ,the principle activities of which include the negotiation of pay and conditions of employment for its members _A Pakistani author Ghayur (1996) has pointed out that quite often labor unionism is seen as undesirable intervention in the smooth functioning of the organizations without realizing the positive contribution it could make towards industrials peace ,harmony and progress .Employers alleged that labor unions ,only talk about workers'

rights and ignore their obligations .They believe that unions are largely responsible for low productivity and lower production .

(Mueller, 1999)expressed that the role of us trade union in obtaining health and welfare benefits for their remembers, dates to the 18th century and according to Munts (1967) earlier union organizations were established for the provision of health and welfare benefits and later on they became engaged in bargaining with employers over wages. According to Knowles and Eade(n.d.) the core business of labor unions is to organize, press for fair terms and conditions of work, negotiate on behalf of the workforce, provide services for members, network and mobilize. So trade unions are considered as the organizations only struggling to secure benefits for their members such as financial gains like rise of wages, bonuses, various allowances, insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work places, and recreational facilities and decreasing fear of employer through collective bargaining. But several studies have shown that unions also have beyond collective bargaining role such as role in increasing workers‘ productivity or efficiency, improvement of workers‘ discipline, improvement of workplace peace and harmony and participating in decision making with management.

In Ethiopian case, the labor union role is to observe the conditions of work and fulfil the obligations set forth in the labor proclamation art.115/a-d i.e., respect the rights and interest of members in collective negotiations and labor disputes before the competent body when so requested or delegated. In addition, it has the right to bargain a collective agreement with one or more employers or their organizations in matters provided for in article 128 i.e., 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. (Labour Proclamation, 2004)

When we come to the labor union of Commercial Bank Of Ethiopia its role is to represent and protect the interest of the employees, to secure the rights and benefits of employees, to protect the employees from un fair decision taken by the management by bargaining as per the collective agreements ,improving work peace and harmony and protecting the interest or securing the interest of the employer/management/ by exhorting the workers to work hard and ultimately to increase productivity or efficiency.(source brochures of the union)

Hence, the study will try to assess the impact of labor union on the employees' performance in the case commercial bank of Ethiopia in particular case of Addis Ababa area.

1.3. Statements of the Problem

Labour union roles are activities that most organizations today fail to recognize and to also understand its significant contributions towards employees' productivity. Various studies have shown that the roles and practices of labor union in the organization are not destructive but a boost to the workers with the intentions of motivating them to put their best talents towards productivity, by protecting their rights and interest.

Moreover, mutually resolved issues will create more confidence in the employees and thereby making labor put in more efforts towards the attainment of organizational goals. According to wells (1993), the strength of unions and the quality of the relationship between unions and management affect the ability of unions to create employee trust in, and commitment to, management which are antecedents of the effective adoption of HPWP. Regarding the importance of strong unions, Bryson (2001) found that strong and effective unions that were supported by management had higher or similar levels of trust in management to non-union organizations. However, when unions were weak, in effective or faced management opposition, employees were less trusting of management than when no union was present, indicating that no union presence is preferable to ineffective unionism in creating employee trust. Employee trust in management was higher when there was a balance of power between unions and management which improved both the working lives of employees and the performance of the organization. Similarly, Lloyd's (2001) research found that when there were weak unions management were unable or unwilling to manage the change process effectively indicating that without power unions are likely to have a neutral impact on the productivity of employees and in the adoption of HPWP. They concluded that it is counterproductive for management and unions to compete for employee loyalty. This also is supported by Moreton (1999) who found that management's recommendation of union presence and having independent voice encourages management to relinquish self-interest and short-term financial outcomes in favour of a long-term, organization-wide perspective and also to prevent lay-offs and quitting which provide a stable workforce suited to management and in boosting employees productivity and reiterating the mutual benefits of a cooperative relationship between unions and

management. This will lead to the proposition that when unions have a poor relationship with management, they are likely to have a negative impact on the employees' performance and in the adoption of high performance work practices. Similarly, when unions are powerful and their relationship with management is good they can have a positive impact on the performance of employees and also for effective adoption of high performance work practice through enhancing their commitment and engagement to their job.

Hence, management should recognize and acknowledge labor union activities and contributions towards the employees' efficiency in the achievement of the goals of organization. This will bring about harmonious working relationship so as to enhance greater productivity and mutual resolution of conflicts. In addition, management must identify itself with the employees' demands especially on improved conditions of service so as to minimize the level of conflict and to foster understanding between management and the union members and ultimately to deliver the desired services and maintain the level of satisfactions of its external customers.

Further, the existence of well-defined union role and practice in the organizations also is essential for a number of reasons for the success of unionized organizations, Even though, there are major difference in the practice and applicability of its roles among unionized organizations due to the unique features of each work environment.

A case study of Africa research review, An International Multidisciplinary Journal, Ethiopia Vol. 7 (4), Serial No. 31, September, 2013:36-48 and other very recent related articles on Labor Union role practices show a gap in terms of maintaining working condition ,securing employees salary and benefits ,creating harmonious relationship between management and employees, conflict resolution, disciplinary action and employees participation and collective bargaining of employees and thereby in enhancing employees efficiency.

The very recent preliminary survey which was undertaken by the researcher by selecting some individual employees(i.e., three individuals from the representatives of the union, five senior customer service officers who are working at branches and three branch managers found in Addis Ababa) on the basis of their knowledge & skills that they have on the subject matter and also their years of experience in sighted that there is a problem on a gap between the effectiveness of the labour union in its practices and on employees

performance in the organization under the study , Since most of the respondents had given their negative feelings or feedback that they have towards it. These are, for instance; the prevalence of unfair management disciplinary measures upon the employees contrary to the terms and contacts of agreement, lack of having strong bargaining power for unknown reason, the representatives of the union are stand for their benefits to secure their own job security and career path by compromising the interest of its members at large. In nutshell, its existence as well as practice in employees relation in the organization is invisible or be considered as a symbol by its members. As the result of these facts, the productivity of employees can be compromised through reducing the exertion of utmost efforts by the employees in the achievement of the organizational goals.

Over and above, as there is no any related research on this topic in the bank so far , and also the existence of the above mentioned problem under study, the researcher is initiated to undertake the study on this topic to contribute in curbing the problem and enhancing the practices of the labor union in the organization, since an effective union practice in employees relation has a paramount importance in improving the productivity of employees in the achievement of organizational goals in general . Hence, this study will focus in assessing the impact of labor union on employees' performance in Commercial Bank of Ethiopia.

1.4. Research Questions

As there is no research made in the bank regarding this topic, this study will attempt to answer the following basic questions;

1. To What extent does the labour union in the organization enhance the performance of employees?
2. What is the effect of the labour union on employees' performance?
3. What is the level of bargaining power of the labour union?

1.5.Objectives of the Study

General Objectives

The general objectives of this study is to assess the impact labor union on the performance of the employees and forward some plausible recommendations that help the union and the

bank to use the roles of labor union effectively and efficiently in terms of boosting the performance of employees in the achievements of the goals of the organization.

Specific objectives

Specifically, the study will try to achieve the following objectives: -

1. To assess the extent to which the labour union enhances the employees' performance.
2. To assess the level of bargaining power of the labour union.
3. To assess the effect of the labour union on employees' performance.

1.6. Significance of the study

The study will contribute to wider employees of the bank in creating awareness about the practices of labor union and to enable them understand the impact of labor union on their individual performance so that their future productivity will be enhanced. It will also add to the existing knowledge in academics research in the area of the impact of the labor Union on employees' performance.

Furthermore, the study will have great importance to the management body of the bank in creating awareness and to have better understanding about the contribution of the union involvement in the decision making process to bring the desire change to the bank.

In the end, it will stimulate other researchers to conduct further research on different aspects of labor union practices on employees' performance and on the basis of research findings, to forward the possible recommendations in solving problems

1.8. Scope of the study

The finding of the research work will be applicable only to the employees of commercial bank of Ethiopia. And, even though labour union practices consist of a number of dimensions, the study haven been limited to major or common practices which impact on employees performance significantly; salary and Benefits, Working Condition and harmony, being in partnership in the decision making process through collective bargaining, Communication, conflict &complain handling and safety and health as to their contribution to the performance of employees.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Objectives of the Chapter

This chapter mainly emphasizes on the theoretical and literature part of the study undertaken. On the first part of the chapter it will try to see the theoretical base for the meaning and concepts about labor union and employees' performance. Under this, the definitions given by various scholars, the types & components of variables, the benefits or the advantage of the variables under the research topic will be assessed. In the middle and later part of the chapter, the impact of the independent variable over the dependent variable under the study will be considered to see their benefits and their relation accordingly. Related researches done before by different scholars and their results will also be seen. After the end of this chapter reader will be expected to have a better understanding about the concept of labor union and employees' performance and also will have a clue on the variables (i.e., independent as well as dependent) and the impact of roles of unions on employees' performance.

2.1. Introduction

Most organizations today fail to recognize and also understand its significant contributions towards employees' productivity through developing partners in progress, that complement management's effort towards enhancing employees' productivity and efficiency. Labour union is not destructive but a boost to the worker with intentions of motivating them to putting their best towards organizational productivity, by protecting their rights and interest. (Collins, 2013)

Productivity is therefore further enhanced when labour/management conflicts are mutually resolved creating more confidence in the worker and thereby making labour put in more effort towards the attainment of organizational goals. Hence, management should recognize and acknowledge labour union activities and contributions to the organisation. This will bring about harmonious working relationship so as to enhance greater productivity and

mutual resolution of conflicts. Moreover, management must identify itself with the employees' demands especially on improved conditions of service so as to minimize the level of conflict and to foster understanding between management and the union members.(Collins, 2013)

If the presence of a union in a workplace or firm boosts pay, the financial performance is likely to be worse unless there is a roughly equivalent union impact on productivity. Any such impact on productivity may lead to higher consumer prices and is likely to cause lower investment rates, contributing to economic senescence. Productivity matters a lot: increased productivity is the source of higher living standards for employees, more profits for capitalists and lower prices for consumers. Similarly, investment in physical and in human capital is a crucial source of economic dynamisms at the level of the firm as well as for the aggregate economy. Therefore, the manner in which unions in particular affect productivity, financial performance, and investment is keenly important.(Collins, 2013)

Unions influence employees' productivity modestly and favourably in Japan and Germany respectively. In the USA work places with union recognition attain superior productivity on employees via high performance work practices system. Further, Labor productivity may be higher in the presence of unions in terms of: first, firms' response to union relative wage effects may result in higher labor productivity, but this should not be interpreted as raising the welfare of society. Second, unions may play a monitoring role on behalf of the employer. Third, the familiar collective voice arguments may have favourable consequences. Fourth it is sometimes held that a union presence may make managers less lethargic. Finally, unions should stop exploitation of labor, resulting in improved productivity. Metcalf, D. (2014).

In another scenario, union presence may lower labor productivity due to the reason that it may be associated with restrictive work practices, which result from union malfeasance. For instance, increased security from disagreeably management decision is more possible for union than for non-union labor, and such security may be formalized through work rules and unions may operate in a conventional cartel like fashion by restricting output. Such practices take a number of forms but the scope for such practices is limited in competitive markets because the firm may go out of business.

The other reasons are related with industrial action that may have an adverse impact and union firms may invest less than non-union firms. The former one action causes uncertainty about the output levels and this will tend to reduce the effectiveness of resources devoted to marketing and distribution; and company performance will be impaired if delivery dates are not met (cavas1980). In the latter reason, unionized firms may invest less in capital equipment and research and development than non-union firms or the returns.(Grout, 2010)

2.2. The Meaning of Labor Union

There are a number of definitions about the meaning of labor union by different scholars. Some of the commonly used and defined are described here under;

Labor unions are organizations in which employees bond together to create a collective voice for negotiations with the employers. While some view labor unions as a negative, they actually can have several positive effects on the labor market in general. They can help both employers and employees, if they are utilized correctly.(Altenburg,T., 2010/12)

Again labor unions are organizations which are formed to protect the rights and interests of people working in a specific trade or profession. There are a variety of labor unions, and through these labor unions, employees receive benefits including health, pension and educational discounts.(Altenburg,T., 2010/12)

According to Brent Radcliffe Unions are organizations that negotiate with corporations, businesses and other organizations on behalf of union members. There are trade unions, which represent workers who do a particular type of job, and industrial unions, which represent workers in a particular industry. The American Federation of Labor-Congress of Industrial Organizations (AFL-CIO) is a trade union, while the United Auto Workers (UAW) is an industrial union.

According to H. Gregg Lewis, Unions play a pivotal role both in securing legislated labor protections and rights such as safety and health, overtime, and family/medical leave and in enforcing those rights on the job. Because unionized workers are more informed, they are more likely to benefit from social insurance programs such as unemployment insurance and workers' compensation. Unions are thus an intermediary institution that provides a necessary complement to legislated benefits and protections.(Altenburg,T., 2010/12)

Labor union has been seen over the years as one of the most common and popular feature of every organization's workforce, which seeks to protect —the rights and interest of labor (employees) from arbitrary economic exploitation and the abuse of dignity of labor by the management (employers). It is therefore seen as a fundamental tool and instrument used by workers in organizations to seek understanding as well as to influence management decisions that could be detrimental or contrary to the terms and the contract of agreement.(Altenburg,T., 2010/12)

In a nut shell, all authors in various studies somehow considered labor unions as an organization or institutions which both stand for to secure the mutual benefits or interests of both employers and employees. Further, a labor union is not a business, so it is tax exempt and files no articles of incorporation with the state or federal government. Since, this is an organization created and operated by employees who have the power to decertify the union with majority vote at will and has the right to collect dues for each member to pay for operational costs, but this collection does not constitute revenue for business purposes.

2.2.1. The Different Types of Labor Unions (by DachellMcSween)

1. Healthcare Unions

According to the service employees' international union, they have the largest health care union representing million members residing in the United States, Canada and Puerto Rico. These workers include nurses, doctors, lab technicians, nursing home workers and home care workers. Healthcare unions protect workers' rights and provide services in the form of insurance protection, legal, scholarships and medical benefits.

2. Public service unions

Public services unions provide services and protect the rights of employees working in public services including corrections officers ,child care workers and sanitation workers .these unions provide members with educational training health care service and pension benefits .The American federation of state ,Country and municipal employees is the largest public service union in the united states employees with more than 1.6 million members .Unite Here represents public service workers in hotel ,gaming, food service ,laundry and airport industries located in the united states and Canada .

3. Freelancer unions

According to the freelancers' union, 42 million people are considered independent professionals working as graphic designers, temps' writers, nannies and editors. Since many independent workers do not receive benefits from employers, many freelancer unions offer health, disability and life insurance benefits to members. These unions also offer educational seminars to train freelancers working in a variety of industries.

4. Manufacturing unions

Manufacturing unions represent workers employed as engineers, automotive operators, assembly and trade professionals. The united steel workers represent 1.2 million workers including airline professionals, healthcare and oil workers. Another manufacturing union is the united auto workers for auto manufacturing workers. These include engineers, designers and assembly workers. These unions offer health insurance, educational training, auto and life insurance for members.

2.3. The roles and practices of labor unions

The roles and practices of labor unions commonly related with securing or protecting the rights and interests of its members through collective bargaining both in terms of both financially and non-financial matters of the workers. Specifically, as Weil (2007) said it focuses in ensuring that whether unionized workers are given employer-provided health and pension benefits far more frequently than comparable non -union workers. Moreover, whether unionized workers are provided better paid leave and better health and pension plans.(Hirsch B. T., 2009)

Unions have played a prominent role in the enactment of a broad range of labor laws and regulations covering areas as diverse as overtime pay, minimum wage, the treatment of immigrant workers, health and retirement coverage, civil rights, unemployment insurance and workers' compensation, and leave for care of newborns and sick family members. Common to all of these rules is a desire to provide protections for workers either by regulating the behaviour of employers or by giving workers access to certain benefits in times of need (Weil 2007; Davis 1986; Amberg 1998). Over the years, these rules have become mainstays of workplace experience, constituting expressions of cherished public values. Less well recognized perhaps, is the important role that unions play in ensuring that

labor protections are not just ~~paper~~ promises” at the workplace. Government agencies charged with the enforcement of regulations cannot monitor every workplace nor automate the issuance of insurance claims resulting from unemployment or injury. In practice, the effectiveness of the implementation of labor protections depends on the worker’s decision to act. This is done either by reporting an abuse or filing a claim. Unions have been crucial in this aspect by giving workers the relevant information about their rights and the necessary procedures, but also by facilitating action by limiting employer reprisals, correcting disinformation, aggregating multiple claims, providing resources to make a claim, and negotiating solutions to disputes on behalf of workers.(Hirsch B. T., 2009)

The unions’ basic roles among the non-financial matters comprises ensuring occupational safety and health, maintaining harmony between the workers and the supervisors in enhancing team spirits, protect the employees against unfair measures taken by the management and labor exploitation in general. In this connection, particularly in occupational safety and health, the unions are supported by The Occupation Safety and Health Act of 1970 (OSHA) which provided the foundation for the Occupation Safety and Health Administration, and enforces the prevalence of safety and health standards at places of work to enhance the efficiency of employees. The administration’s purpose is to limit work-related injury, illness, and death due to known unsafe working conditions. Enforcement of OSHA regulations presents an obvious challenge; OSHA implementation requires worker action to initiate complaints.(OSHA, 2009)

In two studies of OSHA and unions in the manufacturing and construction industries found unions greatly improve OSHA enforcement. In the manufacturing industry, for example, the probability that OSHA inspections would be initiated by worker complaints was as much as 45% higher in unionized workplaces than in non-union ones. Unionized establishments were also as much as 15% more likely to be the focus of programmed or targeted inspections in the manufacturing industry. In addition, Weil found that in unionized settings workers were much more likely to exercise their ~~walk~~ “walk around” rights (accompanying an OSHA inspector to point out potential violations), inspections lasted longer, and penalties for noncompliance were greater. In the construction industry, Weil estimated that unions raise the probability of OSHA inspections by 10%.(OSHA, 2009)

In addition to the findings above, Weil notes that the union differential could be even larger if OSHA’s resources were not so limited. He claims, ~~Implementation~~ of OSHA seems

highly dependent upon the presence of a union at the workplace” (Weil 2007). Following the trend of declining unionization, OSHA claims have dropped from their peak in 1985 of over 71,500 and are currently at close to 37,500.(OSHA, 2009)

Evidence of the vital role of unions in implementing labor protections can be found in the research on various programs and benefits. Union membership significantly increases the likelihood that a worker will file a claim or report an abuse. Examples of this research can be found in such areas as unemployment insurance, worker’s compensation, the Occupational Safety and Health Act, the Family Medical Leave Act, pensions, and the Fair Labor Standards Act’s overtime provision.(OSHA, 2009)

Since the industrial revolution ,unions have often been credited with securing improvements in working conditions and wages .many unions were formed in manufacturing and resource companies ,companies operating in steel mills ,textile factories and mines .Over time ,however ,unions have spread in to other industries .Unions are often associated with the _old traditions _;companies that operate in heavily regulated environments .Today, a large number of membership is found in transportation ,utilities and government.(Brent Radcliffe, September 22,2008)

Labor unions, also known as trade unions continue to be controversial despite the purpose of supposedly protecting the rights of employees and laborers. A labor union is an organization created by a group of workers of a company to protect its workers when it comes to concerns on wages, working conditions and hours at work. These unions are more common in mining, construction, manufacturing and transportation industries and in recent years, have suffered from a decline particularly in the private sector. Some economists are also not in favour of this practice because of the monopoly that goes along with it. In the United States, labor union organizations include the United Auto Workers, United Steel Workers, American Postal Workers’ Union and the Screen Actor Guild. (Matthew Walters and Lawrence -August 26, 2003)

The number of union members and the depth at which unions penetrate the economy varies from the country to country. Some governments aggressively block or regulate a unions formation and others have focused their economies in industries where unions have not traditionally participated ((Brent Radcliffe, 2008)

In recent decades, unions have experienced limited growth due to a shift from old economy 'industries' which often involved manufacturing and large companies, to smaller medium sized companies outside of manufacturing. In the recent past, potential union members have spread into a larger set of companies. This makes collective bargaining a more complicated task, as a union leader must work with a large set of managers and often have a harder time organizing employees.((Brent Radcliffe, 2008)

The evolution of the modern work has also changed the role of unions. The traditional focus of union leaders has been representing workers when negotiating with managers, but when developed economies shift away from a reliance on manufacturing, the line between manager and worker becomes blurred. In addition, automation, computers and increased worker productivity results in fewer workers being needed to do the same job.((Brent Radcliffe, 2008)

2.3.1. Specifically, from the above mentioned various points, the roles of unions are described here under: -

1. To represent its members during bargaining process.
2. To protect the rights and discuss their pay & other financial benefits, working conditions and on other non-financial issues related with employees as per the labor proclamations and collective agreements.
3. To protect and promote their common interests between the employers and employees.
4. Regulate relations between workers (it's members) and the employers.
5. Take collective action to enforce the terms of collective bargaining.
6. Raises new demands on behalf of its members and help them to settle their complains and grievances.
7. Take collective action to enforce the labor law to protect the rights of its members by influencing the employers to meet its own obligation and also protect the interest of the employers by making employees (its members) to carry out their obligations.

2.4 The Impacts of Labour Unions on Employee's Performance

Unions have a substantial impact on the compensation and work lives of both unionized and non-unionized workers. Unions play a pivotal role both in securing legislated labor

protections and rights such as safety and health, overtime, and family/medical leave and in enforcing those rights on the job to enhance the productivity of the employees and bring the desired performance. Because unionized workers are more informed, they are more likely to benefit from social insurance programs such as unemployment insurance and workers' compensation. Unions are thus an intermediary institution that provides a necessary complement to legislated benefits and protections. (Matthew Walters and Lawrence -August 26, 2003).

Labor unions play a role in productivity. If employees are happy, if they are well represented and if their welfare is looked after, then they would perform better. Labor unions tend to ensure that the workers don't have a reason to underperform or not perform at all. Unions also negotiate timely pay hikes, change in benefits schemes and facilitate overall satiation of the employees. (<http://www.ehow.com/>)

Some of the unions' impact on wages, fringe benefits, total compensation, pay inequality, and workplace protections are: -

1. Unions raise wages of unionized workers and raise compensation, including both wages and benefits through negotiation.
2. Unions reduce wage inequality because they raise wages more for low- and middle-wage workers than for higher-wage workers, more for blue-collar than for white-collar workers, and more for workers who do not have a college degree.
3. Strong unions set a pay standard that non-union employers follow. For example, a high school graduate whose workplace is not unionized but whose industry is 25% unionized is paid 5% more than similar workers in less unionized industries.
4. The impact of unions on total non-union wages is almost as large as the impact on total union wages.
5. The most sweeping advantage for unionized workers is in fringe benefits. Unionized workers are more likely than their nonunionized counterparts to receive paid leave, more likely to have employer-provided health insurance, and are more likely to be in employer-provided pension plans.
6. Unionized workers receive more generous health benefits than non-unionized workers. In retirement, unionized workers are more likely to be covered by health insurance paid for by their employer.

In the end, unionized workers receive better pension plans. Not only are they more likely to have a guaranteed benefit in retirement, their employers contributing more toward pensions. (Matthew Walters and Lawrence -August 26, 2003)

2.4.1 Here Is a Look at The Pros and Cons Presented by The Advocates and Critics of Labor Unions.

There are many unions' pros and cons. If one looks at labor unions from the socialist or communist point of view, then there are very little advantages as the unions tend to take the economy backwards. But in a country like the United States, where socialism and communism don't exist in their true sense and definition, unions tend to very important functions. From facilitating bargaining on minimum wages to highlighting pressing concerns affecting the employees, from bargaining on employee benefits to a large number of factors that affect the working experience of everyone in an organization, unions can facilitate almost everything that are good for the employees and also helpful for the organization in many ways. (<http://www.ehow.com/>)

2.4.2 Some of the Pros of Labor Unions are described here under: -

1. They protect the interests of employees

Organizations like labor unions aim to ensure that workers are given fair compensation for their work. Employees who are members of a labor union are given the voice and support to demand for higher wages, a safe working environment and not work more than eight hours without overtime pay. Without this kind of organization, proponents are concerned about employers taking advantage of their employees. They say that without a support system to back up the employees, the management have all the right to impose policies at the office which are pro-management like no security of tenure, low wages and overtime hours without pay. (<http://www.ehow.com/>)

2. They can result to satisfied employees which is beneficial to the company.

Employees who are not satisfied with their jobs often leave the company, which can be a loss for the business. With unhappier workers, resignation is high and this would mean having to train new members of the staff as well as added expense to the company. With a labor union to negotiate with the company regarding better working conditions and higher

wages, employees are unlikely to resign because they will be content to work with their employers. This will also mean more productivity from the team and more sales for the company.

3. Labor unions are responsible for added benefits.

Advocates of labor unions believe that an employee is more likely to get what he or she wants when it comes to benefits such as number of paid leaves, retirement benefits and insurance coverage for both single employees and married employees. According to surveys, unionized members enjoy these benefits while only a small percentage of non-union members have access to these benefits. (<http://www.ehow.com/>)

4. Employees are protected from discrimination and inequality.

Individuals approving of labor unions say that employees who are union members will not be discriminated upon when it comes to religion, race, age and gender. Labor unions can include in their policy a clause about prohibiting the discrimination of an individual on certain factors, including sexual orientation and ailments such as being HIV positive. Without an organization to protect the right of an individual to work, it will be easy for some employers to hire not based on qualifications but on selection.

In short, if unions have a policy that there would be no discrimination, then the organization can actually be an equal opportunity employer and workers would be treated as people and according to their roles in the organization and not on the basis of their ethnic background, religion or gender. (<http://www.ehow.com/>).

5. It results to collective power which is a good thing for employees.

Some proponents of labor unions believe that there is strength in numbers which makes these organizations effective in being able for employees to bargain with their employers and get what they want. Through collective bargaining, employees are more likely to get more benefits, higher salaries and better working conditions from management as opposed to forwarding these concerns individually. (<http://www.ehow.com/>)

6. Unions help in containing attrition.

When employees are unhappy, they start to hate their job and look for a way out. Given a way out, they would leave. With unions in place, the employees can get some help and get their disgruntlement addressed. Unions tend to the working environment in offices, factories, stores and in all facets of a company's operations, striving to make things better all the time. This often ensures that employees are happy. When workers are happy, they are unlikely to leave. (<http://www.ehow.com/>)

7. The unions work on almost everything concerning workers and also the organization.

It doesn't always take the message of the workers to the management. It also facilitates communication from the management to the employees, thus facilitating a well formed bridge of communication. Organizations often use the trusted leaders of unions to communicate bad news or unfavourable updates to employees. Should those updates come from the senior executives or owners, there can be adverse fallout's which can be protected by the heads of unions. (<http://www.ehow.com/>)

2.4.3 Some of the Lists of Cons of the Unions are listed here under: -

1. Unions can often be expensive.

They may have a high membership fee and they may demand a certain budget from the company. In either case, it is the employees and the employers who have to shell out the money, something that doesn't always become desirable for all and sundry.

2. Unions have the power to boost productivity.

Thus, they also have the power to facilitate unproductiveness. Unions can call strikes, arm-twist the owners or the management of a company by the virtue of piggybacking on the manpower and there can be mass scale attrition.

3. Consistent demands or unjust demands of unions have often led to businesses going kaput.

If unions are not pragmatic, then the business is doomed.

4. Unions can often become a coterie.

Promotions, welfare, benefits and all perks of labor unions may get unevenly shared. Only some people who are within that inner circle may get most of the perks while normal workers may not get benefited at all or equally benefited.

Labor unions are the subject of much controversy in the United States. To some extent, this is due to a lack of information about the benefits that a union provides to employers and employees.

In a nut shell, a labor union is an organization of workers whose purpose is to negotiate with employers for better wages, safer working conditions, and fair treatment. Unions exist to make life better for employees, but they also provide benefits to employers. (<http://www.ehow.com/>)

2.5 The Relationship between the Union and Employees' Efficiency.

In a number of scenario, the practices of the unions have positive impacts up on the productivity of employees through maintaining satisfactions and well beings of the workers in general .This could be achieved through securing both financial and non-financial matters that is for instance; by being responsible in executing their obligations, improving the working conditions at work place, team sprits among the performers within the team, creating smooth relationship between the employees and the supervisors and by setting standards for financial pays. And so long as both parties (i.e., the employers and employees) have got the desired in formations about the roles and practices of the unions, they will be benefited out its contributions. (Fashoyin, T. (1997)

2.6 The Effect of Unions Being Committed to their Roles

Guest (1991) observes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance like motivation.

Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. When creating a commitment strategy, Armstrong (2008) asserts that ~~it~~ is difficult to deny that it

is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values." Creating commitment includes communication, education, training programs, and initiatives to increase involvement and ownership and the development of performance and reward management systems. Studies on commitment have provided strong evidence that affective and normative commitments are positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behaviour. The relationship between employee commitment and trade union membership has also been an important area of research. Various authors have investigated and commented on this area of research through different perspectives, and have come up with conclusions that vary from those of the others. Roznowski and Hulin, (1992: 126-130) tried to untangle the nature of the relationship between trade union membership and employee commitment in their study by using experimental research. In the end, they found that employees undertook specific changes in their behaviours-remaining in their respective jobs and also trying to affect changes on their job- that attempt to alter the work situation and came to the conclusion that there was a significant relationship between union membership and employee commitment. (Armstrong, 2008)

Further, low levels of employee commitment create one of four types of undesirable behaviour. First, dissatisfied individuals may attempt to increase job outcomes by stealing, using work time to pursue personal tasks, or by moonlighting. Second, they may withdraw from the job psychologically as manifested in such behaviour as not attending meetings, drinking on the job, or wandering about trying to look busy. Third, dissatisfied employees may practice behavioural withdrawal from the job as in absenteeism, turnover, or early retirement. Finally, employees may undertake specific change behaviours that attempt to alter the work situation.(Armstrong, 2008)

Japanese workers do not rate high on measures of employee commitment when compared to workers in other countries such as the U.S. However, Japanese workers score ~~“better”~~ on the measures usually hypothesized to result from higher levels of employee commitment. Japanese workers have lower rates of absenteeism, work longer hours on average, and seldom use all of their allotted vacation time than American workers. It has been argued

that such differences are due to higher levels of commitment by Japanese workers to the economic success of their firms which the unions (Tove Helland Hammer, 2009)

In general, from what is discussed and described above, it is clear that the various studies fail to come to a consensus with respect to the nature of the relationship between organizational commitment and trade union membership.

2.6.1 The Effect of Unions on Compensation and Benefits

1. Worker's compensation

Laws governing workers' compensation are primarily made at the state level (with the exception of federal longshoremen), but they generally form an insurance system in cases where a worker is injured or becomes ill at the workplace. The employer is liable in the system, regardless of fault, and in return they are protected from lawsuits and further liability. Once again, lack of information about eligibility and the necessary procedures for filing a claim forms the greatest obstacle to receipt of benefits. Fear of employer-imposed penalties and employer disinformation are important other factors weighed by workers deciding whether to act. As with unemployment insurance, unions provide information to workers through their representatives, and they often negotiate procedures to handle indemnity claims. Through grievance procedures and negotiated contracts, unions protect workers from employer retaliation and, furthermore, act to dispel the notion among workers that employer retaliation is commonplace. (Hirsch B. T., 2009)

(Hirsch B. T., 2009) Found that, after controlling for a number of demographic and occupational factors, union members are 60% more likely to file an indemnity claim than non-union workers. Employers and the private insurance companies that sell worker's compensation insurance policies have mutual interests in denying claims to limit costs. According to Biddle, higher denial rates lead to lower claim rates. The robust finding of Hirsch et al. demonstrates that unions provide a needed counterbalance to this interest.

2. Family Medical Leave Act (FMLA)

The FMLA grants workers 12 weeks of unpaid leave in a 12-month period to care for newborn or newly adopted children, or in case of a personal or family member's health condition. The leave taker is guaranteed the same or equivalent position upon return. One of the most striking characteristics of the act is that less than an estimated 60% of employees covered by the FMLA are not even aware that it exists. There is also widespread

misunderstanding on the part of the employer about whom the act covers and when it applies. There is evidence that this leads employers to reject legally entitled leaves.

According to Budd and Brey (2000), union members were about 10% more likely to have heard of the FMLA and understand whether or not they were eligible. Union members were found to have significantly less anxiety about losing their job or suffering other employer-imposed penalties for taking leave. And although the authors did not find union membership significantly increases the likelihood that a worker would take leave, they did find that union members were far more likely to receive full pay for leave taken.

The biggest obstacle to workers exercising their rights under the FMLA—besides the fact that the leave is unpaid rather than paid—is information, since only a very slim majority has even heard of the act. With the exception of a \$100 fine for failing to post a notice, employers have little incentive to inform employees of their rights. Unions are one of the few institutions to create awareness about FMLA's existence and regulations.

3. Fair Labor Standards Act (FLSA)

This act, passed in 1938, had two main features: first, it established a federal minimum wage. Second, it established the 40-hour work week for hourly wage earners, with an overtime provision of time and a half the hourly wage for work done beyond 40 hours. Trejo (1991) examined the union effect on compliance of the latter part of the FLSA, finding that employer compliance with the overtime pay regulation rose sharply with the presence of a union. He hypothesizes that this result reflects the policing function of unions because unions often report violations to enforcement agencies.

According to Knowles and Eade (n.d.) the core focuses of labor unions are to organize, press for fair terms and conditions of work, negotiate on behalf of the work force, provide services for members, network, and mobilize. So unions are considered the organizations only struggling to secure benefits for their members, such as financial gains like rise of wages, bonuses, various allowances insurance benefits, overtime payment and non-financial benefits such as job security, comfortable work places, and recreational facilities and decreasing fear of employer through collective bargaining.

However; several studies have shown that unions also have beyond collective bargaining role such as role in increasing workers' productivity or efficiency, improvement of workers' discipline, improvement of workplace peace and harmony and participating in

decision making with management.

In Ethiopia case, the roles of unions focus on representing their members in securing their rights and interest in general. In particular, of the workers' compensation, wages & fringe benefits, health and safety at work places, creating good working conditions and other non-financial benefits.

2.7 How Do Labor Unions Work?

Labor unions have a long history in the United States and across the globe. While many do not see the benefits of labor unions, for the union worker the benefits include higher wages, better benefits, and safe working conditions. Many people unfamiliar with labor unions and do not understand how they work. In general, labor unions represent the voice of their members. They work to ensure equality of wages, working conditions and health benefits. (Hirsch B. T., 2009)

Labor unions organize and represent the rights of employees in certain fields and industries. The average labor union represents its membership by negotiating on pay standards, benefits, and safety and security issues. Some conservative organizations such as the heritage foundation state that unions limit the number of employees in a company or within an industry. For example, the united auto workers' union only allows card carrying union members to work in companies such as general motors .by limiting the number of potential employees who can work in a company, the union attempts to drive up the average wage for all workers. (www.mykomms.com)

Union workers may strike as a negotiation tool during a collective bargaining situation. Typically, if the union and the employer do not reach an agreement before a set deadline, the union workers may stop working. Once a union goes on strike usually other unions within the same company will not cross the striking unions' picket line. This shows support and solidarity for the striking union. Strikes can last any amount of time for a few hours to a few months, or even longer.

At their best, labor unions can help simplify and streamline employer operations. It is easier to keep track of a single employment contract, for example, than track hundreds of individual ones. However, union relationships do go sour, and it's not always the fault of management. Labor unions must comply with laws against intimidation, threatening,

blocking access to company facilities and unfairly drawing uninvolved parties into labor disputes.

To make complaints against labor unions, first complain should be forwarded to the union leadership. If the problem is local to your union, union leaders may be able to help you by pressuring their members to shape up. However, keep in mind that union leaders work for your employees, not you. They will not take an action that is contrary to the broad interests of their members. They may be willing to help you deal with a rogue employee or union shop leader who is violating the law or threatening union interests.

Secondly, contact your state's department of labor development or department of industrial relations. Each state has an exclusive branch agency responsible for enforcing state labor laws and facilitating good relations between labor and business interests. Each state has different specific laws and procedures.

Third steps complain to the national labor relation board. This is a federal agency responsible for enforcing federal labor laws and has jurisdiction over union violations of the law as well as employer violations. They can help you with mediation services and even law enforcement resources, via the US department of labor.

2.8 The Importance of Labor Union to the Organization

By Luke Arthur

1. Simpler Negotiations

As an employer, one of the advantages of dealing with the labor union is that it simplifies the negotiations process. When you deal with a labor union, you do not have to negotiate with multiple employees. You simply talk to the head of the labor union and the head of the labor union speaks for all of the work force. By doing this, you can negotiate faster and more efficiently without having to worry about meeting with many different employees.

2. Employees' Satisfaction

Another advantage of dealings with labor unions is that it can improve employees' satisfaction, whose efforts are considered as the critical resources among other resources of the organization. When employees deal with unions, they may be more satisfied because they have a voice to speak to the employer. They get higher wages on averages and better benefits packages. When the employer meets the needs of employees better, they will be

more satisfied in their jobs and will be willing to work harder for the organization for better performance which could lead to higher productivity and better quality production to maintain the needs of external customers.

3. Less Turn Over

Another advantages of labor unions for the organization is that they lead to less turnover. When you have a work force that is comprised of labor union members, they will not leave their jobs as frequently. They have to pay dues to be part of the union, and they typically do not want to lose their position in the organization. When you have lower levels of turnover, it saves your business money in the long run by not having to train as many new employees.

4. Easier to Make Changes

Business regularly have to undergo change if they want to stay at the for- front of their industry. When a business has a labor union to work with, they can partner together to facilitate changes easier. When the employer knows that change is required, it can disseminate this information to the leadership of the union and the union can then pass the information along to the employees. Whenever one is on the same page, it improves the chances of the company getting through the change.

2.9 The importance of Labor Union to the Employees

Unions have substantial importance for both unionized and non-unionized workers specifically in terms of compensation and work lives. And some of the major are described here under:

1. Unions reduce wage inequality because they raise wages more for low and middle wage workers than for higher wage workers, more for blue collar than for white-collar workers, and more for workers who do not have a college degree.
2. Strong unions set a pay standard that non-union employers follow. For example, a high school graduates whose workplace is not non-unionized but whose industry is 25%unionized is paid 5%more than similar workers in less unionized industries.
3. Unionized workers receive better pension plans. Not only are they more likely to have a guaranteed benefit in retirement, their employers contribute 28%more toward pensions
4. Unionized workers receive 26%more vacation time and 14%more total paid leave (vacations and holidays).

5. The impact of unions on total non-union wages is almost as large as the impact on total union wages.
6. The most sweeping advantage for unionized workers is in fringe benefits. unionized workers are more likely than their non-unionized counterparts to receive paid leave are, approximately 18%to 28%more likely to have employer provided health insurance, and are 23%to 54%more likely to be in employer provided pension plans.
7. And finally, the advantages of the unions to the organizations are also indirectly can be considered as an advantage for employees.

In a nut shell, Unions play a pivotal role in securing legislated labor protections and rights such as safety and health, overtime and family /medical leave and in enforcing those rights on the job. Because unionized workers are more informed, they are more likely to benefit from social insurance programs such as unemployment insurance and workers' compensation. Unions are thus intermediary institutions that provide a necessary complement to legislated benefits and protections.(Matthew Walters and Lawrence, 2003)

2.10 Employees performance

The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employees' performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. In other way round, employee performance is defined as whether a person executes their job duties and responsibilities well and many companies assess their employees' performance on an annual or quarterly basis in order to define certain areas that need improvement. A recent study in (Nederland's (Den Hartog and Verburg)defined performances in terms of a bundle of meaning full practices labelled as employee skill and having direction, were related positively to the perceptions of employees' willingness to go beyond contract and to the perceived economic performance of the firm., but negatively to employees' absence.

Employees' performance is a critical factor for organizational success. Specifically, performance can be defined in the following manner;

1. a: The execution of an action
b: something accomplished which is related with creating a more sustainable future

2. The fulfilment of a claim, promise, or request which are related with implementation
3. The action of representing a character in a play
4. a: The ability to perform something which is related with efficiency i.e., the ability to do something without wasting materials, time or energy: the quality or degree of being efficient (technical)
- b: Efficient operation which is an effective operation as measured by a comparison production with cost (as in energy, time, and money).
5. The manner of reacting to stimuli: the desired behaviour in terms of high performance work practices
6. The linguistic behaviour of an individual: the ability of an individual to speak a certain language –compare competency.(www.merriam-webster.com)

In addition to mentioned above, Various studies also define employees performance in terms of different measurements ; for instance ;in terms of their contribution towards economic aspects of the firms, their commitments and engagements to their duties , degree of their efforts in the adoption of innovative forms of work and high performance work practices, being flexible and capable to bring the desired change to the organization and their willingness or motivation for the achievements of the organizational goals.

2.11 What Factors Predict Employees' Performance

Literatures explored that the employees' service performance depends on the quality of training and performance appraisal. Although high skilled employees are possessing higher qualifications and sound standard of education, training is inevitable due to dramatic changes happening every second. Interestingly, the formal training not only increased productivity and bridged the gap between company performance and industry productivity standards but also improved product quality and reduced the product scrapping rate .As a result ,the results revealed that training and performance appraisals are the valid predictors of examining employees service performance and thus the findings suggested that training and performance appraisals have a significant influences on improving employees performance. (the survey results through exploratory factor analysis, factors influencing the employees performance in ministry of Edu .,in sultanate of Oman 25july2015vol197:23-30 7th world conference on education science by Saleh Al-Sinawi, Chua Yan ,AdbulRahmanIdris)

The other factor is related with the degree supervision and coaching made by the managers of their subordinates. It is every manager's goal to ensure that the subordinates under their supervision deliver the highest possible performance by having and inculcating the desired management tools and thereby creating good working environment and harmony among employees. Having so, the recognition given by the managers to their subordinates' effort can also influence their willingness or motivation through creating internal feeling or tension towards using their creative potentials that they have. But the question is what the performance depends on. The answer is well known: employees working performance is given by his or her professional preparation (Education, skills, experience). It means that he or she has to know how to work in his or her field. This makes the upper level of his or her performance in addition to properly coached by the managers.

Further, working performance is given by his or her attitudes to the working behaviour, it means he or she has to want to execute the task. This is the reflection of motivation and concerns the amount of energy he or she is willing to invest to the accomplishment of the task. There are also some circumstances influencing the working performance that cannot be influenced by the employee or can be influenced by the employee only to the certain extent. For instance; the organization of the work, working tools, access to the information, working environment, bad arrangement of the working place and things like that belong to these circumstances, this means it is also necessary to arrange the employees to be able to provide the working performances. In short, if the employee has the specific needs and is motivated, some tension is created in him or her. To release the tension, he or she has to make an effort, whereby applies, the higher the tension, the more effort will be made, then effort made leads to attaining the higher performance and satisfying the need.

Theoreticians of the work motivation see the reasons of the specific human behaviour in his need to achieve his subjective goals. It consists of three parts: motivation tension, feeling of probability of the goal attainment and the value of the goal that can be attained. Extent of the difference between the expected final state and perceived reality is understood a motivation tension. The feeling of the probability of the goal attainment is evaluated. The goal attainment is motivating. A target value expresses the position of the target in the scale of value of a man .it is also a subjective parameter. Further, as the motivation is the willingness to invest considerable efforts to achieve the goals of the company, it is

conditioned by satisfying the employees need at the same time (Robbins & Cuoultter, 2004). it is the task of managers to help the employees to recognize they can satisfy their own needs, use their potential and contribute to the common company goals. The condition to achieve that is to keep the good relationship with them and to be interested in them. And from these we can imply that, an individual being motivated will influence his or her ability to use the creative potential for the desired or higher performance.

Hence, the manager in order to realize the desired performances out of his subordinates and also to leverage higher work practice, he should be able to identify their internal feels, needs or motives by having close interaction with them and react accordingly to utilize their utmost efforts.

In the end, a learning management system can be a major influence in boosting employees performance by helping lower training costs and increase the organization training effectiveness. and by which it will be easy to use online training platform, that employees of the organizations will gravitate to and actually enjoy doing their training on. In addition the organization will be able to assign specific training to the individuals who need it most, track when it has been completed, and have automated reporting to show how well the course information was retained and to guarantee the learners are getting what they need from the training ((www.litmos.com))

2.12 The Meaning of High Performance Work Practices

The questions of whether the way people are managed and treated at work contributes to the overall performance of the organization, has been much debated. The focus of this debate has tended to be on the formal processes and procedures within the organizations. These high performance work practices have been the subject of a wide range studies designed to test their impact.

The literature has shown that such practices tend to be part and parcel of an approach that emphasizes high quality goods and services, and engaged and empowered workforces. practices studied include those related to training and skills, participation, empowerment, and communication and compensation. The practices themselves are believed by some to be additive i.e., the more the better but by others to work more effectively in combination. Some see these combinations as grouped into coherent bundles of practices e.g., practices

that act together to enhance employee skill or involvement ,and others have suggested that practices need to fit with the business strategy of the firm e.g., skill enhancement practices are best considered in an environment with high skill demands .

According to (Ashton and Sung (2002))suggested that high performance work practice is unique in that:” the organization of production is based on the assumption that completion is based on just on cost, but on incremental; improvements in the quality of the goods or services produced. And the division of labor is organized to ensure that all employees are in a position to contribute towards the overall performance of the organization. Management is no longer the sole repository of knowledge and also means that they (workers) must acquire the social and problem solving skills required for the Management of production, in addition to the technical skill required for their immediate work tasks. This generates the conditions not just for higher levels of learning and skill formation, but for learning to become a continuous process.”

There is now considerable evidence across a wide range of studies that adoption of practices is associated with good business performance .Interpretation of the size of the effect is difficult as different studies link different combinations of practices and different measures of performance ,but they suggest that as much as 20-40percent of productivity differences between firms may be accounted for by differences in HR practices .Despite these strong associations with performance ,estimates of uptake suggest that less than a quarter of organizations adopt such practices to any significant extent.

Discussions of impact suggest that HPWPs act to improve the self-confidence and flexibility of the work force and contribute to improve motivation, morale and commitment which in turn are related to enhance individual performances.

High performance work places or organizations have been described in various ways, but there is a general emphasis on engaged and empowered workforces and on high quality goods and services. For example, it is defined them as those organizations that are moving towards a flattened and less hierarchical structure, where people work in terms with greater autonomy, based on higher levels of trust and communication. HPWPs are similarly defined as those practices which contribute to HPWOs.

2.10.1. Components of High Performance

1. A Vision based on increasing customer value by differentiating an organization products and services and moving towards the customization of its offering to the needs of individual customers.
2. Leadership from the top and throughout the organization to create momentum.
3. Decentralized decision making by those closest to the customer, to constantly renew and improve the offer to customers; development of people capabilities at all levels with emphasis on self-management, team capabilities and project based activities.
4. Support system and culture which include performance operations and people management processes, aligned to organizational objectives to build trust, enthusiasm and commitment to the direction taken by the organization.
5. Trust and commitment based relationships both within and outside the organization

2.10.2. Union impact on the effective adoption of high performance work practices

Research on the negative impact of unions on HPWP has been challenged. There is evidence to indicate that unions do not impact negatively on the introduction of HPWP. As Moreton (1999) examined data from the Organization Employee Relations Survey on British Private Sector Unionized Companies and found that collective bargaining did not decrease labor productivity. Secondly, Black and Lynch (2001), using data from the US Educational Quality of the Workforce National Employer Survey, found that union presence did not affect the positive impact of high performance in work practices and on productivity employees.

There is also a substantial body of research to indicate that union presence is positively related to the introduction of HPWP. Gregg and Machin (1988) found unionized organizations were more likely to have an employee share scheme than non-union organizations. Marginson (1992) found that unionized organizations were more likely to have share ownership and wider arrangements for worker participation. Easton and Voos (1992) interviewed 313 Fortune 1000 companies and found innovative practices were more prevalent in union firms. This was also the case in the Survey in Britain (WIRS3) that showed that elements of HRM were equally or more commonly found in unionized workplaces than those without unions (Millward, 1994). Freeman and Rogers (1999) found that there were more participation schemes in unionized organizations.

Black and Lynch's (2001) study in US manufacturing found that there was a higher probability of an organization using good employment practices (such as staff attitude surveys, job rotation, quality circles and organization consultative committees) when unions were involved in training. In addition, HPWP are more likely to be present in union workplaces and there is research that indicates that unions facilitate the implementation of HPWP. Voos (1987) found that organizations that have union leaders involved in administering participation programs improve product quality but when union leaders were not involved there was no improvement and those unions that don't support participation efforts can cause them to be less productive or fail. Further, union delivers job security and job tenure which secures employee engagement, employee cooperation and commitment by promoting employee trust in management and also provides a stable workforce that maximizes the net benefits.

Finally, there is evidence that unions deliver better outcomes from the adoption of HPWP and that productivity gains from HPWP were significantly higher when a union was present, and with no significant productivity boost from HPWP when no union was present, attributing these outcomes to the effects of employee voice. They also found that a unionized plant with HPWP had higher productivity than a non-union plant without HPWP. In addition to this, Wood and O'Creevy's (2008) study of direct and indirect employee involvement in 25 European multinationals found that the exclusion of unions led to less employee involvement and poorer productivity.

From the weight of these evidence, that HPWPs are not a substitute for union who can have a positive impact on the effective adoption of HPWPs and move to an examination of how union can impact positively on the effective adoption of HPWPs and thereby enhance employees' productivity.

2.10.3. The followings are the most examples of how the union impact in the adoption of high performance work practices

1. In terms of enhancing collective and individual voices

There is evidence that employees' voice through union makes an important contribution to workplace performance by avoiding costly disputes; reducing exit behaviour, including quits, absenteeism, idleness and quiet sabotage; and facilitating employee involvement.(Addison & Ramirez)

It has been argued that HPWP provide avenues for direct employee individual voice which negates the need for collective employee voice through unions. However, evidence indicates that individual voice and management sponsored collective voice are not substitutes for independent collective voice that allows employees to initiate issues and articulate grievances. There are distinctive differences between collective and individual employee voice. Individual voice through HPWP is direct through management and on line or part of the work process, whilst collective voice is indirect through union leadership and off line or not part of the work process (Rubinstein, 2001). Direct voice mechanisms that are incorporated into the management chain and make it difficult for employees to provide genuine input without fearing reprisals (McLoughlin and Gourlay, 1992). In particular, it is difficult for individual workers to have an impact on managerial policy or action if it represents a direct challenge to managerial authority (Haynes B. 2.).

There is some research evidence for this. Benson (2000) questioned whether non-union organizations adopting the HRM paradigm can provide employees with adequate voice and found that union organizations were more likely than non-union organizations to have all voice mechanisms, including collective voice, management sponsored voice and individual voice. In Britain, Millward, Stevens, Smart, and Hawes (1992) found that employees in non-union organizations had few voice mechanisms and the ones they had were direct or incorporated into the management chain. In New Zealand research found that less organized and skilled workers had difficulty in exercising appropriate voice (Haynes B. , 2005). Research has shown that individual and collective voice can coexist and have a synergistic effect when introducing HPWP indicating that voice mechanisms complement rather than substitute each other. (Pekruhl, 1996) of the European Foundation for the Improvement of Living and Working Conditions argue that direct participation does not endanger indirect participation, proposing that direct participation is more likely when a union is present and also more likely to make a positive contribution. Other research evidence supports this conclusion. Kessler and Purcell (1995) found that union presence did not suppress the development of individual voice; Sisson (1997) found that direct participation was more effective when a union was present; and Lloyd's (2001) study of pharmaceutical companies found that consultation with employees only took place when the organization recognized unions. However, Freeman and Med off (1984) caution that voice cannot succeed without an appropriate response from management and from unions

in response to changes proposed by management. Subsequent research has supported the proposition that the relationship between voice and productivity depends on management's response to employee voice.

Research by (Bryson C. a., 2006) found that there was a strong and positive relationship between worker perceptions of managerial responsiveness and managerial perceptions of productivity. They concluded that it is the orientation of management towards employees, rather than human resource management practices, which determine high performance. However, managers were more likely to respond to direct voice than collective voice, particularly when unions were weak, resulting in suboptimal outcomes for workers and management in UK union workplaces.

In general, though some researchers have argued that HPWP negate the need for unions by providing management sponsored employee voice, there are substantial researches that show the independent voice complements the voice mechanisms of HPWP and contributes unique value to employers and employees by facilitating the effective adoption of HPWP through increasing employee involvement, commitment and trust. In particular, research indicates that unions extend voice mechanisms; make direct voice more effective; and provide a collective voice which delivers different outcomes to individual and management sponsored voice. However, management responsiveness to employees' voice plays a critical role in outcomes.

2. Through promoting a long-term and organization-wide perspectives

Systems of Corporate Governance that impose a short-term time frame are not conducive to the implementation of HPWP which require longer time horizons. It has been argued that unions counter management predisposition towards unilateral, short-term decision making which market pressures promote (Addison, 2005; Freeman and Rogers, 1999). Unions take an organization-wide perspective when contributing to decisions, whilst management can make poorer decisions based on their own interests and incentives. ((Effect of Collective Bargaining Process on Industrial Relations environment in Public University, 2013)

The independence of unions allows them to challenge decisions that are not in the best interest of their membership and challenge the logic of management proposals. Union representatives are able to take a longer-term perspective because their career paths are not

tied to the organization. It has been found that conflict is not detrimental to decision making processes because different perspectives often result in better quality decisions that are more likely to be accepted by employees and subsequently improve the speed of implementation for the desired high performance.((Effect of Collective Bargaining Process on Industrial Relations environment in Public University, 2013)

Hence, from the above weighted evidence we can say that it is possible to achieve high performance work practice in a long-term and organization-wide perspective through the involvement of unions in the decision making process in integrating and securing the interests of its members with the employer. And the integration of both interests is important to ensure the stability of the existing valuable and well experienced employees which will reduce long term recruitment and training costs for future of the organization. ((Effect of Collective Bargaining Process on Industrial Relations environment in Public University, 2013))

3. Through enhancing Job Satisfaction

The relationship between job satisfaction and trade union membership has been a significant area of research and also various authors have investigated and commented on this area of research through different perspectives.

(Bryson C. a., 2004) Examined the employer - employee data from the 1998 British Workplace Employee Relations Survey (WERS). They sorted dissatisfied workers among union members and reported that there was no negative relation between trade union membership and job satisfaction, implying that dissatisfied union members would report job dissatisfaction irrespective of their union status.

(Berger O. a., 2009) Also focused their study on particular components of job Satisfaction and suggested that the union membership and the job outcomes (pay, job security, job structure, etc) received by workers are positively related with each other. Thus, if factors such as wages and employee benefits are taken into consideration, the positive impact of unionization on job satisfaction will be enhanced (Lange, 2009). Likewise, Labor Force Survey (2009), showed that the earnings of the union members were 15.3 per cent more than the earnings of the non-union members, - £13.60 per hour for union members as compared to £11.80 per hour for non-union members (Barratt, 2009). From the discussion

we can imply therefore that unionized employees would be more satisfied than non-unionized employees, and there by their performance will be enhanced.

4. Through Establishing Union Networks

It has been proposed that unions can add value by providing an efficient way of communicating and negotiating with employees. In particular, union networks have an infrastructure that facilitates lateral communication and coordination. Negotiations are also less expensive if the organization only has to deal with union specialists (Cutcher-Gershenfeld, McKersie & Walton, 1989; Eaton & Voos, 1989; Black & Lynch, 2001; Rubinstein, 2001; Addison, 2005). Rubinstein's (2000) examination of the General Motors-United Auto-workers' partnership at Saturn Corporation concluded that the union made a large contribution to enhance high performance through its capacity to spread information rapidly through union networks. In particular the communication and coordination skills of union.

Further, union advises led to a substantive capacity to spread information rapidly which had a positive impact on performance. More specifically, there is evidence that union communication infrastructure facilitates and reduces the cost of HPWP. It has been demonstrated that effective communication is required to introduce HPWP among employees because they require the involvement and commitment of employees (Cooke, 1990; 1992; Eaton & Voos, 1994; Levine & Tyson, 1990). For example, team based manufacturing systems require employee participation in off-line problem solving. To achieve this, the organization must share information and help employees to understand business decisions. This information is difficult to explain to each individual employee, particularly if the information is sensitive, and unions can provide a mechanism for delivering this information to employees. (Rubinstein, 2011)

5. Through Promoting of Workforce Stability

Research has demonstrated that the collective voice of unionism leads to lower probabilities of quitting, longer job tenure and a lower lay-off rate which reduces the costs of training and recruitment and increases productivity (Delery, Gupta, Shaw, Jenkins & Ganster, 2000; Freeman & Medoff, 1984; Miller & Mulvey, 1993). More specifically, Osterman's (2000) research found that the presence of a union reduced the probability that HPWP were associated with layoffs. Unions contribute to the effective implementation of HPWP because job tenure contributes to stable team membership, which is important to

team effectiveness. Also, employees are more prepared to participate in employee involvement programs when they feel the union will protect their employment security (Levine & Tyson, 1990; Black & Lynch, 2001). Research has found that although workers and their unions may initially decide to cooperate in the adoption of HPWP, they may respond with resistance or apathy if management violates the psychological contract through lay-offs (Godard, 2004).

6. Through increasing employee trust and commitment

Unions can create trust in management and commitment to organizational change if they are strong and have a cooperative relationship with management. Rubinstein (2011) proposes that employees trust unions because they are independent and union leaders, unlike appointed managers, are elected to represent the interests of employees. There is evidence that employees see a positive role for unions in protecting their interests when change is introduced (Kochan & Osterman, 1994; Levine, 1995; Marshall, 1992). However, the strength of unions and the quality of the relationship between unions and management affect the ability of unions to create employee trust in, and commitment to, management which are antecedents of the effective adoption of HPWP. Regarding the importance of strong unions, Bryson (2001) found that strong and effective unions that were supported by management had higher or similar levels of trust in management to non-union organizations. However, when unions were weak, in effective or faced management opposition, employees were less trusting of management than when no union was present, indicating that no union presence is preferable to ineffective unionism in creating employee trust. Employee trust in management was higher when there was a balance of power between unions and management which improved both the working lives of employees and the performance of the organization. Similarly, Lloyd's (2001) research found that when there were weak unions management were unable or unwilling to manage the change process effectively indicating that without power unions are likely to have a neutral impact on the adoption of HPWP among employees.

Regarding the importance of a cooperative relationship between unions' and management Deery, Iverson, and Erwin (1994) found that commitment to employers occurred in a cooperative industrial relations climate, with a hostile climate leading to high commitment to unions and low commitment to management. They also found that a cooperative industrial relations climate was associated with higher employee commitment to the

organization but lower commitment to the union. However, Carson et al. (2006) found that good industrial relations were associated with dual commitment to the organization and the union. They also found a positive relationship between employee commitment and positive outcomes, including satisfaction and morale, which were enhanced by the dual commitment of employees. They concluded that it is counterproductive for management and unions to compete for employee loyalty. This is supported by Moreton (1999) who found that management's recommendation of union membership boosted productivity reiterating the mutual benefits of a cooperative relationship between unions and management.

It is likely that power interacts with the quality of industrial relations in determining union impact on effective HPWP adoption. Ramirez et al. (2007) propose that a union's capacity to fight the employer (strength) and willingness to do so (militancy) can serve as enforcement or forestalling agent. In support of this, research conducted by Wells (1993) found some indication that the quality of industrial relations may mediate the impact of unions on HPWP, finding that HPWP were less likely in organizations characterized by union militancy. This leads to the proposition that when unions are powerful, militant and have a poor relationship with management, they are likely to have a negative impact on the effective adoption of HPWP. Similarly, when unions are powerful and their relationship with management is good they can have a positive impact on the effective adoption of HPWPs among employees.

2.13 The Importance of an Integrative Relationship Between Unions and Management

The relationship between unions and management, mediates for an effective and higher employees' performance, supporting (Medoff's, 2009)proposition that "unionism per se is neither a plus nor a minus to productivity: what matters is how unions and management interact at the organization" (p. 179). (Medoff) conclude that productivity depends not on what unions and management do separately, but on their relationship with one another and suggest that cooperative industrial relations promote the positive aspects of unionism and adversarial industrial relations increase then negative aspects of unionism. Consequently, an adversarial approach to unions' by management is likely to be a barrier to the desired performance of employees by introducing restrictive work practices that inhibit the introduction of practices such as contingent compensation, empowerment and self-

managed teams. On the other hand, cooperative industrial relations will facilitate the effective adoption of HPWP by eliciting management responsiveness to independent union voice and union awareness of, and commitment to, management agendas. As a consequence, union resources are used in the service of removing the barriers to effective high performances of its members.

The quality of the relationship between management and unions mediates the relationship between union presence, which delivers independent voice, and the variables of cost effective communication, long-term perspective and employees trust, work force stability, cooperation and commitment, that are necessary elements for productivity of employees. It is likely that workforce stability, which also contributes to the desired levels of performance, is a consequent of union presence regardless of the quality of industrial relations that are in place.

The partnership approach recognizes the importance of representative systems, such as unions, and direct forms of employee involvement and participation (Godard, 2004). To leverage the positive aspects of unionism management must replace the pluralist perspective that has dominated traditional industrial relations, with a partnership approach that places less emphasis on conflict of interests between employers and employees and more emphasis on mutual gain (Godard & Delaney, 2001). Guest and Peccei (2001) give several successful examples of the partnership approach. In particular, Magna Copper Company engaged its nine unions in cooperative labor-management partnership to introduce HPWPs. The partnership replaced a bitter adversarial relationship between management who were doggedly autocratic and unions who prided themselves on their militancy and produced important productivity gains. Similarly, the General Motors-United Auto workers' partnership at Saturn Corporation found that cooperation between management and unions resulted in leadership in the domestic car consumer ratings based on vehicle quality, reliability and satisfaction.

In addition, the partnership approach has a positive impact for employees in fulfilling their social and psychological needs of workers, increasing their sense of identification and belonging (Godard & Delaney, 2001; Kochan, 2000; Kochan & Osterman, 1994; Pfeffer, 1998). Enjoying practices such as teamwork and the opportunity to share their ideas (Freeman & Rogers, 1999) with Hunter, MacDuffie and Doucet (2002) in their

finding reported that 77% of employees preferred teams to the old system. It has also been suggested it has also a positive impact for unions with Ramirez et al. (2007) proposing that the partnership approach strengthen unions by increasing the importance of employees to critical business processes and relationships which strengthens the collective bargaining power of employees.

In an alternate view, several authors argue that a shift from a pluralist collective to a unitary individualistic paradigm, which deemphasizes interest conflicts and emphasizes mutual gain and direct employee participation, legitimates cooperation with management which weakens the union's ability to represent workers (Purcell & Gray, 1986; Storey, 1995; Ramirez et al., 2007). In support of this Belfield and Heywood (2004) found that better workplace relations further reduced the desire for unions. However, North American case research found that it seemed to diminish support for a union if it did not cooperate, but had a neutral or positive effect when it did (Allen & Van Norman, 1996; Frost, 2000; Verma, 1989; Verma & McKersie, 1986). Other authors have argued that partnership approaches have had a negative impact on employees and unions and that the positive effects of it on competitiveness are obtained at the expense of employees, through intensification of the work process and management by stress (Turnbull, 1988).

In nut shell, from the above discussion we can conclude that, If the partnership approach does impact negatively on employees, unions in a partnership role are better able to protect the interests of employees, ensuring that they are advantaged rather than disadvantaged. In this mutual gains model the focus is on management and employees working together to ensure gains for both, including job security for employees and productivity for employers (Rubinstein, 2001). In particular, Magna Copper produced gain sharing outcomes for both the organization and employees (Guest & Peccei, 2001). Partnership advantages unions and their membership through its shift to consultation, away from the power-based collective bargaining, which delivers greater knowledge of and capacity to influence business strategy and management style (Heery, 2002). It has also been argued that a partnership role may provide opportunities for union renewal by enabling unions to discard their traditional, adversarial role in favour of a new partnership one that demonstrates their relevance to both management and employees (Godard, 2004). In the end, unions in a partnership role can facilitate and ensure that employees share in the net gains that result.

2.11.1. Factors for resistance to partnership by management and union

As we have discussed earlier, Partnership focuses on shared interests whilst recognizing that employers and employees have differing interests (Rubinstein, 2011). Employers adopting the partnership model acknowledge that they have an inherently unequal relationship with employees that limits direct voice and accept that unions provide an important independent voice that ensures that employees share in the economic success of their organizations (Rubinstein, 2001). Deery, Iverson and Erwin's (1994) research found that a pluralist approach is possible and employees can be simultaneously committed to both the union and the organization. When management sees a positive role for unions they can ensure effective changes are introduced and facilitate the introduction of change in general. However, Kochan et al. (1986) propose that an anti-unionism management attitude prevails based on the belief that unions are a threat to managerial sovereignty and Chen (2007) suggests that managers regard unions as hindrances to workplace flexibility and timely response. This has resulted in union avoidance and suppression strategies, including making it difficult for unions to conduct organizing drives; repeatedly telling employees that a union presence could lead to strikes, lost income and plant closings; and monitoring and disciplining union activists.

Heery (2002) also argues that institutional environments that drive management to focus on cost reduction in competitive markets and rely on measures of financial performance that lead to a desire for management prerogative and speed of decision making. He suggests that in Britain partnership may be more likely in organizations where acceptance of unions is high and there is a commitment to value added competition management desire to maintain control.

A second barrier to partnership is union resistance to partnership. Heery, (2002) proposes that some unions have resisted the implementation of partnership based on the belief that organization guarantees of union participation in management are not credible in the long-term which will ultimately damage the credibility of unions and there is some evidence that the advantage of partnership has been skewed towards management. He also indicates that several prominent partnership agreements have emerged from a threat to unions in some core industries and involve "union accommodation to an employer dominant process of reform" (p. 25). Union members have also rejected partnership in some instances with strikes and shop steward opposition and votes against partnership in some cases. However,

Heery also cites high employee endorsement of partnership in a range of organizations and Godard (2004) argues that whilst initially employee participation was rejected by unions, many unions now accept that the partnership approach involves employees and unions taking on tasks that were once exclusive to Management. Another issue is that collaboration with employers may generate problems for unions over time because of tension between its traditional and new cooperative roles with Murray and Reshef (1988) arguing that although the dramatic decline of unions and a very different environment means unions must change to survive, they may not be able to. For example, the union at Saturn experienced internal tensions and conflicts after partnership was implemented (Rubinstein & Kochan, 2001). Ironically, Mansell (1987) found that weak unions were better able to maintain their cooperative role which presents a mystery given that I have presented evidence that powerful union make a contribution. Over time, unions may revert to their traditional adversarial role which focuses on the advancement of worker interests through direct pressure on employers using strikes and collective bargaining. And, Successful adaptation of unions means the assumption that unions should stay outside the management decision-making process.

In conclusion, from the above mentioned discussion, it is important to consider the advantages of being as a partner having a differing interest in both parties and also to consider the factors that may prevent unions from making a contribution to organizations and employees in general.

2.12. Conceptual Frame Work

The dimensions of the determinants for employee performance vary among organizations. In order to decide which model of Employee performance best fits the intention of the researcher to measure employees' performance level arise from labor union roles practice, let us see different models developed to measure employee performance level.

Empirical studies about China's private enterprises, on the impact of labor union on performance of, and employment relations in china finds evidence of a positive and statistically significant union effect on labor productivity. In addition, the further study on

union effects on various aspects such as wage, benefits, job security, working condition and harmony, total employment, and percentage of workers signing legally binding

employment contracts indicates besides their proper importance, findings on these variables also shed light on possible reasons for the positive union effect on labor productivity. This empirical study was performed by taking labor productivity as a dependent variable and union roles in terms of: securing wages and benefits, job security, working conditions and harmony, total employment and percentage of employs who sign legal employment contract as explanatory variables.

The regression model used to study the union impact on employees' performance is as follows:

$$Y_{eir} = \alpha + \beta \cdot U_{eir} + X_{eir} + \epsilon_{eir}$$

(where Y_{eir} is the measure of performance (i.e., Labor Productivity) for enterprise e , industry, in region r , X_{eir} is a set of control variables including entrepreneurial characteristics, enterprise characteristics, and industrial and regional dummies. Standard error is clustered at the region-level, allowing arbitrary correlation within the region. In the above formula in which Labor Productivity is the dependent variable. It is found that unions have a positive and statistically significant impact on employees or labor productivity. Meaning, a union is associated with a 0.079-standard-deviation increase in labor productivity.

The study also finds that, although unions do not directly contribute to positive wage gains for the workers, they do contribute to better employee benefits, increased signing of formal employment contracts, and hence more harmonious employment relations in China's private enterprises. The performance findings suggest that workers' interests are promoted not at the cost of harmony in employment relations. (YiLua, ZhigangTaoa*, and Yijiang Wangba University of Hong Kong b Graduate School of Business ,August 2009 empirical studies on union impact employees performance in china private enterprises)

In addition, the study on unions and productivity by Metcalf, David (2002) on the basis of cross sections of workplaces of firms and few recent case studies ,shows that in Japan unions tend to raise labor productivity via the longer job tenures in unions work places which makes it more attractive to invest in human capital and through the unpaid personnel manager role played by full time enterprise union officials in the workplace. In USA also the evidence indicates that union recognition via workplaces with high performance work systems has higher labor productivity. In addition to this, in the USA union recognition or

involvement attains superior productivity of employees at work places which is called high performance work practices by considering the union roles recognition as a determinant factor (independent variable) and the corresponding superior productivity or performance of employees (HPW practices) at the work places as the dependent variable.

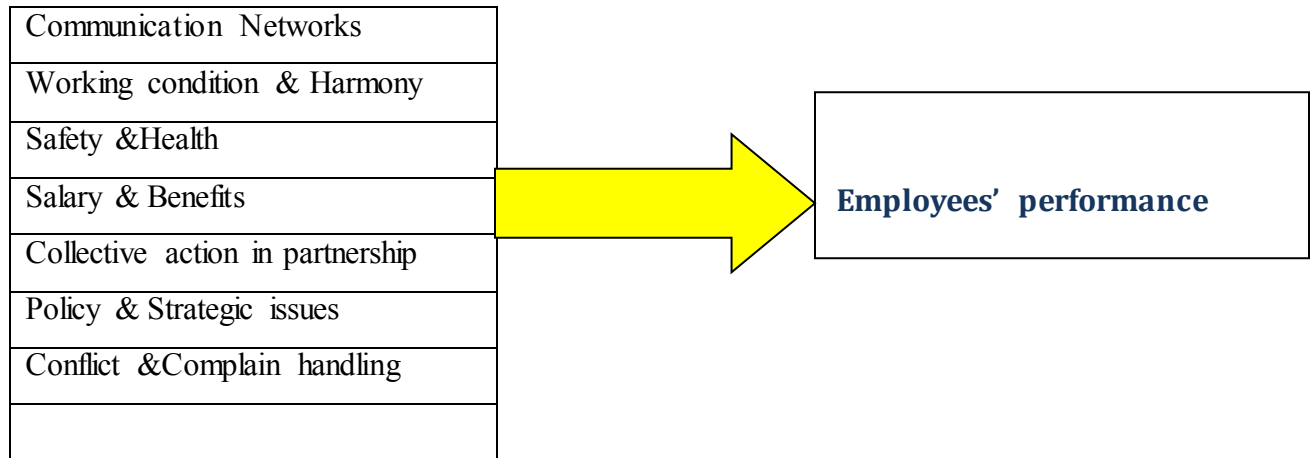
The study further exemplifies the positive impact of the unions' role on employees' performance of having strong employment protection, coupled with strong level of bargaining which might promote security, voice leading to information sharing & mutual gain negotiations at firm level and more investment in human capital, thereby boosting employees' performance. The study also emphasizes the positive impact of harmonious and cooperative partnership between the management and union on employees' performance for higher efficiency and weedend any negative associations between union roles and employees' productivity and strengthened positive ones.

From the above discussion, in defining the variables (i.e., dependent and independent variables) for the study, the study should include elements in the roles of labor union which are thought to impact on employees' performance. The elements in the roles of labor union consist of: union representation in collective bargaining in handling disputes and grievance, enhancing participation of employees in the decision-making process, securing employees' wages and benefits (pay and benefits), maintain good working condition & harmony at workplaces ,safety and health of employees, protecting employees from unfair administration measures by the employer ,securing the common interests between the employers and employees, take collective action to enforce the terms of collective bargaining and build up confidence of employees in management and of management in employees.

Furthermore, to establish an employees' performance measurement model that come out from labor union practices. The employees' performance will be measured by the effectiveness of labour union practices in terms of communication networks, working condition and harmony, safety and health, salary and benefits, strategic and policy issues take action in partnership with management and conflict and complain handling. And, this study will apply self-designed employees' performance model that will try to measure employees' performance in the following manner.

2.12.1. The dependent and Independent Variable Model

The dependent variable is on the right side i.e., employees' Performance for which the change will be tested and the independent variable (explanatory variable) is the one on the left side union.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

To have the best understanding about the research problems and achieve better outcome from the study both qualitative and quantitative (mixed method) research type has been used. The qualitative approach was introduced to describe the employees' perception towards the effectiveness of labour union in its practice on the performance of employees using content analysis. And the quantitative approach one to explain the impact of the independent variable (i.e., the effectiveness of labour union in its major practices) on the dependent variable which is employees performance using five point likert scales.

The employees' performance has been measured based on the responses of the respondents or their levels of agreement using five point likert scales in terms of commitment & engagement, productivity or efficiency, delivering quality of services & high performance work practices.

The data for qualitative one were collected through interview, open ended questions which were included in the questionnaire and also secondary sources have been reviewed to have ideas and concepts about the study. And, for the quantitative one the data have been collected using five point likert scales in the questionnaire from the respective participants.

To analyse the quantitative data, simple statistical approach has been used i.e., mode of frequencies both in number and percentage to describe as well as explain about the majority of the results about the variables under the study using SPSS software application.

To analyse, the qualitative one, the content analysis method have been used by considering the majority of similar comments or opinions and by which the data were summarized and analysed qualitatively (contextually). Finally the results of the analysis have been combined with the results of the quantitative data analysis results by triangulating or interoperating to substantiate the outcome of the study in general.

3.1.1. Research Design

The descriptive and explanatory research methods have been used to describe as well as explain the impact of the effectiveness of labour union in its major practices on employees' performance respectively.

Moreover, both qualitative and quantitative designs have been used for studying the research topic. The five point Likert scales (i.e., Strongly Agree, Agree, neutral, Disagree, Strongly Disagree) have been introduced in the questionnaire to obtain and measure the responses of the respondents. Finally, based on the data type acquired, tables have been introduced to present the data in such a way that they will give meanings for the study.

3.1.2. Types and Sources of Data

Data have been collected from primary sources using questionnaires and interview. And, Books, research findings, internet sources and articles & journal have been reviewed as secondary sources to get various concepts and ideas related with study.

Specifically, Primary sources have been used to acquire the employees' response. The data type (the ordinal data type) which has been acquired using questionnaire has been coded & analysed using SPSS soft ware. And also concepts and ideas which have been acquired through open ended questions in the questionnaire and through interviews have been analysed based on content analysis.

Finally, Secondary sources have been used to acquire various concepts and issues for the study. And also research findings of other scholars in the related discipline have been used as Secondary source.

3.1.3. Data Collection Method

The primary data have been collected through, distributing of questionnaires and interviews. Secondary data have collected through reviewing recent articles and journals, recently published books, magazines, internet and other related previous research work on other similar organizations.

The interviews have been conducted immediately after the quantitative data have been collected and analysed with the Director –Corporate Human Resource Manager, The

president of labour union and with five representatives of the union who were selected and interviewed considering their know how about the subject matter to get additional information and substantiate the outcome of the study. In this connection, two out of the five union representatives have been interviewed through telephone.

Questionnaires, in which both closed and open ended types of questions, were distributed to the 423 sampled non managerial employees out of the total population which comprises 6728 non managerial employees who are working at Addis Ababa city branches, in four district offices found in Addis Ababa area namely East, West, South, North district offices and those at head office. And out of the distributed 391 questionnaires have been collected and the remaining 32 were uncollected.

Adopted Likert five point Scales in questionnaire have been used to obtain and measure the performance of employees on the selected practices of labour union

i.e., **‘1’ For Strongly Dis-Agree, ‘2’ Disagree, ‘3’ Neutral, ‘4’ For Agree and ‘5’ For Strongly Agree.**

Even though there are issues and concerns about the limitation of such scales, the use of this method appears to have been accepted in behavioural and attitudinal research, for social science studies including employees’ performance.

3.1.4. Sampling technique

For the study non probability sampling technique have been used i.e., both purposive (i.e., through deliberate selection of participants) and convenience sampling (i.e., ease of access & on the basis of their willingness) technique to distribute the questionnaires as well as to select the participants to make interview.

The reason why this sampling method will be introduced is that since there is homogeneity among the participants in the sampling frame. In addition, using such techniques, it will make easy to get the required data and make an in depth interview from the participants considering their years of experiences and expert knowledge on the matter instead of using probability sampling technique which is basically more appropriate for heterogeneous participants.

3.1.5. Sample Size Determination

To get a representative sample for the population under study the following sample technique was adopted. This sample size determining formula was developed by Jeff (2001) in his book "How to determine a Sample Size".

Hence, this formula is developed and widely acceptable in social science researches, it was also be utilized in this research work. In addition, in this research a 5% sampling error was considered. Since, it is advocated by scholars as appropriate to fulfil academic purpose (Collis and Jill, 1997).

$$n = \left\{ \frac{\frac{P[1-P]}{A^2} + \frac{P(1-P)}{Z^2 N}}{R} \right\}$$

$$\left\{ \frac{\frac{0.5[1-0.5]}{0.05^2} + \frac{0.5(1-0.5)}{1.96^2 \cdot 6728}}{0.86} \right\}$$

$$n = \frac{0.25}{0.000687} \sim 423$$

Where:

n = sample size required

N = number of people in the population

P = estimated variance in population, as a decimal: (0.5 for 50-50, 0.3 for 70-30)

A = Precision desired, expressed as a decimal (i.e., 0.03, 0.05, 0.1 for 3%, 5%, 10%)

Z = based on confidence level: 1.96 for 95% confidence, 1.6449 for 90% and 2.5758 for 99%

R = Estimated Response rate, as a decimal (i.e., 0.86)

Therefore, there will be variability among employees in terms of years of experiences, the level of understanding and awareness about the practices and contributions of union, the degree of familiarity with the collective agreement and also their rights and obligations as per the collective agreements; the estimated variance of 0.5 is used (which is supported by developers of this model). Based on the above information, sample size (n) for the study is calculated and it becomes 423. Based on these 423 questionnaires have been distributed. In distributing the questionnaires among employees who were working both at branch, district and head office, the number of employees in each of them have been selected on a basis of non-probability sampling method i.e., either using deliberate and judgmental selection considering their years' of experience and know how about the union or willingness of the respondents and ease of access depending on the situation prevailed. This was done because there was homogeneity, in terms of the services provided by the union to its members regardless of where they are. Over and above, this non probability method helps to get the required information or to undertake in depth study.

3.1.6. Sampling Frame

In the study one sampling frame set have been used that is list of non-managerial permanent employees.

3.1.7. Data Analysis and Presentation

The data acquired through semi structured interview and open ended questions in questionnaires were comments or opinions (i.e., qualitative in nature) and have been analysed using content analysis contextually or qualitatively. Meaning by summarizing on

the basis of their similarities and finally the results of the analysis have been combined to substantiate the outcome of the study.

The quantitative data i.e., ordinal data which were collected using five point likert scales in the questionnaire have been entered in to the a statistical software known as statistical package for social Scientists (SPSS) for the analysis. Since the data which were acquired using likert scales were ordinal data types, mode of frequencies and percentage have been used to measure the central tendency of the data in the data set and to describe about the majority of or the average levels of agreement of the respondents about the subject matter respectively.

Finally, on the bases of literature review and results of the data analysis and interpretation, the related conclusions and plausible recommendations have been made.

3.1.8. Reliability Test result of the Instrument

SCALE: ALL

Case Processing Summary

	N	%
Cases Valid	35	100.0
Excluded	0	.0
Total	35	100.0

List wise deletion based on all variables in the procedure.

Employee Measure

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.995	35

The above test result showed that the instrument is reliable and enough to measure what we would like to measure for the desired outcome of the study.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

Objective of the Chapter

This chapter is the fourth chapter of the study and it's mainly deals with the analysis of data which is obtained from the survey and documents review. The analysis for quantitative data is made by using the SPSS data analysing software and the analysis for qualitative data is made contextually. Analysed data is presented in a compiled manner so that it can give meaning to the readers. The findings from the result are presented by different mechanisms.

On the first parts of this chapter, demographic and statistical data of the participants/respondent of the study is presented. And finally the findings in the seven variables are presented and then the opinions of employees, Director-Human Resource Manager, President of the union and union representatives are presented afterward.

The study has intended to have 423 sample sizes to which the questionnaires are distributed. This includes one category which is employees. Out of this 391 questionnaires sample were responded to the study which shows 92.43 % of the plan was successful in collecting the questionnaires. This has positive impact on the representativeness of the sample in its result. The detail is presented as follows:-

Category	Intended Sample Size	Responded	Percentage
Employees	423	391	92.43

Table 1: 1: Sampling plan and actual performance

4.1. Demographic Presentation of respondents - Sex

Sex	Category	Percentage
	Employees	
Male	269	64
Female	122	29
Not responded	32	7
Total	423	100

Table 2: Sex Category of the respondent

Age

Age	Category		Total	Percentage
	Employees			
	Male	Female		
Under 25	79	27	106	25
25-34	190	95	285	67
Not responded	-	-	32	8
Total	269	122	423	100

Table 3: Age Category of the respondent

From the above data we can see that under each age category the majority of the respondents were male and young respondents. So the population can also be estimated to have such character. So it can be said that the company have a young and energetic work force that the company can use as a valuable asset for a long years if handled properly.

Work Experiences/years of service/

Years Of Service	Category		Total	Percentage
	Employees			
	Male	Female		
0-4	131	66	197	47
5-9	113	46	159	38
10-19	12	23	35	8
20-30	-	-		
Above 30	-	-		
Not responded			32	7
Total	267	124	423	100

Table 4: Work Experience of the respondents

Years of service more than a year (Employees)

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid no	82	21.0	21.0	21.0
yes	309	79.0	79.0	100.0
Total	391	100.0	100.0	

Table 5: years of service of the respondents

Education Status

Educational Level	Category		Total	Percentage
	Employees			
	Male	Female		
High School Graduates	-	-	-	-
Technical School Graduates	-	-	-	-
Diploma Holder	-	-		
BA/BSC Degree	245	111	356	84
Master’s Degree	35	-	35	8
Others	-	-	-	-
Not responded			32	8
Total			423	100

Table 6: Educational status of the respondents

The Above three tables indicate that more than 79 % of respondents are professionals and first degree and serve for more than a year in the company. This makes the data obtained more reliable and representative of the exact picture of the population and the organization.

4.2. In terms Of Communication Networks

Communication Network Media Used By The Union

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	89	22.8	22.8	22.8
Disagree	99	25.3	25.3	48.1
Neutral	119	30.4	30.4	78.5
Agree	55	14.1	14.1	92.6
Strongly Agree	29	7.4	7.4	100.0
Total	391	100.0	100.0	

Table 7: Score of employees on communication network used by the union in the organization

When we see the above table the majority of the respondents' or 48.1 % of the respondents have given their negative response and only 21.5% of the respondents have given their consent or positive response.

**The Labour Union Adds Value To My Productivity Using Efficient
Way Of Communication**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	69	17.6	17.6	17.6
Disagree	109	27.9	27.9	45.5
Neutral	94	24.0	24.0	69.6
Agree	97	24.8	24.8	94.4
Strongly Agree	22	5.6	5.6	100.0
Total	391	100.0	100.0	

Table 8: Score of employees on communication network which adds value

When we look at the above table the majority or 45.5% per cent of the respondents have given their negative responses whereas 30.4% have given their positive responses.

The Labour Union Makes A Large Contribution To Enhance efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	84	21.5	21.5	21.5
Disagree	121	30.9	30.9	52.4
Neutral	125	32.0	32.0	84.4
Agree	51	13.0	13.0	97.4
Strongly Agree	10	2.6	2.6	100.0
Total	391	100.0	100.0	

Table 9: Score of employees on communication network enhance efficiency

When we see the above table the majority or 52.4% of the respondents have given their negative feed backs and only 15.6 % have given their positive feedbacks.

**The Communication Network Used By The Union helps Me To Improve
My Performance**

	Frequency	Per Cent	Valid Per Cent	Cumulative Per Cent
Valid Strongly Disagree	60	15.3	15.3	15.3
Disagree	150	38.4	38.4	53.7
Neutral	107	27.4	27.4	81.1
Agree	49	12.5	12.5	93.6
Strongly Agree	25	6.4	6.4	100.0
Total	391	100.0	100.0	

Table 10: Score of employees on communication network in improving performance.

When we look at the above table majority or 53.7% of the respondents have given their negative feedbacks while 18.9% of the respondents have given their consent or positive feedbacks.

**The Communication Network Used By The Labour Union Is Effective To
Communicate Periodical Efforts**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	58	14.8	14.8	14.8
Disagree	150	38.4	38.4	53.2
Neutral	122	31.2	31.2	84.4
Agree	29	7.4	7.4	91.8
Strongly Agree	32	8.2	8.2	100.0
Total	391	100.0	100.0	

Table 11: Score of employees on communication network is effective to communicate.

The Communication Network Is Effective To Give Relevant Inf.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	89	22.8	22.8	22.8
Disagree	73	18.7	18.7	41.4
Neutral	128	32.7	32.7	74.2
Agree	91	23.3	23.3	97.4
Strongly Agree	10	2.6	2.6	100.0
Total	391	100.0	100.0	

Table 12: Score of employees on communication network to give relevant information

In general, When we look at the cumulative results of each of the above six tables, more than 41.4 percent of the respondents have given their negative responses i.e., strongly disagree and disagree, whereas much less than 30.4 per cent have given their positive responses i.e., strongly agree and agree. From these results we can say that the union is not effective to provide efficient way communication or there is communication gap to add value to its members to enhance their commitment.

4.3. In terms of Working Condition and harmony

The next twelve tables are depicted to show the response of respondents i.e., Employees on the effectiveness of labour union in terms of working conditions and harmony they have on employees performance.

The Labour Union Involvement To Smoothing Up Relationship Enhance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	81	20.7	20.7	20.7
Disagree	69	17.6	17.6	38.4
Neutral	115	29.4	29.4	67.8
Agree	84	21.5	21.5	89.3
Strongly Agree	42	10.7	10.7	100.0
Total	391	100.0	100.0	

Table 13: Score of employees on labour union involvement to smooth up relationship.

The Labour Union Is Effective In Ensuring That I Am Not Mistreated

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	49	12.5	12.5	12.5
Disagree	105	26.9	26.9	39.4
Neutral	150	38.4	38.4	77.7
Agree	55	14.1	14.1	91.8
Strongly Agree	32	8.2	8.2	100.0
Total	391	100.0	100.0	

Table 14: Score of employees on labour union to ensure that I am not mistreated

When we look at the cumulative results of the above each of the two tables, more than 38.4 % of the respondents have given their negative feedbacks and whereas less than or equal to 32.2 % of the respondents have given their positive feedbacks.

The Labour Union Is Effective To Ensure The Required Working Resources Are Provided

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	89	22.8	22.8	22.8
Disagree	64	16.4	16.4	39.1
Neutral	133	34.0	34.0	73.1
Agree	56	14.3	14.3	87.5
Strongly Agree	49	12.5	12.5	100.0
Total	391	100.0	100.0	

Table 15: Score of employees on labour union effective to ensure that the required resources are provided

When we see the above table the majority or 39.10 % of the respondents have given their negative responses while only 26.80% of the respondents have given their consent or positive responses. From these results we can imply that employees are working at

restrictive working condition and can have an adverse effect on their efficiency or productivity.

The Labour Union Is Effective To Ensure The Required Training

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	101	25.8	25.8	25.8
Disagree	94	24.0	24.0	49.9
Neutral	104	26.6	26.6	76.5
Agree	37	9.5	9.5	85.9
Strongly Agree	55	14.1	14.1	100.0
Total	391	100.0	100.0	

Table 16: Score of employees on labour union effective to ensure that the required training is provided

When we look at the above table the majority or 49.9% of the respondents have given their negative feedbacks while only 23.6% of the respondents have given their consent or agreements. From such results we can say that the labour involvement in the learning and development activities of the

Organization is insignificant to ensure that employees have got the required training to perform their job properly or efficiently

The Labour Union Ensures That My Work hours Are Reasonable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	83	21.2	21.2	21.2
Disagree	129	33.0	33.0	54.2
Neutral	81	20.7	20.7	74.9
Agree	78	19.9	19.9	94.9
Strongly Agree	20	5.1	5.1	100.0
Total	391	100.0	100.0	

Table 17: Score of employees on labour union related with work hours.

When we look at the above table, the majority or 54.2% of the respondents have given their negative feed backs where as 25% of the respondents have given their consent or

agreement. From such results we can imply that the majority employees of employees are not satisfied by the works of the union to maintain the desired working hours.

**The Labour Union Is Effective In Ensuring The Existence Of
Recognition For My Good work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	91	23.3	23.3	23.3
Disagree	134	34.3	34.3	57.5
Neutral	62	15.9	15.9	73.4
Agree	67	17.1	17.1	90.5
Strongly Agree	37	9.5	9.5	100.0
Total	391	100.0	100.0	

Table 18: Score of employees on labour union related with recognition for good work.

**The Labour Union Is Effective To Ensures The Impartiality Of My
Supervisor**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	82	21.0	21.0	21.0
Disagree	113	28.9	28.9	49.9
Neutral	93	23.8	23.8	73.7
Agree	68	17.4	17.4	91.0
Strongly Agree	35	9.0	9.0	100.0
Total	391	100.0	100.0	

Table 19: Score of employees on labour union related with impartiality hours.

The Labour Union Is Effective In Overseeing The Team sprints

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	77	19.7	19.7	19.7
Disagree	129	33.0	33.0	52.7
Neutral	132	33.8	33.8	86.4
Agree	53	13.6	13.6	100.0
Total	391	100.0	100.0	

Table 20: Score of employees on labour union related with team sprints

When we look at the cumulative results of each of the above three tables the majority or more than 49.9% of the respondents have given their negative feedback whereas much less than 26.6 per cent of the have given their consent. From such results we can imply that the employees are not satisfied with the existing working environment and the labour union involvement is not effective to maintain team sprints and good relationship between the management and employees.

The Labour Union Periodical Involvement Enhance My Productivity Via Improving My Job Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	87	22.3	22.3	22.3
Disagree	100	25.6	25.6	47.8
Neutral	83	21.2	21.2	69.1
Agree	100	25.6	25.6	94.6
Strongly Agree	21	5.4	5.4	100.0
Total	391	100.0	100.0	

Table 21: Score of employees on labour union related job satisfaction

The Labour Union Existence Enhance My Commitment And Engagement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	92	23.5	23.5	23.5
Disagree	69	17.6	17.6	41.2
Neutral	115	29.4	29.4	70.6
Agree	83	21.2	21.2	91.8
Strongly Agree	32	8.2	8.2	100.0
Total	391	100.0	100.0	

Table 22: Score of employees on labour union related with commitment

The Labour Union Ensures That I Am Not Overworked

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	74	18.9	18.9	18.9
Disagree	134	34.3	34.3	53.2
Neutral	139	35.5	35.5	88.7
Agree	24	6.1	6.1	94.9
Strongly Agree	20	5.1	5.1	100.0
Total	391	100.0	100.0	

Table 23: Score of employees on labour union related with quality service

In general, When we look at the above cumulative results of each of the twelve tables more than 38.4 per cent of the respondents have given their negative feedbacks to the questions related with working condition and harmony i.e., strongly disagree and disagree, whereas less than or equal to 32.2 per cent of the respondents have given their positive responses i.e., strongly agree and agree. From these results we can infer that the labour union is not effective in its practices in terms of maintaining working condition and harmony this may result in workforce instability, lack of commitments by the employees and job insecurity which are necessary elements for productivity of employees.

4.4.In Terms Of Safety and Health

The Labour Union Is Effective To Ensure The Medical And Insurance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	80	20.5	20.5	20.5
Disagree	125	32.0	32.0	52.4
Neutral	79	20.2	20.2	72.6
Agree	59	15.1	15.1	87.7
Strongly Agree	48	12.3	12.3	100.0
Total	391	100.0	100.0	

Table 24: Score of employees on labour union related with medical and insurance

When we look at the above table, majority or 52.4% of the respondents have given their negative feedbacks while 27.4% of the respondents have given their consent.

The Labour Union Ensures the Existence Of Equal Treatment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	93	23.8	23.8	23.8
Disagree	94	24.0	24.0	47.8
Neutral	60	15.3	15.3	63.2
Agree	92	23.5	23.5	86.7
Strongly Agree	52	13.3	13.3	100.0
Total	391	100.0	100.0	

Table 25: Score of employees on labour ensuring equal treatment

When we look at the above table the majority of or 47.8 % of the respondents have given their negative responses whereas 36.8% of the respondents have given their positive responses. From such results we can say that the labour union involvement is not effective in ensuring the existence of good relationship between the management and employees.

The Labour Union Is Effective To Ensure My Job Security

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	49	12.5	12.5	12.5
Disagree	160	40.9	40.9	53.5
Neutral	69	17.6	17.6	71.1
Agree	63	16.1	16.1	87.2
Strongly Agree	50	12.8	12.8	100.0
Total	391	100.0	100.0	

Table 26: Score of employees on labour union related with job security

In My Organization The Labour Union Is Effective To Ensure My Fringe Benefits To Enhance My Commitment And Engagement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	90	23.0	23.0	23.0
Disagree	90	23.0	23.0	46.0
Neutral	118	30.2	30.2	76.2
Agree	48	12.3	12.3	88.5
Strongly Agree	45	11.5	11.5	100.0
Total	391	100.0	100.0	

Table 27: Score of employees on labour related with fringe benefits

**In My Organization The Labour Union Is Effective To Ensure
Insurance Programs**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	99	25.3	25.3	25.3
Disagree	82	21.0	21.0	46.3
Neutral	124	31.7	31.7	78.0
Agree	56	14.3	14.3	92.3
Strongly Agree	30	7.7	7.7	100.0
Total	391	100.0	100.0	

Table 28: Score of employees on labour related with insurance program

**In My Organization The Labour Union Is Effective In Securing Safety
And Health In General**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	129	33.0	33.0	33.0
Disagree	102	26.1	26.1	59.1
Neutral	87	22.3	22.3	81.3
Agee	49	12.5	12.5	93.9
Strongly Agree	24	6.1	6.1	100.0
Total	391	100.0	100.0	

Table 29: Score of employees on labour related with safety and security

When we see the cumulative results of each of eight tables more than 46 per cent of the respondents have given their negative feedback or responses i.e., strongly disagree and disagree ,while less than or equal to 36.8 per cent of the respondents have given their positive responses i.e., strongly agree and agree. From this we can imply that most of the employees are unhappy and the labour union is not playing its roles in terms of safety and health effectively and it is not representing well its members to secure or look after them and there by enhance their productivity for better performance.

4.5.In Terms Of Salary and Benefits

In My Organization The Labour Union Bargains Effectively For Better Sal. & Benefit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	136	34.8	34.8	34.8
Disagree	61	15.6	15.6	50.4
Neutral	65	16.6	16.6	67.0
Agree	114	29.2	29.2	96.2
Strongly Agree	15	3.8	3.8	100.0
Total	391	100.0	100.0	

Table 30: Score of employees on labour union related with salary and benefits.

When we look at the above table the majority of or 50.4 % of the respondents have given their negative responses whereas 33 % of the respondents have given their positive responses. From such results we can say that the labour union involvement is not effective in ensuring the salary and benefits of the employees.

In My Organization The Labour Union Is Effective To Ensure Same Salary Earning Of Same Job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	120	30.7	30.7	30.7
Disagree	75	19.2	19.2	49.9
Neutral	49	12.5	12.5	62.4
Agree	112	28.6	28.6	91.0
Strongly Agree	35	9.0	9.0	100.0
Total	391	100.0	100.0	

Table 31: Score of employees on labour union related with salary equity

When we look at the above table the majority of or 49.9 % of the respondents have given their negative responses whereas 37.6% of the respondents have given their positive responses. From such results we can say that the labour union involvement is not effective in ensuring equity in salary for the same job.

**In My Organization The Labour Union Is Effective In Securing Salary
Increment Based On My Performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	107	27.4	27.4	27.4
Disagree	117	29.9	29.9	57.3
Neutral	121	30.9	30.9	88.2
Agree	46	11.8	11.8	100.0
Total	391	100.0	100.0	

Table 32: Score of employees on labour union related with salary increments

**In My Organization The Labour Union Enough To Secure Pay Scale
Treats Every One Equally**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	123	31.5	31.5	31.5
Disagree	63	16.1	16.1	47.6
Neutral	117	29.9	29.9	77.5
Agree	58	14.8	14.8	92.3
Strongly Agree	30	7.7	7.7	100.0
Total	391	100.0	100.0	

Table 33: Score of employees on labour union related with pay scales

**In My Organization The Labour Union Is Effective To Ensure The Pay
With Industry Average**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	78	19.9	19.9	19.9
Disagree	74	18.9	18.9	38.9
Neutral	121	30.9	30.9	69.8
Agree	118	30.2	30.2	100.0
Total	391	100.0	100.0	

Table 34: Score of employees on labour union related with pay with industry average

**In My Organization The Labour Union Is Effective In Reducing Salary
Inequality**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	107	27.4	27.4	27.4
Disagree	110	28.1	28.1	55.5
Neutral	85	21.7	21.7	77.2
Agree	80	20.5	20.5	97.7
Strongly Agree	9	2.3	2.3	100.0
Total	391	100.0	100.0	

Table 35: Score of employees on labour union related with salary inequality

**In My Organization The Labour Union Is Effective To Ensure That I Am
Given Fair Compensation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	96	24.6	24.6	24.6
Disagree	118	30.2	30.2	54.7
Neutral	108	27.6	27.6	82.4
Agree	69	17.6	17.6	100.0
Total	391	100.0	100.0	

Table 36 : Score of employees on labour union related with fair compensation

**In My Organization The Labour union Is Effective In Ensuring That
Am Given Voice To Demand Higher Wage**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	100	25.6	25.6	25.6
Disagree	95	24.3	24.3	49.9
Neutral	91	23.3	23.3	73.1
Agree	90	23.0	23.0	96.2
Strongly Agree	15	3.8	3.8	100.0
Total	391	100.0	100.0	

Table 37: Score of employees on labour union related with voice to demand higher salary

When we see the cumulative results of each of the above ten tables, more than 38.9 per cent of the respondents have given their negative responses to the respective questions under each tables i.e. Strongly disagree and disagree, whereas less than or equal to 37.6 per cent of the respondents have given their positive responses i.e., strongly agree and agree .From this we can imply that the labour Union is not playing its pivotal roles effectively to bring a substantial impact on the compensation and work lives of workers through securing legislated labour protections and rights such as salary& benefits and fringe benefits and in enforcing those rights on the job to enhance the productivity of the employees and bring the desired performance.

4.6. In terms of taking collective action in partnership with management

**In My Organization The Labour Union Is Effective To Ensure That I Am
More Likely To Get More Benefits Through Coll Agreement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	130	33.2	33.2	33.2
Disagree	74	18.9	18.9	52.2
Neutral	109	27.9	27.9	80.1
Agree	68	17.4	17.4	97.4
Strongly Agree	10	2.6	2.6	100.0
Total	391	100.0	100.0	

Table 38: Score of employees on labour union related with collective agreements.

**The Labour Union Has Independent Voice With Strong Negotiation
Power To Ensure My Share In Eco. Success Of Org**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	108	27.6	27.6	27.6
Disagree	87	22.3	22.3	49.9
Neutral	93	23.8	23.8	73.7
Agree	103	26.3	26.3	100.0
Total	391	100.0	100.0	

Table 39: Score of employees on labour union related with having negotiation power

**The Relationship Between Union And Management Increase My Commitment
Through Facilitating Mutual Gain**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	109	27.8	27.8	27.8
Disagree	132	33.8	33.8	61.6
Neutral	53	13.6	13.6	75.2
Agree	51	13.0	13.0	88.2
Strongly Agree	46	11.8	11.8	100.0
Total	391	100.0	100.0	

Table 40: Score of employees on labour union related with mutual gain

**The Relationship Between Management And Union Helps Me For Higher
Performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	119	30.4	30.4	30.4
Disagree	96	24.6	24.6	55.0
Neutral	54	13.8	13.8	68.8
Agree	81	20.7	20.7	89.5
Strongly Agree	41	10.5	10.5	100.0
Total	391	100.0	100.0	

Table 41: Score of employees on labour union in its relationship

**The Existence Of Collective Bargaining For Decision Facilitates The
Communication Between Management And Me For Higher Performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	151	38.6	38.6	38.6
Disagree	59	15.2	15.2	53.8
Neutral	95	24.3	24.3	78.1
Agree	78	19.9	19.9	98.0
Strongly Agree	8	2.0	2.0	100.0
Total	391	100.0	100.0	

Table 42: Score of employees on labour union related with decision in collect action.

**The Labour Union is Strong Enough To Have Cooperative Relationship With
Management To Create Trust On Management And My Commitment**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	87	22.2	22.2	22.2
Disagree	122	31.2	31.2	53.4
Neutral	95	24.3	24.3	77.7
Agree	64	16.4	16.4	94.1
Strongly Agree	23	5.9	5.9	100.0
Total	391	100.0	100.0	

Table 43: Score of employees on labour union related with having cooperative relationship.

**I Trust The Labour Union Because It Is Independent With Strong Power To
Represent Me To Secure My Interest There By Increase My Commitment
And Engagement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	99	25.3	25.3	25.3
Disagree	78	19.9	19.9	45.2
Neutral	105	26.9	26.9	72.1
Agree	86	22.0	22.0	94.1
Strongly Agree	23	5.9	5.9	100.0
Total	391	100.0	100.0	

Table 44: Score of employees on labour union related with having independence voice

**The Relationship Between Management And Union Mediates For My
Efficient And Higher Performance Work practice**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	154	39.1	39.1	39.4
Disagree	30	7.7	7.7	47.1
Neutral	66	16.9	16.9	63.9
Agree	118	30.2	30.2	94.1
Strongly Agree	23	5.9	5.9	100.0
Total	391	100.0	100.0	

Table 45: Score of employees on labour union related with high performance work practices

**The Partnership Roles Enhance Different Perspectives And Results In Better Quality
Decisions To Improve My Performance In terms Of Delivering Quality Service**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	106	27.0	27.0	27.0
Disagree	41	10.5	10.5	37.5
Neutral	116	29.7	29.7	67.2
Agree	105	26.9	26.9	94.1
Strongly Agree	23	5.9	5.9	100.0
Total	391	100.0	100.0	

Table 46: Score of employees on labour union with in partner with management

In general ,When we look at the cumulative results of the above 10 tables it indicates that more than 37.6 of the respondents have given their negative responses i.e., Strongly disagree and Disagree whereas less than 36.10 per cent of the respondents have given their consent or positive feedback i.e, Strongly agree and agree .From these results we can imply that in general there is no balanced power relationship between the labour union and management or the labour union lack independent voice during negotiation which delivers quality and cooperative relationship to enhance mutual gain in the success of the organization and ultimately to enhance trust , commitments and efficiency of the employees in the achievements of the desired goals of the organization

4.7.In Terms Of Policy and Strategic Issues

**My Commitment And Engagement On My Work Performance Is
Enhanced**

	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Strongly Disagree	94	24.0	24.0	24.0
Disagree	97	24.8	24.8	48.8
Neutral	96	24.6	24.6	73.4
Agree	104	26.6	26.6	100.0
Total	391	100.0	100.0	

Table 47: Score of employees on labour union related with work performance

When we see the cumulative results of the above table it shows that only 26.6 per cent of the respondents have given their positive feed backs i.e., Agree , however; 48.8 per cent of the respondents have given their negative feedbacks i.e., Strongly disagree and disagree. From this we can say that the labour union is not effective to increase the capacity of individual employees to involve in the decision making process of the organization through its efforts and due to this the employees' commitment and engagements may be compromised or negatively affected.

**The Labour Union Involve Effectively In The Decision Making Process And
Helps Me To Achieve High Performance Work Practice**

	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Strongly Disagree	87	22.2	22.2	22.2
Disagree	134	34.3	34.3	56.5
Neutral	53	13.6	13.6	70.1
Agree	85	21.7	21.7	91.8
Strongly Agree	32	8.2	8.2	100.0
Total	391	100.0	100.0	

Table 48: Score of employees on labour union related with decision making process

**The Effective Involvement Of Labour Union in The Decision Making Process
Ensures The Stability Of Valuable Employees**

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
valid				
Strongly Disagree	118	30.2	30.2	30.2
Disagree	57	14.6	14.6	44.8
Neutral	94	24.0	24.0	68.8
Agree	106	27.1	27.1	95.9
Strongly Agree	16	4.1	4.1	100.0
Total	391	100.0	100.0	

Table 49: Score of employees on labour union related with ensuring workforce stability.

**The Labour Union Has Participated Effectively In The Development
As Well As In The Implementation Process Of PMS**

	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Strongly Disagree	125	32	32	32.0
Disagree	77	19.7	19.7	51.7
Neutral	95	24.3	24.3	76.0
Agree	78	19.9	19.9	95.9
Strongly Agree	16	4.1	4.1	100.0
Total	391	100.0	100.0	

Table 50: Score of employees on labour union involvement in implementing PMS

**The Labour Union Has Independent Power During Negotiation In Securing Its
Members Right And Interests**

	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Strongly Disagree	102	26.10	26.10	26.1
Disagree	92	23.5	23.5	49.6
Neutral	84	21.5	21.5	71.1
Agree	105	26.9	26.9	98.0
Strongly Agree	8	2.0	2.0	100.0
Total	391	100.0	100.0	

Table 51: Score of employees on labour union related with rights and interest

**In My Opinion There Is A Positive Relationship Between Effectiveness
Of The Labour Union And My Performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Strongly Disagree	89	22.8	22.8	22.8
Disagree	76	19.4	19.4	42.2
Neutral	141	36.1	36.1	78.3
Agree	85	21.7	21.7	100.0
Total	391	100.0	100.0	

Table 52: Score of employees on labour union related with performance

When we look at the above six tables in cumulative results more than 42.2 per cent of the respondents have given their negative responses i.e., strongly disagree and disagree. And less than 31.5 per cent of the respondents have given their consent or positive feedbacks i.e. agree and strongly agree to the above mentioned six questions in the questionnaire. From these results we can say that the employees commitment and engagement towards their job or duty is compromised or not enhanced to their utmost efforts in the achievement of the goals of the organization due to lack of effective and cooperative relationship to make or have participatory decision making process in the development of policy and strategic issues of the organization.

4.8. In terms of complain and conflict handling

The Union Is Strong Enough To Handle Complain And Conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Strongly Disagree	87	22.3	22.3	22.3
Disagree	120	30.6	30.6	52.9
Neutral	84	21.5	21.5	74.4
Agree	100	25.6	25.6	100.0
Total	391	100.0	100.0	

Table 53: Score of employees on labour union related with complain and conflict.

When we see the above table in cumulative, 52.9 per cent of the respondents have given their negative feedbacks i.e., 22.3 per cent strongly disagree and 30.6 per cent disagree.

And the remaining 21.5 per cent and 25.6 per cent have given neutral and agree responses respectively .From these results we can infer that the labour union lack capacity and independent power to handle the complaint effectively and the employees lack confidence or trust on the labour union to enhance their performances.

The Labour Union Is Effective In Protecting Its Members From Unfair

Administrative Actions

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	76	19.5	19.5	19.5
Disagree	87	22.1	22.1	41.6
Neutral	132	33.8	33.8	75.4
Agree	96	24.6	24.6	100.0
Total	391	100.0	100.0	

Table 54: Score of employees on labour union related with Adm .action

When we look at the above table it shows that only **24.6**percent of the respondents have given their consent or positive feedbacks. However, the remaining **41.6**percent and **33.8**percent of the respondents have given their negative and neutral responses. From these results we can imply that the labour union is not effective to protect its members from unfair administrative action taken by the management so that the employees job security and workforce stability is compromised which are very determinant factors for high performance of the employees.

Employees' Performance

My Commitment and Engagement Towards My Job Is Increased Since I Get Enough Information

	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Strongly Disagree	82	21.0	21.0	21.0
Disagree	92	23.5	23.5	44.5
Neutral	38	9.7	9.7	54.2
Agree	157	40.2	40.2	94.4
Strongly Agree	22	5.6	5.6	100.0
Total	391	100.0	100.0	

Table 55: Score of employees in terms of commitment and engagement

When we look at the above table only 45.8percent of the respondents have given the positive feedback and this shows that majority of employees are not getting the desired information about the efforts made by the labour union to secure their needs and this will results in lack of trust or confidence on the union for better performance.

My Commitment On My Job Is Enhanced Due To My Involvement In The Decision Making Process Through Labour Union

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	76	19.5	19.5	19.5
Disagree	112	28.6	28.6	48.1
Neutral	71	18.2	18.2	66.2
Agree	117	29.9	29.9	96.2
Strongly Agree	15	3.8	3.8	100.0
Total	391	100.0	100.0	

Table 56: Score of employees in terms of commitment and engagement

From the above table when we see the levels of agreement given by of the respondents, 48.1percent of them have given their negative feedback,33.7percent of the respondents

have given their positive responses and **18.2**percent neutral to the case. From this we can imply that the commitment and engagement of the majority of employees towards their job are not to the desired level, since unless they involved in the decision making process of the organization through their labour union, their belongingness, trust on the management as well as mutual gain in the success of the business will be affected or compromised and lead them to the restrictive work practices which lower their productivity.

My Commitment And Engagement Increased Since The Labour Union Is Effective To Maintain Good Working Condition And Harmony

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	64	16.4	16.4	16.4
Disagree	84	21.5	21.5	37.9
Neutral	164	41.9	41.9	79.8
Agree	79	20.2	20.2	100.0
Total	391	100.0	100.0	

Table 57: Score of employees in terms of commitment and engagement

There Is High Performance Work Practice At My Work Place

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	95	24.3	24.3	24.3
Disagree	86	22.0	22.0	46.3
Neutral	101	25.8	25.8	72.1
Agree	87	22.3	22.3	94.4
Strongly Agree	22	5.6	5.6	100.0
Total	391	100.0	100.0	

Table 58: Score of employees in terms of high performance work practices

**I Deliver Quality Services To My Customers Due To The
Existence Of Good Working Condition And Harmony**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	128	32.8	32.8	32.8
Disagree	35	9.0	9.0	41.7
Neutral	94	24.0	24.0	65.7
Agree	90	23.0	23.0	88.7
Strongly Agree	44	11.3	11.3	100.0
Total	391	100.0	100.0	

Table 59: Score of employees in terms of quality service

When we look at the results of the above three tables, more than **37.9**percent of the respondents have given their negative responses to the above mentioned two questions in the questionnaire. From this we can infer that the employees are working at restrictive working environment which hinders them to leverage their efforts or commitments for the desired level of performance to meet the need of the customers and also to adopt high performance work practices at their work place.

I Deliver Quality Services Since All The Required Resources Are Fulfilled

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	128	32.8	32.8	32.8
Disagree	54	13.8	13.8	46.5
Neutral	108	27.6	27.6	74.2
Agree	55	14.1	14.1	88.2
Strongly Agree	46	11.8	11.8	100.0
Total	391	100.0	100.0	

Table 60: Score of employees in terms of quality service

When we look at the above table, only **25.9**percent of the respondents have given their consent and the majority of respondents i.e., more than **46.6**percent have given their

negative feedback .And from this we can infer that the right of employees is not secured to work under the condition of good working environment to main quality service.

My Commitment And Engagement On My Job Is Increased Since The Union Handle Effectively The Complaint And Conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	135	34.5	34.5	34.5
Disagree	61	15.6	15.6	50.1
Neutral	53	13.6	13.6	63.7
Agree	133	34.0	34.0	97.7
Strongly Agree	9	2.3	2.3	100.0
Total	391	100.0	100.0	

Table 61: Score of employees in terms commitment and engagement

When we look at the above table,50.1percent of the respondents have given their negative responses towards the effectiveness of the labour union in handling complain and conflict and 14.6percent of the respondents are neutral and the remaining36.3percent of the respondents have given their positive response. From this we can imply that the labour union is not effective or strong enough to handle the complaint and conflict due to the absence of balance of power between the management and union.

In general, when we see the cumulative results of each of the above eight tables, more than 37.9 % of the respondents have given their negative responses i.e., strongly disagree and disagree, and their maximum cumulative negative responses is reached 50.1% whereas much less than or equal to 45.8% of the respondents have given their positive responses i.e., strongly agree and agree. From these results we can say that the labour union effectiveness in its practices in enhancing or improving the performance of the employees to the desired level is insignificant.

Essentiality of Labour Union and Its Barraging Power

Labour Union Is Essential To Improve Your Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	124	31.7	31.7	31.7
Yes	267	68.3	68.3	100.0
Total	391	100.0	100.0	

Table 62: Score of employees in its essentiality

Labour Union Has Strong Bargaining Power To Enhance Your Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	288	73.7	73.7	73.7
Yes	103	26.3	26.3	100.0
Total	391	100.0	100.0	

Table 63: Score of employees in its bargaining power

When we look at the results of the above two tables, even though most of the respondents have recognized the importance of the existence of labour union in the organization, they have given their negative feedbacks about the bargaining power of the union. From this we can imply that their performance is compromised since their confidence and trust to commit their efforts depend on the quality of relationship between the management and union which delivers independent voice for the desire performance.

4.9.Review of Ideas from Open Ended Questionnaires by the majority of respondents on their similarities

4.9.1. Reasons for the essentiality or non-essentiality of labour union in the organization

Employees

1. No, it is not essential because the labour union didn't even have any way to investigate my performance in my work area.
2. No , it is not essential because the labour union doesn't have any role related with my performance
3. No, it is not essential because since I join the bank I do not know what the labour union do for employees, but I do my work as good as I can
4. First and foremost, I don't know the existence of labour union in the bank and also I never know about the labour union duties and responsibilities
5. No, because most of the time the labour union is under the influence of the management and has no confidence for decision.
6. No. Labour union is essential if they act according to what is expected from them even though they are blinded by rules and regulation.
7. yes ,because the labour union secures employees benefits
8. yes ,to secure salary and bonus to the staff
9. Yes, as long as they stand for the workers they must have big roles.
10. yes ,in my opinion the labour union has great importance to smoothing up the relationship between management and employees and to improve the working environment, however; in my organization the reverse is true
11. Yes, it is important for better performance but in our case it is not securing almost all benefits.
12. Yes, to fill the gap between the management and staff, to prevent and solve the problems.
13. No, there are no any representatives of the union in my work place and no such activities at my work place.
14. Yes ,to have good performance, to have conducive working environment
15. Yes to work with confidence

16. No, because performance does not come from labour union contribution rather my performance improvement related with my individual activities
17. No, because they do not apply what is already in the collective agreements.

Analysis of the above respondents' opinions using content analysis

- From the above respondents' opinion we can see that eight out of seventeen or 47 % of respondents' opinions indicate about the essentiality of the labour union in the organization due to their understanding that they have about the benefits of the existence of labour union if it is effective its practices and 53% of them indicate the non-essentiality of the involvement of the labour union in the organization since the labour union is not visible in its practice to effectively secure their interest or benefits, due to lack of clear understanding about the labour union roles and practices, lack of having strong bargaining power and also about its current performances in general.

Reasons for labour union that constraint it from having strong bargaining power

1. The collective agreement itself is out-dated and can't go with recent economic development of the country.
2. The reason is that the labour union is there to fulfil the interest of the management of the bank rather than the employees of its members; As a result the bargaining power is zero if not negative.
3. It is considered as puppet, they even do not have any bargaining power and simply accept what it is decided by the management
4. No because they did not practice or use their power effectively and appropriately.
5. The labour union has no strong bargaining power due to fear and don't want to spoil their relationship with the management for fear of losing their job, fear and think for their future career path and fear of conflict with the management or government.
6. The management does not allow it to have strong bargaining power
7. Labour union representatives are under the control of management as they have no bargaining power.
8. There is no visible activity of labour union in our organization
9. They do not have any information about the present condition of the employees
10. Higher officials of the bank may intervene on the decision of the union

11. The union members may not be free to request the need of the employees
12. The skill or capacity of the representatives of the union may be questionable
13. The union has no any way to get data or information from the employees about the problems
14. Lack of experience on how to secure the need of the employees
15. In my opinion the labour union doesn't have independent power to bargain with higher officials.
16. They may fear about their job security and future career path if they oppose the management decision.

Analysis of the above respondents' opinions using content analysis

- From the above majority of respondents' feedbacks ,the existence of skills and knowledge gap among the representatives of the union about the roles played by the union , fear of future job security by the union representatives and communication gap between the labour union involvement and employees are the major constraints from having strong bargaining power by the labour union and this all reduces the effectiveness of the labour union to enhance the employees' performance by playing its roles properly.

Suggestions if anything to be said with regard to the labour union to bring high performance work practices among employees.

1. There is no strong communication between labour union and individual members with regard to current and up to date information.
2. It has to bargain with regard to the economic condition of its members as per the change in the market condition.
3. It has to stand on the side of its members to improve the living standards of the employees by giving special emphasis to housing so that every one of them will be committed efficiently and effectively to achieve the goals of the organization in general
4. The labour union should create awareness among its members in the organization
5. Currently most of the employees do not have any knowledge about the labour union ,they only knows about what they contribute to the union
6. The labour union should give training for those labour union representatives found at all branches to build their capacity.
7. It must be independent

8. Different awareness creation programs from the union to the employees as well as to the union representatives too.
9. The managers should let the union to work their duties and responsibilities independently.
10. Representatives of the union should have capacity.
11. Information about the work or performance of the union should be free and open to employees.
12. Feedback from the employees should be gathered and enhanced, survey should be conducted.
13. Labour union should work for employees by strengthen negotiation power so as to satisfy employees to achieve the objectives of the organization.
14. If it is needed to enhance the performance of the employees the labour union have to work based on the interests of the employees.
15. Labour unions please do what is best for the employees.
16. The labour union must be recognized and given power to carry out its duty for better performance among employees and to create better company.
17. The reason for the establishment of the union is to protect employees from unfair action by managers but even it is not well known by employees as an organization .so the union must act as per its objectives and work with employee its members will also promote itself
18. Labour union should have strong bargaining power
19. Labour union should have good communication networks to communicate with employees properly
20. To communicate periodically about its performance in securing benefits area and its plan to do
21. It should trusted by the employees having strong bargaining power
22. It must be independent
23. It should communicate and work closely with employees
24. From the very beginning they have to be selected freely by the employees rather than nominated by management to be fair and stand properly for employees
25. The labour union must be organized again to create a powerful labour union that can handle and solve any problems that happen among employees, between employees and management to create better situation for work in general.
26. It needs be improved in terms of providing essential materials to the working environment and ensure the employees leaving pays and healthy situation at work place.

27. The labour union should work more and a lot to secure basic elements of the benefits of employees to improve their performance
28. To create good working condition at work place
29. To secure the rights of employees at work place effectively so that the employees will be confident and will have good performance.
30. The labour union at least two times a year should visits or oversees the branches working environment since there are several problems in each branch for instance some managers see themselves as a king and says I can do everything I want up on you.

4.10. Summary of Ideas from Interview questions

Director- Human Resource Management

Do you think that the union in your organization is effective in its practices to effect on the performance of its members to the desired levels?

- I think so, since the employees will have confidence due to the existence of labour union which works for their interest so that their performance will be enhanced

Do you think that in your organization there is an effective relationship between the management and union to facilitate mutual gain so that the commitment and engagement of employees is improved?

- Yes ,there is , as far as me concerned so far we have good relationship

What is /are the means used by the union to communicate its efforts made to secure the rights and interests of its members? Do you think that the means used by the union enough to receive and give feedback? If not, in your opinion what you recommend?

- Through e mail address to individual employees and there is no other means
- In my understanding it is enough means to communicate to the respective employees

In your organization, do you think that the union satisfy the need of its members? If not, what are the major constraints?

- As I have said earlier, the employees are confident enough on the labour union and then they will be satisfied.

In your opinion, does the union in your organization negotiate with management without any challenge to secure the interest of its members as per the collective agreement? If not why?

- Yes of course ,the labour union negotiate freely to secure the needs of its members without any challenge

Are there any documents that show the improvements in performance or satisfaction of employees in relation to the work of management with the labour union?

- No there is no any document which helps to see the impact of it on employees performance or satisfaction

Does the union participate in strategic and other issues of the bank?

- Yes definitely, for instance ,in the five years strategic planning process they were involved

Finally, is there anything that you want to say or comment about the labour union in your organization?

- No there is no

With The President of Labour Union

Do you think that the union in your organization is effective in its practices to effect on the performance of its members to the desired levels?

- Yes, because our existence, I think, in the organization creates confidence on our members since we stand for their benefits and they will commit on their job.

In your opinion, does the union in your organization negotiate with management without any challenge to secure the interest of its members as per the collective agreement? If not why?

- Not fully independent and negotiate freely. We try as much as possible to work or negotiate with the management, this because we fear for our future fate in the organization in terms of job security and future career path .in addition some of our representatives are politically affiliated meaning they are the members of the EPRDF so in general it is difficult to have independent power and negotiate freely with management.

Are there any documents or survey that shows the improvements in performance or satisfaction of employees in relation to the work of management with the labour union in partner?

Actually there is no, which is our weakness, we may do it in the future to measure the impact our performance on the employees' performance or satisfaction.

Does the union participate in strategic and other issues of the bank?

- Yes of course ,in quarter evaluation and also strategic planning process of the bank

With representatives of union

Do you think that the union has capacity enough to negotiate with the management?

- No, even there is skill gap and knowledge gap among its representatives about what it should do or not. In addition there are common understanding and fear among the representatives of the union

Does the union have an independent bargaining power to negotiate and secure the benefits of its members?

- No it does not have, due to lack of capacity in terms of skill and knowledge concerning roles played by the labour union, fear of job security.

Analysis of interview using content analysis

When we see the above information given by the interviewees, two out of the seven respondents have given their positive feedbacks towards the effectiveness of the labour union towards the performance of the employees. And six of them out of the seven interviewees have given their negative feedbacks about the independency or bargaining power of the union due to lack of appropriate knowledge by the union representatives about the roles played by the union and also fear of their future job security .from the above information given by the respondents, the majority or five out of seven of respondents have mentioned about the ineffectiveness of the labour union to enhance the employees performance and the majority or six out of seven respondents have mentioned about the weak bargaining power of the union. When we inter -relate the results of interview with that of the questionnaires, we can say that the labour union is not effective in playing its roles and practices to achieve or improve the performance of employees due to lack of having strong negotiation power for the reasons mentioned under the results of interviews above and questionnaires.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter is the last chapter in this study paper. On this part the chapter will thoroughly discuss what was found in the previous chapter and what meanings do graphs and tables generated in the process of analyzing and presenting the data. Depending on the interpretation and discussion from the result of the data, conclusion will be given for the result obtained from the process. Finally the paper will finalize by giving possible recommendations.

The study as described in the methodology part uses the five point Likert scale which ranges from strongly Agree to strongly disagree options. Questions have a positive meaning in the questionnaire for the respondents. Because of this strongly agree option has a large value as opposed to strongly disagree which has a smaller value, the scale has a mean value of 3 three which is described as a middle position on the performance measurements of the instrument. So the discussion will be on how employees are lied on each variables tested and presented on the scale as it is describe in the data analysis and presentation part and on the contextual analysis of ideas which are acquired through open ended questions and interview results of the chapter and also on .

5.1.1. In terms of communication

Regarding the effectiveness of communication networks used by the labour union, the finding of the study shows that more than 41.4 % of respondents in the organization are not satisfied or have given their negative feedbacks and much less than 30.4% of the respondents have given only their positive feedbacks. Such numbers of respondents indicate that the communication network used by the union is not enough to communicate the periodical efforts made by the union and creates information gap between the union and its members.

In addition, the qualitative data analysis similarly indicates that the respondents are not satisfied with the existing communication network to know much about the labour union and its effectiveness in its practices to impact on employees' performance.

Hence, from these results we can say that the union is not effective to provide efficient way communication or there is communication gap to add value to its members and enhance their commitment and engagement for better performance.

5.1.2. In terms of working condition and harmony

Regarding working condition and harmony, the finding of analysis shows that cumulative results of each of the twelve tables which are depicted in the analysis chapter more than 38.4 per cent of the respondents have given their negative feedbacks about the existing working condition and harmony in the organization i.e., strongly disagree and disagree, whereas much less than or equal to 32.2 per cent of the respondents have given their positive responses i.e., strongly agree and agree. From such numbers of respondents we can imply that the labour union contribution towards maintaining good working environment to enhance the performance of employees is insignificant.

Similarly, the qualitative data analysis result shows that the involvement of labour union to create good working condition at work place and harmony between employees and management is not as such known by its members. Then from these results we can infer that the labour union is not effective in its practices in terms of maintaining working condition and harmony and this may result in workforce instability, lack of commitments by the employees and job insecurity which are necessary elements for productivity of employees.

5.1.3. In terms of safety and health

According to this category, When we see the cumulative results of each of eight tables more than 46 per cent of the respondents have given their negative feedback or responses i.e., strongly disagree and disagree, while much less than or equal to 36.8 per cent of the respondents have given their positive responses i.e., strongly agree and agree and these results will have an implication on employees to leave the company. From this quantitative and also qualitative data analysis, we can imply that most of the employees are unhappy and the labour union is not effective in playing its roles by representing well its members to

secure or look after their needs in terms of safety and health and there by enhance their productivity for better performance.

5.1.4. In terms of salary and benefits

When we see the cumulative results of each of the ten tables under this variable, more than 38.9 per cent of the respondents have given their negative responses to the respective questions under each tables i.e. Strongly disagree and disagree, whereas less than or equal to 37.6 per cent of the respondents have given their positive responses i.e., strongly agree and agree. And when we see also the results of the qualitative data analysis, majority of respondents have given their reservation as to the involvement of labour union to negotiate and improve benefits effectively related with salary and benefits in line with the current situation of the economy. In general, from this we can imply that the labour union is not playing its pivotal roles effectively to bring a substantial impact on the compensation and work lives of workers through securing legislated labour protections and rights such as salary and benefits and also in enforcing those rights on the job to enhance the productivity of the employees and bring the desired performance for the desired results.

5.1.5. In terms of taking collective action in partnership with management

According to this category of variable, When we look at the cumulative results of the 10 tables which are categorized under this variable, they indicate that more than 37.6 of the respondents have given their negative responses i.e., Strongly disagree and Disagree whereas less than 36.10 per cent of the respondents have given their consent or positive feedback i.e., Strongly agree and agree .Such numbers show that there is a problem in the existence of quality and having balanced power of relationship.

In addition, the qualitative data analysis result also shows that there is a lack of the existence of balanced power of relationship between the management and the labour union, since the strength of union and the quality of the relationship between union and management affect the ability of union to create employee trust in and commitment to their duty for better performance.

From these results we can imply that in general there is no balanced power relationship between the labour union and management or the labour union lack independent voice during negotiation which delivers quality and cooperative relationship to enhance mutual gain in the success of the organization and also ultimately to enhance trust, commitments

and efficiency of the employees in the achievements of the desired goals of the organization

5.1.6. In terms of policy and strategic issues

Regarding this variable ,When we look at the six tables under this category the cumulative results more than 42.2 percent of the respondents have given their negative responses i.e., strongly disagree and disagree. And less than 31.5 percent of the respondents have given their consent or positive feedbacks i.e. agree and strongly agree to the above mentioned six questions in the questionnaire. From these results we can say that the employees commitment and engagement towards their job or duty is compromised or not enhanced to their utmost efforts in the achievement of the goals of the organization due to lack of effective involvement by the labour union in the discussion of policy and other strategic issues of the organization .In addition ,the qualitative data analysis show that even though the labour union is involved in these discussions ,it is not effective enough to make a difference due to lack of capacity in term of skills and knowledge about the roles and practices played by the union by the representatives of the union.

5.1.7. In terms of complain and conflict handling

Concerning this variable both the quantitative as well as the qualitative data analysis results show that the labour union is not effective to protect its members from unfair administrative action taken by the management so that the employees job security and workforce stability is compromised which are very determinant factors for high performance of the employees.

5.1.8. Employees' performance

when we see the cumulative results of this category in the analysis part, more than 37.9 % of the respondents have given their negative responses i.e., strongly disagree and disagree, and their maximum cumulative negative responses is reached 50.1% whereas much less than or equal to 45.8% of the respondents have given their positive responses i.e., strongly agree and agree. From these results we can say that the labour union effectiveness in its practices in enhancing or improving the performance of the employees to the desired level is insignificant. In addition, from the results of the qualitative one, the labour union is not effective in playing its roles and practices to achieve or improve the performance of

employees due to lack of having strong negotiation power for the reasons mentioned under the results of interviews above and questionnaires.

5.1.9. Union Involvement Essentiality and its Bargaining Power

Regarding this category, most of the respondents or 68.37 % have recognized the importance of the existence of labour union in the organization, however, 73.7 they have given their negative feedbacks about the bargaining power of the union in negotiation to enhance the performance of the employees to the desired level in the achievement of the goals of the organization .From this we can understand that even though its essentiality is confirmed by the majority of the respondents, unless it has strong bargaining power during negotiation, its impact on employees performance cannot be significant .In addition to this the results of the qualitative data analysis also show similar out comes.

5.2. Conclusions and Recommendations

As it can be seen from the summery of analysis of seven variables the labour union is not effective or weak to enhance the performance of the employees. And specifically under the category of employees performance which is summarized at the end part of summery, shows that, more than 37.9 % of the respondents have given their negative responses towards the effectiveness of the union in its major practices to enhance the performance of the employees and their maximum cumulative negative response is 50.1%, in addition, much less than or equal to 45.8% of the respondents have given only their positive responses. These results indicate that the labour union is not effective in its practices to enhance the performance of employees to the desired level or very weak.

In addition, as it can be seen at the end of the summery, even though 68.37% have recognized the importance of the existence of labour union in the organization, 73.7% of the respondents have given their negative feedbacks about the level of bargaining power of the union in negotiation. Similarly the summery of the results of the qualitative data analysis , show that the labour union is not effective in playing its roles and practices to achieve or improve the performance of employees due to lack of having strong negotiation power .

These might results in poor relationship between the management and the union, the trust of employees both on management and union can be deteriorated and ultimately it will affect negatively its effectiveness in its major practices to impact on employees' performance to the desired level in the achievement of the goals of the organization in general.

5.3. Limitation of the study

To achieve the maximum result out from the study, it would have been better if it had been studied in a comparison way in different Organizations. But the time brings a burden to limit the study just on a single organization. In addition to this, to have the fruitful result and finding, it would have been preferable to take a sample from the total number of employees of the bank, However; as the branches are located in a very dispersed manner, it would not be feasible to do so both in terms of time to get the feedbacks from all at reasonable time and cost. There for, due to this reason, the sample was taken from those permanent employees who were found in Addis Ababa area working at city Branches, four District Offices and at Head Office.

Apart from the above facts, due to the absence of relevant and up to date related literature on the topic in the bank, a preliminary survey has been conducted as a base on some individuals who were considered have better knowledge and skills about the subject matter to identify the problems on a gap between the labour union and performance of employees, and this may lack completeness as the survey not includes the feelings of all employees who were working in the bank.

5.4. Recommendations

From the findings of both the quantitative as well as the qualitative of the study employees are not satisfied with the performance of the labour union in its major practices in general. So the following recommendations are given to both parties:

To the union

- The labour union should properly create awareness among its members about its major roles and practices, the benefits being the members of the union the right and obligations of the employees and its continuous efforts or performance made to secure the needs of its

members through appropriate channels i.e., by producing its own periodical's reports or newsletter on quarter base.

- The labour union should at least visit once in a year through its representatives the work places of its members to oversee the working condition and harmony and take corrective action to enhance its effectiveness in its practices accordingly.
- And, also to undertake survey to measure about its performance, the satisfaction level of its members and to get feedback from its members in general.

To the Management

- The management should recognize the benefits of being the union free independent in negotiation, or the advantage of the existence of balanced power of relationship to have quality and cooperative relationship which delivers employees trust on management as well as union, mutual gain or benefits in the success of the organization, commitment on employees, workforce stability for high performance e.t.c.

5.5. Organization of the study

The study has consisted five chapters: chapter one has covered an introductory part which comprised of background of the study, statements of the problem, research objectives, scope and limitation of the study. Chapter two has covered the review of literature, i.e., theoretical and empirical literatures relevant to the major them of the study. Chapter three has consisted descriptions of the study areas in research design and methodology. Chapter four and five has comprised of results, discussions and the summery, conclusions, limitation of the study and recommendations part respectively.

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Appendix

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Questionnaire To Be Filled By Non-Supervisory/Managerial/Permanent Employees

This questionnaire is designed to collect primary data used for thesis entitled **‘Assessment on The impact of the labour union on employees performance in Commercial Bank of Ethiopia’**. The research is conducted as a partial fulfilment of the requirement for the masters of Arts degree in human management.

The research to be evaluated in terms of its contribution to our understanding about the impact of labour union on the employees’ performance in organization which will be using five point likert scales in terms of commitment & engagement, productivity & efficiency, executing one’s duties and tasks to the desired level, high performance work practice and providing quality services by the employees to the customers.

The study will have a great contribution if you complete all the items covered in the questionnaire having your genuine, honest, and prompt response since it is a valuable input for the quality and successful completion of the study. In this connection, I would like to assure you that the information you provide will be used for academic purpose only and all responses will be treated in a strict confidentiality.

Therefore, I kindly request your cooperation in answering the questions as clearly as possible.

General Instructions

- There is no need of writing your name
- In all cases where answer options are available please tick(✓) in the appropriate box.
- For questions that demand your opinion, please try to honestly

Describe as per the questions on the space provided.

Thank you, for your cooperation and timely response in advance!

Part I: PARTICIPANT BACK GROUND INFROMATION

1. Number of years you have worked for this organization (in years)

0 - 4 ☐ 5 -9 ☐ 10-19 ☐ 20-30 ☐ 30 years or more ☐

3. Age(in years): Under 25 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐

55 and Above ☐

4. Sex: Male ☐ Female ☐

5. Educational Qualification:

☐ High school graduate

☐ Technical school graduate

☐ College Diploma

☐ BA/BSc Degree

☐ Master's Degree

☐ Other (please state _____)

6. Have you been working in the bank for one year and more?

Yes ☐ No ☐

PART II: Questions related with the effectiveness of labour union in its practices

Listed below are statements about the effectiveness of labour union in your Organization. Please indicate your level of agreement with the statements so that your answers to these questions will enable me to assess what you think about the impact of the labour union on employees' performance in your organization.

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. In terms of communication					
1.1 Communication network media used by the labour union is effective to receive and give feedback so that commitment on my job is increased.					
1.2 The labour Union adds value to my productivity by providing an efficient way of communicating and negotiating with employees.					
1.3 The labour union makes a large contribution to enhance my efficiency for higher performance through its capacity to spread information rapidly through its networks.					

1.4 The communication network used by the union helps me to improve my performance through increasing my involvement in the decision and commitment.					
1.5 Communication network used by the labour union is effective to communicate about its periodical efforts made to secure my rights and interests so that my commitment to my job is increased.					
1.6 The communication network is effective to give me relevant information timely so that my commitment and engagement is increased					
2. In terms of working condition and harmony					
2.1 The labour union existence or involvement to smoothing up the relationship between me and the management enhance my job security for high work performance practice.					
2.2 The labour union existence or involvement to smoothing up the relationship between me and the management enhance my commitment and engagement towards my job.					
2.3 The labour union periodical involvement at my work place is effective enough to enhance my job satisfaction and then productivity.					
2.4 The labour union is effective in overseeing the existence of team spirits among the performers and there by improve my productivity or efficiency.					
2.5 The labour union is effective in ensuring the existence of recognition for my good work and creates an opportunity to work beyond the requirements of my job.					
2.6 The labour union effectively work with the management to have better office layout and workflow arrangements and thereby improve my productivity.					

2.7 The labour union is effective in ensuring that I am not mistreated by my immediate supervisor so that my commitment and engagement is enhanced.					
2.8 The labour union is effective in ensuring that the required working resources are provided to me so that I deliver quality services to my customers.					
2.9 The labour union is effective in ensuring that I am given the required training related with my job without discrimination so that my productivity or efficiency is enhanced.					
2.10 The labour union ensures that I am never overworked so that I can deliver quality service to my customers.					
2.11 The labour union ensures that my working hours are reasonable and enhance my commitment towards my job for high performance.					
2.12 The labour union is effective in ensuring that my supervisor is impartial in treating her / his subordinates so that my commitment and engagement is enhanced.					
3 .In terms of safety and health					
3.1 The labour union is effective to ensure that the medical and insurance schemes are attractive to me so that my productivity is improved.					
3.2 The labour union is effective to ensure that there is equal treatment of each staff in the benefit system of the bank such as in medical and insurance so that my engagement at work place is improved.					
3.3 The labour union is effective in ensuring my job security through enhancing my trust on management.					

3.4 In my organization, the labour union is effective in ensuring my fringe benefits like for instance; medical for my family , life insurance, paid leave for me, medical leave , health insurance up on my retirement etc., so that my commitment and engagement is enhanced					
3.5 In my organization, the labour union is effective in ensuring social insurance programs such as unemployment insurance, workers' compensation and is thus an intermediary institution for me that provide a necessary complement to legislated benefits and protections.					
3.6 In my organization, the labour Union is effective to play a pivotal role both in securing my safety and health, overtime, and family/medical leave and then enhanced my productivity.					
4.In terms of salary and benefits					
4.1 In my organization, the labour union bargains effectively for better salary& benefits so that my engagement is enhanced for higher performance.					
4.2 In my organization, the labour union is effective in ensuring that I earn the same salary with others doing the same job and thereby increased my commitment on my job.					
4.3 In my organization, the labour union is effective enough to secure my salary increment is based on my performance so that my engagement is increased.					
4.4 In my organization, the labour union is enough to ensure that pay scale treats everyone equally.					
In my organization, the labour union is effective in					

ensuring that the pay that I receive is fair relative to the industry's average so that my work performance is enhanced.					
4.5 In my organization, the labour Union is effective in reducing salary inequality through raising salary more for low- and middle-wage workers than for higher-salary workers so that my commitment to my job is increased.					
4.6 In my organization, labour union is effective in ensuring that I am given fair compensation for my work so that my efficiency is enhanced.					
4.7 In my organization, the labour union is effective in ensuring that I am given the voice and support to demand for higher wages so that my commitment and engagement to my job is increased.					
5.In terms of Taking collective action In Partnership With Management					
5.1 In my organization, the labour union is effective enough to ensure that through collective bargaining, I am more likely to get more benefits from management as opposed to forwarding these concerns individually by me.					
5.2 The labour union has independent voice with strong negotiation power to ensures my share in the economic success of my organization.					
5.3 The relationship between the labour union and management helps me to increase my commitment through facilitating mutual gain.					
5.4 The relationship between union and management helps me for an effective and higher performance.					
5.5 In my organization, the existence of collective bargaining for decision facilitates effective communication between the management and me so that improves my					

performance to higher level.					
5.6 In my organization, the labour Union is strong enough to have a cooperative relationship with management and there by creates trust on management as well as commitment up on me.					
5.7 In my organization, I trust the labour union because it is independent with strong bargaining power and is elected to represent the interests of me so that my commitment and engagement is increased.					
5.8 In my organization, the relationship between union and management, mediates for my efficient and higher performance work practice.					
5.9 In my organization, a partnership role played by both the management and union provide an opportunity in favour of a new partnership one that demonstrates their relevance to both management and employees.					
5.10 In my organization, the partnership roles enhance different perspectives and result in better quality decisions that improve my performance in terms of delivering quality service.					
6.In terms of policy and strategic issues					
6.1 My commitment and engagement on my work performance is enhanced since the labour union is effective enough to increase my capacity to involve in the decision making process of my organization.					
6.2 In my organization ,the labour union involve effectively in the decision making process and helps me to achieve high performance work practice					
6.3 In my organization, the effective involvement of labour union in the decision making process ensures the stability of the existing valuable and well experienced					

employees for their better performance.					
6.4 In my organization, the labour union has participated effectively in the development as well as in the implementation process of performance management system (PMS) and thereby increased my productivity.					
6.5 In my organization, the labour union has independent power during negotiation in securing the rights and benefits of its members so that my commitment is improved.					
6.6 In my opinion, there is a positive relationship between the degree of effectiveness of the labour union in its practices and my performance in terms of commitment and engagement.					
7.In terms of conflict and complain handling					
7.1 In my organization, the union is strong enough to handle complains and grievances so that my efficiency at work place is enhanced					
7.2 In my organization ,the labour union is effective in protecting its members from un fair administrative actions and labour exploitation by the management					
8. Employee's performance					
7.3 My commitment and engagement towards my job is increased since I get enough information about the effectiveness of labour union in its practices.					
7.4 My commitment and engagement towards my job is increased since the labour union strong enough in negotiation to secure my rights and interest					
7.5 My commitment and engagement on my job is increased since the labour union is effective enough to maintain good working condition and harmony at my workplace					

7.6 My commitment on my work performance is enhanced since the labour union is effective enough to increase my capacity to involve in the decision making process.					
7.7 There is a high performance work practice at my work place since the labour union is effective and strong enough in negotiation to secure my rights and interest i.e., both in terms of financial as well as non-financial benefits.					
7.8 I deliver quality services to my customers due to the existence of good working condition and harmony at my workplace.					
7.9 I deliver quality services since all the required resources are fulfilled at my work place.					
7.10 My commitment and engagement on my job is increased since the labour union is strong enough to handle effectively the complain and conflict with the management in negotiation.					

Part III. Additional Questions

1. In your opinion, do you think that the labour union in your organization is essential to improve your performance?

Yes ☐ No ☐

2. What is/are your reason/s for question No.1 above?

3. In your opinion, do you think that in your organization the labour union has a strong bargaining power during negotiation so that your performance is enhanced?

Yes ☐ No ☐

4. If your response is No to the above question No.2, what is/are the reason/s in your opinion, that constraint the union from having strong bargaining power?

5 .Would you please suggest if there is anything to be said with regard to the labour union to bring high performance work practices among employees in your organization? Use the space provided below

Thank you again for completing the questionnaire!

For further information, Please contact me. +251943192382

List of interview questions:

1. Do you think that the union in your organization is effective in its practices to effect on the performance of its members to the desired levels?
2. Do you think that in your organization there is an effective relationship between the management and union to facilitate mutual gain so that the commitment and engagement of employees is improved?
3. What is /are the means used by the union to communicate its efforts made to secure the rights and interests of its members? Do you think that the means used by the union enough to receive and give feedback? If not, in your opinion what you recommend?
4. In your organization, do you think that the union satisfy the need of its members? If not, what are the major constraints?
5. In your opinion, does the union in your organization negotiate with management without any challenge to secure the interest of its members as per the collective agreement? If not why?
6. Finally, is there anything that you want to say or comment about the labour union in your organization?

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