

# Labor Dispute in Industrial Parks of Ethiopia: The Case of Bole-Lemi Industrial Park (BLIP)

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Sociology

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## **Declaration**

I hereby declare that this thesis is my original work and has neither been presented for a degree in any other University nor was published before and that all sources of material used for the thesis have been duly acknowledged.

Gebeyaw Nega Tessema

Signature\_\_\_\_\_

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## **List of Abbreviations**

AACCSA -Addis Ababa Chamber of Commerce and Sectoral Associations

Art. -Article

BLIP -Bole Lemi Industrial Park

CETU -Confederation of Ethiopian Trade Unions

CETP -Conventional Effluent Treatment Plants

Dev't -Development

EEF -Ethiopian Employers Federation

EIC - Ethiopian Investment Commission

EID - Ethiopian Industry Development

ERCA - Ethiopian Road Construction Authority

ETB -Ethiopian Birr

EU-OSHA- European Union - Occupation Safety and Health Associations

FDI -Foreign Direct Investment

FGD -Focused Group Discussion

Gov't -Government

HR -Human Resource

HRM -Human Resource Manager

IAIP -Integrated Agro-Industry Park

IDI -In-depth Interview

ILO -International Labor Organization

IPDC	-Industrial Parks Development Corporation
IPs	-Industrial Parks
KII	-Key Informant Interview
MIS	-Management Information System
MOI	-Ministry of Industry
MoLSA	-Ministry of Labor and Social Affairs
MOTI	-Ministry Of Trade and Industry
n.d.	-No date
NLRB	-National Labor Reform Board
OSH	-Occupational Safety and Health
PPE	-Provisions of Personal Equipments
MMR	- Mixed Methods Research
SEZs	-Special Economic Zones
SNNPR	-Southern Nations Nationalities and Peoples of Region
SOEs	-State Owned Enterprises
TVET	-Technical Vocational and Education Training
UNIDO	-United Nations Industrial Development Organizations
USD	-United States Dollar
WB	-World Bank

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## **Abstract**

*The main objective of this study was to explore the state of labor dispute in Ethiopia's industrial parks with particular reference to Bole Lemi. The study sought to identify the causes of disputes and suggest possible remedies that would enhance industrial peace and symbiotic relation among workers and employers in the interest of increased productivity. A mixed research approach and descriptive and thematic analysis were applied in the course this research. The necessary data was generated through survey, key informant interview, in-depth interview, focus group discussion and field observation with random samples of 240 participants. In addition to these, a robust review of secondary sources has been made primarily to scan the current state of knowledge about industrial parks in Ethiopia in general and identify the existing knowledge gap pertaining to industrial relations in Bole Lemi industrial park in particular. As a major finding, the study revealed that disputes leading to disruption of labor relations at work place mainly arise from low wage and its differentiation between workers based on gender and citizenship (i.e., between local and expatriate staff) and others work place disputes stemming from this major problems, lack of communication between workers and employers. From the local employees' point of view, this differentiation affected not only worker's income, but also personal dignity. It was found that inscriptive nature of payment as opposed to skill and merit based wage system, affected work motivation. Low wage infused high employee turnover. The study also found that the employers are worried not only about the low skill of their employees, but also their limited capacity for on-job training to acquire new skills and catch-up with work requirement. Safety requirements were also found to be problematic. Despite the allocation of sufficient personal protective equipment by the employers, lack of awareness pertaining to the use, and misuse of equipments created a problem resulting in the prevalence of work place injuries. Insufficient health insurance and non-adherence to labor laws and conventions pertaining to trade union further exacerbated the problem. Finally, the study revealed that Bole Lemi industrial park suffers from problem related to infrastructure development such as roads, water supply, and electric power blackout. Revised minimum wage set, tripartite plus linkage and commitment of stakes are suggested as a remedy.*

**Keywords:** *Industrial park, working conditions, trade union, industrial dispute,*

## **CHAPTER ONE**

### **1. Introduction**

This section include portions such as background of the study, statement of the problem, objectives, research questions, significance, scope, and limitations of the study.

#### **1.1. Background of the study**

Historically industrial parks were started in Great Britain, where factory production spread and first industrial zones were founded. These were set up by multiple production units; the first factories arose somewhat accidentally, however, their later occurrence represents an organized deed that followed certain idea of urban planning and regional concept. The first industrial park, Trafford Park, was established by a company named Ship canal and Docks near Manchester in 1896 (Vidová1, 2010).

Now as industrial park is a global phenomenon in today`s business to attain competitive edge, companies must first ensure cooperation and harmonious relationship between all stakeholders (Stephen and Lucy, 2013) because of the major change and continued turbulence in the social, political, technological and economic environments at a global level are creating an uncertain and complex environment in which organizations have to operate (Tonder et al., 2008). To handle these uncertainties, employees shall have the right to self-organization, to form, join, or assist labor organizations, to bargain collectively through representatives and protection (National Labor Relation Act, 1997).

But as a result of weak harmonious relationship between employers and employees in most African countries, hiring and firing problems in industrial parks are widely perceived as a major obstacle (Azam et al., 2005). And the consequence of this situation makes the reactionary effect due to the perceived incompatibilities resulting typically from some form of interference or opposition is termed as dispute (Poku, 2006).

In Ethiopia, manufacturing industry began to appear in the 1950`s much earlier than in many of the Sub-Saharan African countries while modern industries began to emerge in the second half of the 1950s aiming at substituting imports. The early 1970s ushered a central planning system

of economic management. This development, however, frustrated whatever little there was in private initiative that had appeared in the earlier period (MOI, 2013).

In Ethiopia, in spite of the fact that the idea of transforming the Ethiopian economy from agriculture to industry goes back to the imperial period, the development of industrial parks is a recent phenomenon. And as a conscious move to stimulate industrial growth in the country, the industrial park development has become a policy option after the recognition of the failure of the long touted Agricultural Development Led Industrialization Policy (ADLI) of the Ethiopian government to bring about a fundamental transformation of the industrial sector (Alebel and Mulu, 2017). Since the early 2000s with a large set of carefully designed policy instruments which include the promotion of exports and productive investment, industrial financing, and the use of state-owned enterprises (SOEs) to shape strategic sectors, the focus has been on sectors such as leather and leather goods, apparel and textiles, meat processing, food processing and beverages, cement and steel, and horticulture (Arkebe, 2018).

According to the UNIDO (2018) report for developing countries, Industrial parks can maximize resource integration for limited production factors within certain spatial scope. By attracting labor and capital intensive domestic and foreign investment in manufacturing and service industries, industrial parks can not only increase job opportunities and wages but also shape skills of local workers that is why currently, the industrial park economy has become a global trend.

Industrial parks can be used to overcome the hurdles of unemployment and accelerate economic development they are a useful instrument for attracting investment, fostering technological learning and innovation, and for creating jobs. With the potential to generate comparative and competitive advantages, industrial parks attract innovative businesses, leading to both more jobs and a larger tax base (Baku, Azerbaijan, 2012).

Several factors are often posited to explain the failures of industrial park programs in Ethiopia, Such as lack of support for technology acquisition, skills building and quality assurance. As a result of this, the relationship between employees and employers, situation of working conditions and of labor unionism are the headache for industry parks productivity (Saleman and Jordan, 2014).

Bole Lemi industrial park is one of the pioneer special economic zones in Ethiopia which are operated by the government and it stands in the fore front of others by its destinations of investors as a result of its location in the capital city, Addis Ababa. In the park there are 11 investors those are working with 22 working shed those involved in garment and textile leather manufacturing. There are more than 17,000 workers are employed and the employees came from within and the surroundings of Addis Ababa city.

The reason why I chose to study Bole Lemi industrial park in Addis Ababa is because of my preliminary acquaintance and information about the working situations of the park that is I was employed for American Solidarity Center which had some relations with this industrial park. This situation initiated me to know more closely and study it scientifically. It is assumed that employee-employer relationships determine industrial peace and productivity in the given industrial park and the country at large. However, given the fact that the role played by industrial parks in economy activity is new for Ethiopia, it is imperative to carefully investigate the magnitude of this role and know whether or not peaceful relationship between employees and employers in the industrial parks itself can serve as a vehicle for modern economic development. In addition to my prior acquaintance, it was the latter issue that inspired me to focus on labor relations in Industrial Parks of Ethiopia with particular reference to BLIP.

## **1.2. Statement of the problem**

Despite of the contribution of industrial park to job opportunity and national economy; the workers at factories in Bole Lemi industrial Park have different grievances associated with, wage, standards of living, working conditions, legal frameworks and conventions that are signed by the country such as respect for their legal right for association at work place.

To aggravating the above both mentioned and unmentioned problems the Ethiopian government comes from in the front line to promotes economic conditions of Ethiopia in the course of cheap labor availability with low wages as a means of attracting investors is the root cause of others related setback. This in turn intensifies problems of employee-employer relations at their working place, and adversely impacts the intended goal of achieving industrial peace, labor productivity and ultimate economic development of the country.

Apart from this, the situation in Ethiopian industrial parks is complicated by low quality of skills. In this regard, investors are complaining about shortage of skilled labor supply, because the Ethiopian TVETs (colleges) are not give the training based on the specific needs of the parks (MOTI, 2019) this is contrasted with the situation in Kenya and Bangladesh where the availability of relevant skill impacts industrial relations because it is often argued that industrial disputes, the quality of the employee's workplace relationship, level of employee's motivation, and performance are closely related with a skill fit to the purpose (see Ngari and Nickson, 2013; Khaleda and Aleya, 2017).

According to the World Bank (2005), even though Ethiopia has high manufacturing firms among African countries but labor unionization is low even comparing with Eritrea even though labor union is not only the workers right it is also a mechanism to minimize grievance. Similarly; in nine Ethiopian industrial federations from 2008 to 2018, in 76 organizations 4202 workers were fired from their work in illegal way (CETU, 2018). This testifies work place relationship in manufacturing sector is problematic in Ethiopia.

In a nutshell, in Ethiopian industrial parks causes and impacts of industrial dispute and attendant problem of rights violations are interpreted by employers and employees differently. While the workers attribute it to low wages, poor working condition and violation of their rights to association, employees complain about workers' low or incompatible skill, lack of will to take orders and implement, and low capacity for on-job training on the other hand.

In fact, studies were made so far on the issue of industrial parks of Ethiopia in general and at BLIP in particular have been conducted to examine rather there are individual opinions that assess employment relationships and emerging disputes lack of skilled manpower and low wage caused for low productivity of manufacturing sectors in Ethiopia separately this is do not address labor relations at work place inclusively in industrial parks. Therefore, based on the above gaps and recommendations, in this current study an attempt has been made to fill the knowledge gap on looking the organizational structures of BLIP, cause for work place dispute, the applications of legal frameworks and remedies.

### **1.3. Research questions**

Based on the general problem frames the research were address the following questions.

1. What is the prevailing picture of labor relation at Bole Lemi Industrial Park?
2. Are there any grounds for emergence of industrial disputes at Bole Lemi industrial Park?
3. Which legal frameworks are there to protect employment rights and set working standards?
4. What does the overall terms and conditions of work at Bole Lemi industrial park?

### **1.4. Objectives of the study**

#### **1.4.1. General objective**

As its general objective of this study seeks to explore the state of labor relations in industrial parks, identify the grounds of emerging disputes and suggest possible remedies for the sack of industrial peace and perpetuate productivity.

#### **1.4.2. Specific objectives**

- To explore the current state of labor relations in Bole Lemi industrial park.
- To identify the causes of disputes and its' effect at work place that hampers industrial peace.
- To describe legal frameworks governing employee–employer relationships.
- To describe the overall terms and conditions of work in Bole Lemi industrial park,
- Finally to suggest possible conflict mitigation strategies that would enhance industrial peace.

### **1.5. Significances of the study**

There is no well-organized previous study in BLIP industrial park that assessed on labor relations and cause for disputes at work place the reason why industrial parks in Ethiopia is a new economic outlook or recent phenomenon. Therefore; the study will be beneficial for future researchers as well as it hopefully valuable to policy makers on industrial parks and finally, from this study the employees and the park administrators of Bole Lemi will benefited as it will reveal causes of disputes and propose valuable solutions.

## **1.6. Scope of the study**

The depth of the study is focus on Bole Lemi Industrial park with the thematic areas of fully operational garment and textile, leather and pharmaceutical companies because of the nearest area of the researcher and different things are taking in to account such as resources limitations to do this research and it is also the first state owned operated Industrial Park in Ethiopia, so it has advanced experiences regarding on data availability. The outcome of the study will be delimited to all industrial parks by taking the case.

## **1.7. Limitation of the study**

Though the study has various significances, it has also its own limitations. This study is conducted using related literature on the issue but because of the newness of the issue and serious scarcity of literature directly matched with the study in Ethiopian context was not available. This study tried to investigate labor relations in industrial parks and causes for disputes by assessing only workers, industry administrative officials, Ministry of Labor and Social Affairs and Confederation of Ethiopian Trade Unions. And at last COVID-19 also restricted the researcher's movement at work place of respondents. Therefore, it calls future investigators to study the issue through other stakeholders such as EIC, EEF and the study wants doing again to know the effect COVID-19 on labor relation in industrial parks.

## **1.8. Organization of the study**

The study is organized in to five chapters; the first chapter is a general introduction to the study which discusses background of the study, problem of the study, objectives of the study, significant research questions that are to be answered by the research, the scope and limitations of the study are included. The second chapter is literature review. It addresses relevant and related issues and concepts around the study from conceptualizing relevant theories and legal frameworks. The third chapter is about the research methodology, research design, criteria the case study was chosen and why the specific method was employed. The fourth chapter contains the collected data of the study presented clearly as well as analyzed according with the research questions of the study with the set of parameters. The last chapter is on summary of findings, conclusion and recommendations; for better work place relationship and minimizing industrial disputes of industrial parks.

## **CHAPTER TWO**

### **2. Reviews of Literature and Conceptual framework**

#### **2.1. Introduction**

This chapter is concerned with conceptualization of important terms pertaining to industrial parks, industrial relations and theoretical approaches used to explain industrial relations as well as labor disputes.

#### **2.2. Conceptualizing Industrial park**

Industrial park as a means of enhancing industrial development came into being more than hundred years ago in developed countries, especially in England. However, it has become a global phenomenon since the 1970s; following the failure of import-substitution strategies in many emerging economies and a subsequent shift toward export oriented economic development (Falcke, 1999). It was assumed that by clustering into industrial parks small, medium and even large scale enterprises can take advantage of public infrastructures, economies on construction and facilities, gain access to nearby skilled labor markets, and other critical inputs to propel overall economic development. However they come in variety of flavors: their size, type and organization vary a great deal as is their nomenclature.

Industrial parks are known by different names and alternatively referred to as industrial estates, districts, zones or parks. Thus in this study to make clear the conceptual ambiguity that may arise from equivocal use of the term, I prefer to consistently use the notion of industrial park as suggested by United Nations Industrial Development Organization (UNIDO). UNIDO distinguishes between estates or parks, industrial zones and districts. Accordingly, industrial estates or parks are developed, subdivided and serviced tracts of land made available for investors. In other words, industrial parks offer developed land and collective services such roads, telecommunication and utilities, and often common range of facilities such as recycling, waste collection and effluent treatment, tool rooms, testing, standard quality control, refrigerated storage and even security services, and recreational areas among others (Falcke 1999). Most Ethiopian Industrial parks also have tried to avail these facilities.

In contrast, Industrial zones are raw lands set aside for industrial use. It doesn't entail prior infrastructure development. UNIDO takes industrial districts as an organizational vehicle for administering a certain set of parks and/or zones. In Ethiopia, the responsibility for administration of industrial parks is vested in Industrial Park Development Corporation under the auspices of the Ministry of Industry.

### **2.3. Industrial Relations**

Industrial relation refers to employment relations within the framework of an industrial enterprise. It is about the regulation of the employment relationship between employer and employee, both collectively and individually, and the determination of substantive and procedural issues at industrial, organizational and workplace levels (Rose, 2008).

The concept Industrial relation is viewed by different scholars differently. According to Kaufman (2010), industrial relations are viewed as the process of rulemaking for the workplace whereas for Dunlop (1958) it is a job regulation. Flanders, (1965) on his part sees industrial relation as a social regulation of production. There are those who see industrial relations as a process of regulating conflicts arising in a work place (see Kochan, 1998).

According to Bain and Clegg (1974), a traditional approach to employment and industrial relations has been to regard it as the study of the rules governing employment, and the ways in which the rules are changed, interpreted and administered. In this work, industrial relation is defined as a relation that emerges in a workplace between employees, and employers with regard a wide range of issues, but not limited to wages, work place treatment, working environment, and rights to association. Having said this much about conceptualization, now let me turn to discussing the theoretical themes related to industrial relations.

### **2.4. Review of Empirical Studies Related to Ethiopian Industrial Parks**

#### **2.4.1. General situations of industrial parks of Ethiopia**

Employment levels and turnover are remaining kept in industrial parks created a total of 70,000 jobs, up by 42% from the previous year, and with 80 percent comprised of women workers. Hawassa has created the largest number of jobs (24,000), followed by Bole Lemi more than 16,000, and Eastern Industrial Park 13,000. Assuming current industrial parks are operating at roughly 50 percent of capacity, and extrapolating to the planned 22 industrial parks, a total of

170,000 new job creations are possible in the next few years (CEPHEUS, 2019). These indicate in future endeavor of Ethiopia will be minimizing the problems of youth unemployment and bridging the gaps of technology transfers.

But according to Enterprise Partners Ethiopia (no date), Low availability of skilled work force, poor industrial orientation, high turnover and low productivity are major constraints in the labor market. Therefore; labor and skills market ,sourcing, screening & placement centers ,soft-skills training and multi-skilling ,human resource management, supervisors training ,labor market database ,career development, standard of living ,accommodation and transport, life-skill training ,childcare and facilities for mothers , health and other social services , financial scheme for savings and entrepreneurship are important for making industrial parks work profitability but those are not fulfilled.

While major constraints to the proper functioning and growth of the Ethiopian industrial sector are inadequate managerial and technical skills of the human resource, shortage of foreign exchange for importing raw materials, lack of spare parts and other inputs, electric power disruption, and lack of access to efficient and effective credit and other services (EID, Strategic Plan, 2013-2025). From 22 industrial parks under various phases of establishment: nine are operational five government and 4 private; two have been recently inaugurated and set to start operations Jimma and Debre Birhan; five are likely to be opened over the coming year; and six are at early stages of planning. The country is striving to finalize a total of 30 industrial parks over the coming years (Metassebia, 2019).

Table 1: list of industrial parks in Ethiopia

No	Name of IP	Location	Progress	Organizer	Production	Size in hector
1	Eastern industry zone	Oromia	2008	China	Garment	500
2	Bole Lemi	Addis Ababa	2014	Gov't & WB	Garment	157
3	Hawassa	SNNPR	2016	Gov't & WB	Garment	400
4	Mekelle	Tigray	2017	Gov't & WB	Garment	1000

5	Kombolcha	Amhara	2017	Gov't &WB	Garment	750
6	Jimma	Oromia	2019	China	Garment	1000
7	Bole Lemi 2	Addis Ababa	2019	Gov't &WB	Pharmaceutic als	107
8	Kilinto	Addis Ababa	Ongoing	Gov't &WB	Pharmaceutic als	279
9	Dire Dawa	Dire Dawa	Ongoing	Gov't	Garment &food	4000
10	Adama	Oromia	2018	Gov't	Garment	2000
11	Bahirdar	Amhara	2019	Hong Kong	Garment	1000
12	Arerti	Amhara	2019	Gov't	Construction	100
13	Aysha	Somali	Under plan	Gov't	-----	-----
14	Debre birhan	Amhara	2019	Gov't	Garment	75
15	Huajian group	Addis Ababa	2012	China	Shoes	138
16	Modjo George show	Oromia	2012	China	Leather	50
17	Airlines and logistics	Addis Ababa	Under plan	Gov't	Transport	200
18	Kingdom linen	Dire Dawa	Under plan	China	Linen	
19	Bure IAIP	Amhara	Ongoing	Gov't	Agri. products	155
20	Bulbula IAIP	Oromia	Ongoing	Gov't	Agri. products	263
21	Yirgalem IAIP	SNNPR	Ongoing	Gov't	Agri. products	108
22	Baeker IAIP	Tigray	Ongoing	Gov't	Agri. products	151

Source: Africa Business Partners, (2019)

#### 2.4.2. Industrial dispute

According to Anju T. (2015), industrial disputes may be classified under three headings of major causes: Economic, Managerial and Political causes.

Economic Causes; among others wage is set on the first rank. Wages: the demand for wage increase is the prime most cause of the industrial disputes. A large number of strikes are being organized to raise a voice against the rise in prices and cost of living. The real wages of the workers decline faster and they feel dissatisfied with their present emoluments and struggle for the improvement in wages. By having a cursory glance on the history of industrial disputes; it becomes clear that cause of most of the industrial disputes was wages. Employer has no clear-cut and enlightened wage policy. Most of the industrial disputes were the result of a demand for higher wages. Dearness allowance and bonus: increase in cost of living was the main cause of the demand of dearness allowance by the workers to equate their wages with the rise of prices. Bonus also plays an important role as a cause of industrial dispute. Both the quantum and the method of bonus payment have led to a number of disputes. There is an increasing feeling among the workers that they should have a greater share in the profits of the concern and this fact has not been recognized by the employees and non- acceptance of this fact has been a source of friction among employers and employees.

High industrial profits: as the description of Anju also another causing for disputes that is during and after the world wars, prices of the commodities went up and the industrialists earned a huge profit. In order to get share in the prosperity of the industry it naturally led to the resentment on their part. The increased profits also led to the demands of higher wages and bonus. Now in the changing world, concept of labor has changed considerably. They think themselves as a partner of the industry and demand their share in the profits. Working condition and working hours: the working conditions in Indian industries are not hygienic. There is not ample provision of water, heating, lighting, safety etc. Working hours are also greater. The demand of palatable working conditions and shorter hours of work are also responsible for labor disputes. Modernization and Automation of Plant and Machinery: the attempt at modernization and introduction of automatic machinery to replace labor has been the major cause of disputes. Workers go on strike, off and on, to resist rationalization and automation. Demand for other

facilities: demand for other facilities for meeting out their basic needs such as medical, education, housing, etc. encourage the workers to resort to direct action because such facilities were denied by the employers.

Managerial causes of industrial disputes: Anju (2015) moreover explained as a cause managerial problems of dispute at work place is described by: Denial of recognition to trade unions: Failure on the part of the employer to recognize the trade unions or to recognize the rival union for representation, insult of trade union leaders by the employers are some of the examples of autocratic managerial attitude worth mentioning as the causes of industrial disputes. The attitude of employers towards the labor association had never been sympathetic. They want to divide them and rule. Defective recruitment policies: the recruitment practices in Indian industries are defective. Recruitment is generally made by the contractors who exploit the workers and suppress their individuality. The defective promotion, demotion, transfer and placement policies encourage dissatisfaction among workers. Irregular lay off and retrenchment: lay-off and retrenchment are reasons to be mentioned for encouraging industrial disputes. Indian employers follow the policy of 'Hire and Fire'. As a matter of practice, workers are not made permanent for a pretty long time to deprive them of their legitimate rights.

Defiance of agreements and codes: the employers' regularly defy the provisions of collective-bargaining agreements and code of conduct and code of discipline with a view to harass or exploit the employees and just encourage strife. Defective leadership: inefficient leadership is also one of the causes of disputes. Leadership from the management and from the workers is quite incompetent to induce the workers to get them worked. . Defective management leadership ignored the labor problems and inefficient labor leadership could not coordinate the efforts of their fellow members, so disputes arise. Weak trade unions: in our country, trade unions are weak. In some undertakings, there is no union and in some other undertakings, there is more than one union. Both the situations weaken the trade union movement. The workers in non-union undertakings resort to direct action instead of collective bargaining which can be a better course of action if there is a proper trade union.

Political causes: The political environment also influenced the trade unions movement as Anju (2015) said. "All the four national unions are affiliated to one or the other political ideologies.

Political nature of trade unions, multiple unions and inter-union rivalry weaken trade union movement. In the absence of strong and responsible trade unions, collective bargaining becomes ineffective. The union's status is reduced to a mere strike committee. The outsiders who become union leaders by making wild promises to workers make excessive demands on employers when employers do not accept their demands conflicts arise spoiling the employer-employee relations climate.”

For more explanation, disputes occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc . . . . This reduces staff satisfaction about the job and also reduces productivity or service rendered. Thus, early recognition of the conflict and paying attention to the conflicting parties is very important. Negotiation between parties involved is the best way to resolve conflict while force should not be used at all (Bernard and Ashimi, 2014).Dispute is the motive force of an industrial relations system and that rules are designed to contain labor unrest. They perceive the need for a system of rules to manage and resolve workplace tension, involving the three main actors in an industrial relations system; government, employers and employees (Jonathan, 2003).

There are two types of industrial disputes; Interest disputes and Rights or grievance disputes. Interest disputes relate to determination of new wage level and other conditions of employment while rights dispute relate to interpretation and application of existing standards and usually involve a worker or group of workers. Under the category of right disputes, claim is made that the workmen have not been treated in accordance with the rules, individual contracts of employment, laws and regulations and as per collective agreements. Such grievances may be regarding retrenchment, dismissal, payment of wages, working time, overtime, demotion, promotion, transfer, seniority, job classification, work rules and fulfillment of obligation relating to safety and health laid down in an agreement(Stephen N., et al,2013).

Causes of industrial disputes can be divided into economic and non-economic. Economic causes of industrial disputes are wages, employee dismissal and retrenchment, bonus, working conditions and hours of works and other reasons of disputes which includes medical, educational facilities, housing facilities for the workers is also a cause of dispute. Non-

economic causes of industrial disputes are non-recognition of unions, poor leadership, and political leadership, partial treatment by superiors (Medok and Goowalla 2015).

According to the Confederation of Ethiopian Trade Union (2019)," states on the discussions of concepts and principles of unionism: industrial parks problems are arise on three sides; from the owners (involuntary for positive response of labor associations, bad governance, illegal fires of workers), workers (lack of awareness, less committed, unskilled, un trainable and offensive), and (lack of commitment and readiness to implement the constitution and bylaws) are government side. It is all about the working conditions, labor standard and unionism, these are major gaps of industrial parks there is no known study in this regard on industrial parks in Ethiopia even though it is a critical issues of socio economic developments of the country."

The prevalence of workable and all sound legal, regulatory framework and effective institutions with strong and long-term government commitment are mandatory for effectiveness and efficiency of special economic zones, operational activities thereby bringing about the required change and development in the industrial sector (Biruk,2015).

The quality of the employee's workplace relationship that most impacts on the level of employee's motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment that are in most cases their colleagues, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job (James, 2013).

“Although most of the employers and their organizations in these industries have claimed that set up mechanisms to ensure compliance with basic labor standards, the ground floor reality has not changed for the better and even seems to deteriorate as work pressure is rising due to growing demand and besides, the industry relies on the abundant and relatively cheap availability of women's labor and their compliance with existing gender norms. Furthermore, working conditions are often not as per nationally or internationally accepted standards: many workers are susceptible to health problems because they are daily exposed to pesticides, written contracts hardly exist, trade unions are not always welcome at industries, the wages are not

sufficient to meet daily needs of a worker and their family and female workers have often to cope with sexual harassment” (CETU, 2016).

Sources of industrial conflict has two types these are: Internal sources of conflict, comprise of disagreements arising within the organization, which include: style of management, nature of physical environment of the work place, orientation, social consciousness or awareness of workers, other conditions of service, efficacy or otherwise of the promotion system and cumbersomeness of grievance and disputes procedure and External sources are government industrial and economic policies, the nature of labor legislation, unpatriotic and unethical behavior of the political and economic classes, national economic mismanagement and general distribution of wealth and power in the society (Otobo,2000).

Meanwhile, Unions on the behalf of employees and management tend to have opposite views because of the divergence between the expectations of management and labor in organizations which often leads to conflicts (Ajala, 2003) in this regard at Bole Lemi Industrial Park to prove the gaps at work place there was on strike for five days during the time the workers raised above 56 questions that included a salary raise, subjective bonus, occupational safety and health (OSH), overtime pay, subjective disciplinary measures, few sick and annual leaves, and the bad utilization of transport ( Fortune, 2018).

According to, Tim (2019) labor productivity is low, as it is in many industrializing countries this is also due to the high employee turnover rate. According to experts, the employee turnover rate is significantly above the international average, which is around 10 to 12%. In Ethiopia it ranges from 20 to 100%. Compared with its international competitors, in the country still has considerable deficits in this area which can only partly be offset with lower wages. This constitutes a major risk to labor productivity and hence to the competitiveness of Ethiopia as an industrial location. High staff turnover rates are associated with training costs and create inefficiencies from the loss of learning effects. There are many reasons for high employee turnover rates. Among of these workers expectations of a ‘modern’ workplace are not fulfilled. Factory work is monotonous and often experienced as being just as hard as farm work this is leading to high absentee rates and high costs of living, especially in the capital Addis Ababa, lead to high staff turnover rates.

### 2.4.3. Effects of industrial dispute

ILO (2016), almost one in two workers in emerging countries is in vulnerable forms of employment, rising to almost four in five workers in developing countries. As a result, the number of workers in vulnerable forms of employment is projected to grow globally by 11 million per year especially; the two regions most affected by vulnerable employment are Southern Asia and sub-Saharan Africa.

As below mentioned by Anju (2015) demerits of industrial dispute between employee-employment have the following effects: Effect on Workers: loss of wages, physical injury or death on account of violence during labor unrest, excesses by employers, economic losses, bitterness in relations, and adverse affect on career. Effect on Employers / Industrialists: less production, less profit, bad affect on organization, bad effect on human relations, damage to machines and equipments, adverse effect on development of companies, and burden of fixed expenses. Effect on Government: loss of revenue (less recovery of income tax. sales tax, etc.) lack of order in society, blame by different parties. Effect on Consumers: rise in prices, scarcity of goods, and bad affect on quality of goods. Other Effects: adverse affect on international trade (fall in exports and rise in imports), hindrance in economic development of the country, uncertainty in economy.

The researcher agreed that Industrial conflict in Ethiopia has been described as a tackles of development especially in the industrial sectors because of lack of awareness tripartite social dialogue at work place is still at infant stages. Mostly the causes were having multidimensional aspects that affecting both the economic and social development. Even Ethiopian development growth is a dramatic but the sector has been much cause of disputes of either between the employers and employer directly or its result cause for the employees' families on the behalf of them who depends on their wage indirectly.

As in the case of superior versus subordinate, between heads of department, etc Groups may be drawn into conflict with each other on the basis of performance, importance to particular groups and, in general, union and management rivalries. As a result conflict tends to have negative consequences for both the individual and the organization. The effect of conflicts in an individual: psychological responses, inattentiveness to other things, lack of interest in work, job

dissatisfaction, work anxiety, estrangement or alienation from others and frustration. In the behavioral responses: excessive smoking, alcoholism, under eating or over eating, aggression towards others or work sabotage, decreased communication, resisting influence attempts. And the third Physiological responses: These are often ignored or unnoticed: more and more adrenalin is shot into the blood which increases the heart beat and blood pressure while more hydrochloric acid is secreted into the stomach, leading to: Peptic ulcers, respiratory problems such as asthma hypertension, headaches, coronary problems. Hence it may be understood that conflict not only affects an individual's performance, but also gives rise to psychosomatic disturbances, which undermine the health of the individual. Conflict releases energy at every level of human activity, energy that can produce positive, constructive results. Conflicts tend to have motivational values; they drive or energize an individual to tackle a situation (Bernard and Ashimi, 2014).

Industrial conflict affects the organizational productivity negatively and labor union plays major roles in conflict resolution in an organization. Findings from the study have also revealed that collective bargaining is the most effective approach to conflict management and promotion of harmonious labor management relations at the workplace. Also that confrontation, demonstration or strike actions are injurious not only to the employers and the employees but also to the society at large. The result of findings also revealed that employee dissatisfaction lead to strike or sabotage that seriously hinders organization effectiveness also showed that often time demand of increase in salaries and benefit cause for strike and lockout in Company. From result obtained through the finding, we discovered that unacceptable terms of employment such as poor working hours, poor salaries and lack of fringe benefit lead to conflict and strike Company (Adeyiga, no date).

## **2.5. Legal frame works on Labor Relationships**

### **2.5.1. Universal declaration of human rights**

According to universal human rights of (2015) states that about work place issues related to rights and duties the followings are listed as follows in article 23 and 24 respectively: Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment. Everyone, without any discrimination, has the right to

equal pay for equal work. Everyone who works has the right to just and favorable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection (art.23) and article 24 describes on associations of workers : Everyone has the right to form and to join trade unions for the protection of his interests as well as Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

#### 2.5.2. The international labor organization conventions

The International Labor Organization's (2019a), Decent Work Agenda Goal 8, and its integrated approach to employment policies, labor standards, labor institutions and social dialogue are key reference points. The Constitution under its article 9 (4) mentions that all international agreements (treaties and conventions) ratified by Ethiopia 57 years later and form an integral part of the laws of the country among these ratified basic conventions Freedom of Association and Protection of the Right to Organize (Convention- 87) and Right to Organize and Collective Bargaining (Convention-98) are the basic and mandatory to put into practice at work place.

Similarly, the ILO decent work indicator regarding on the Right to Organize and Collective Bargaining Convention, 1949 (No. 98) for productive employment, rights at work, social protection and the promotion of social dialogue sets forth the right of workers to enjoy adequate protection against acts of anti-union discrimination and the right of workers' and employers' organizations to enjoy adequate protection against any acts of interference by each other. The right to collective bargaining is also guaranteed. Freedom of association and the right to collective bargaining are inseparable (ILO, 2013). Equal Remuneration Convention (No. 100) the purpose of this Convention: (a) the term "remuneration" includes the ordinary, basic or minimum wage or salary and any additional emoluments whatsoever payable directly or indirectly, whether in cash or in kind, by the employer to the worker and arising out of the worker's employment; (b) the term "equal remuneration for men and women workers for work of equal value" refers to rates of remuneration established without discrimination based on sex. Each Member shall, by means appropriate to the methods in operation for determining rates of remuneration, promote and, in so far as is consistent with such methods, ensure the application to all workers of the principle of equal remuneration for men and women workers for work of

equal value. This principle may be applied by means of: national laws or regulations; legally established or recognized machinery for wage determination; and collective agreements between employers and workers (ILO, 2003).

### 2.5.3 The Ethiopian constitution

According to FDRE, article 42, “states the following working conditions and employees employers’ relationship: the sub article one(a, d, c) mentions factory and service workers, farmers, farm laborers, other rural workers and government employees whose work compatibility allows for it and who are below a certain level of responsibility, have the right to form associations to improve their conditions of employment and economic well-being .The right to express grievances, including the right to strike. Women workers have the right to equal pay for equal work. And sub article two states that workers have the right to reasonable limitation of working hours, to rest, to leisure, to periodic leaves with pay, to remuneration for public holidays as well as healthy and safe work environment. Also the third one is without prejudice to the rights also recognized under sub article one of this article, laws enacted for the implementation of such rights shall establish procedures for the formation of trade unions and for the regulation of the collective bargaining process and article 89(9) affirms that government shall endeavor to protect and promote the health, welfare and living standards of the working population of the country (FDRE constitution, 1995).”

### 2.5.4. Ethiopian labor proclamation

The Ethiopian labor proclamation 1156/2019 by taking in to account a need to create favorable environment for investment and a achievement of national economic goals without scarifying fundamental work place rights by laying down well considered labor proclamation for settlement of labor dispute arises between employees and employers through social dialogue and collective bargaining for clear, comprehensive and non-discriminatory employment policies to effectively implemented.

From the updated 1156/2019 Ethiopian labor law states that "the most commonly Workers’ rules, workers conditions, social dialogue, sexual harassment and violence (art.6, 7,9,11, and 12) respectively, and under article 4 describes of employment contract and its elements it made by writing for and the obligations of contracting parties. The law also states on termination of

employment relation by law or agreement and according to article 53 the law mentioned issues related to wages and non -wage payments are clearly describe. Working hours, weekly rest and holidays and leave ,working conditions of women and youth workers and under article (95) occupational safety and health ,and work environment are listed ,occupational injuries and its consequences including medical services, collective relationships of trade unions and employer associations and associations functions requirements of associations registrations as well as collective bargaining ,agreement, and labor dispute conciliation are also respectively listed out and clearly defined to make a healthy working environment between employees and employers".

There is a strong argument that Ethiopian workers have been overprotected by strict labor laws that impede industrial growth and employment creation. The laws are designed to protect workers from discriminatory and unfair practices of employers. They intend to protect workers against job insecurity, poor working conditions and low wages. Labor legislations stipulate minimum benefits that accrue to workers and restrict the rights of hiring and firing, thereby raising labor costs and affecting productivity and competitiveness. Similarly, labor market rigidities increase tenure and wages of employed workers. Both regulations and market rigidities have the influence to hold back investors, particularly foreign investors who, among other things, make decisions based on these factors. Theoretically, labor laws are considered exogenous factors that negatively affect employment and productivity. So to define labor law, Labor law includes all the controls that regulate, direct, and protect management and labor. It is a highly personalized type of law. In addition to meeting the terms of the law, labor law compliance involves the personal element. It requires constant study of and adjustment to all the personal pressures that bear on the employer-employee relationship. Labor peace or violence must be weighed against production schedules, stakeholders' demands and expansion programs. Wage bargaining; in particular, must take into consideration possible operating losses, layoffs, increasing resort to labor-saving machinery and the fluctuation of the purchasing power of currency. This is true even on the legislative side. Labor law is necessarily influenced by the public interest and the public's stake in productive industrial peace. Thus, labor law is a highly personalized law reflecting highly competitive interests. Labor law is also referred to as an employment law relating to the employment of workers or a law that governs employment relationship (Mesifin, 2012).

#### 2.5.5. Industrial park proclamation of Ethiopia

Though the IPDC has its own organizational and legal frameworks to be established as a legal entity, it is guided by diversified legal frameworks such as environmental and investment regulations.

The Investment Proclamation 769/2012 first incorporates the development and management of special economic zones. The statement defines the SEZs, stating that the development of special economic zones should be the responsibility of the federal government or, if necessary, a joint investment by the government and the private sector. The statement also includes rules and agencies governing and supervising special economic zones.

In the first decade of development, the “industrial zones” in Ethiopia were operated without a regulatory framework. Recognizing the need to have a law to regulate the existing industrial zones administered by the government and a private investor as well as facilitating the full-fledged participation of the state as well as private sector in the development of industrial zones, the government introduced to the amendment of the investment law regime (Investment Proclamation No 769/2012) – the inclusion of industrial development zones as part of infrastructural investment and a strategy to expedite investments in the manufacturing sub-sector. Part 8 of the Investment Proclamation (as amended) addressed the establishment, administration and regulation of industrial development zones. The Investment Proclamation 769/2012 and the Investment Incentives and Investment Areas Reserved for Domestic Investors Council of Ministers Regulation No. 270/2012 were amended by Proclamation 849/2014 and Regulation No. 312/2014, respectively, to address mainly the issue of industrial development zones in detail. The Proclamation in particular opened development of industrial zones for private investors, and also authorized the Investment Board to oversee the administration and supervision of industrial development zones. It also provided for tax holidays for industrial zone developers and additional incentives for investors.

According to the industrial park proclamation of 886/2015, states on under article 25 “Tripartite modality” means the arrangement by which the Ministry of Labor and Social Affairs, Employers of Industrial Park Developer, Industrial Park Operator or Industrial Park Enterprise and employees' representatives address labor issues through constructive consultations and the objective of industrial park proclamation is creating ample job opportunities, and achieve

sustainable economic development described under article 5. Facilitate conditions necessary for the participation of domestic training institutions in the design works of industrial park development art.8 is one of the obligation of investors in the park inline of this replace expatriate personnel or professional by Ethiopian nationals by transferring required knowledge and skills through specialized trainings and this also applicable for industrial park operator. On the other hand link domestic manufacturing enterprises with industrial park enterprises in order to develop their technological capacities and to benefit them from international market art.5 is an obligation of industrial park operator.

And the employers have obligation to comply with its obligations set forth in this Proclamation and the Regulation in general and the environmental, social and employer obligations in particular contained therein and in other applicable laws and also replace expatriate personnel or professional by Ethiopian nationals by transferring required knowledge and skills through specialized trainings (industrial park proclamation 886/2015).

## **2.6. Working Conditions in Industrial Parks of Ethiopia**

The problem of capital-centered development is related to the nature of employment it generates to the laboring class. Although it brings substantial advantage in terms of economic growth, it leaves the laboring class behind and creates poor workers in the economy Although the possibility to find jobs are limited in the market, discouraged by their working condition including wage and fringes , working time, contract, health and safety issues, employment security, freedom of association and harassment (Gifawosen,2018)

For enterprises, workers are an important part of value creation, which in turn contributes to the development of new products and services. For societies, there are gains associated with high-quality jobs, and costs associated with poor-quality jobs. For these reasons, job quality and its improvement is a recognized policy concern. Job quality is a multidimensional concept, as acknowledged in both the policy approaches and research frameworks. Although the frameworks used to analyze and monitor job quality can vary, they share many common dimensions, and in particular emphasize the importance of capturing the experience of work, as opposed to describing the work performed (ILO, 2019).

The ILO (2019b), framework on decent work its central focus is to create opportunities for women and men to obtain decent and productive work in conditions where freedom, equity, security and human dignity are assured. The framework aims to build on employment, social protection, social dialogue and rights at work, with gender equality as a cross-cutting issue.

Safety and health are also links the organization future endeavor impact significantly on wellbeing at work (Rikke et al., 2016; kassu, 2017) if not it fulfilled industrial crisis becomes imminent (Osabuohien, 2007).

As Confederation of Ethiopian Trade Unions (2016) a research on situation of working women in flowering growers, textile and leather hide processing companies significant numbers of workers respondents are victims' harassing behaviors that can be sexual or non sexual. The study found that 18 % of respondents were experienced harassment personally. Victims of sexual harassment are predominantly women, who are usually in a low-ranking position, and work under the supervision of, or are dependent on the harassers. 20.3% female worker and 9 % male workers responded that they suffered harassment personally. Harasser could be colleagues, supervisors and staff, and it may happen at any location in working environments or outside workplace. Victims of sexual harassment at work suffer from both direct and indirect effects, including health, economic, social, psychological effects and hindered career development. Due to fear of reprisals only a very few victims of sexual harassment come forward to speak or report about it. Around two-third (65.6%) of those workers who had personally suffered harassment indicated that they did not report their harassments to anyone.

The Ethiopian trade unions describe Ethiopian industrial parks several factory heads state they do not make workers take a test before they employ them. "Women are at poor working conditions with insecure employment, unlimited working hours and unreasonable shift patterns, lowest minimum wages, poor health and safety condition, lowest maternity protection, unequal treatment and discrimination, harassment and bad treatment. three fourth of the total laborers belong 18-35 years age, young worker preferable because they believed that younger and women workers are easily controlled, they could make them work for long hours and paid cheaper, they are energetic and textile industry in particular is very selective with respect to sex so much that women are primary targets"(CETU, 2016).

“Terms and conditions of employment contracts are poorly drafted and inadequate agreement in written (49%), oral (21.6%) form and (29.4%) had no agreement under the study and workers they work for as many as 9 hours a day. In Ethiopia no national minimum wage workers in industries average monthly net income for men was around 1115 ETB and for female it was 836 ETB.87.4% employees reported that their employer did not arrange the medical examination for those workers engaged in hazardous work and six in ten employers did not provide them with appropriate toilets, shower and hand basins, with soap and washing facilities, as well as 43.6% of workers did not know whether there is formal grievance procedure in their workplace”(CETU,2016).

“Employers operating in the industrial parks claim that productivity level, work culture like delayed appearance and absents before and after holidays are the main problems of Ethiopian employees, and states that without improvement in these conditions increasing wage will lead them to loss” (yergalem, 2019).

Provisions of Personal Equipments are provided to all employees at no cost in accordance to the type and condition that the employee is exposed to. Standard PPE include a skull guard/hard hat, eye goggles /spectacles, dust/mask, ear plugs, hand gloves, high visibility vest, rain boots, raincoat, and safety shoes (Miraluna, 2018) regarding on this working condition of Bole Lemi Industrial Park is characterized by different shocking problems (Tsige, 2016).In a market economy, there is a positive relationship between the productivity of workers (measured as the value of their output per hour or per month) and their wages (ILO, 2013).

## **2.7. Work Place Dispute Resolution Mechanisms**

The promotion of sound labor relations and industry harmony is general accepted as a key element of national progress and development. But often labor disputes both individual and collective override concern for harmony and cooperation making them difficult goals to attain. In such a scenario the effective resolution of labor disputes is a high priority (ILO, 1999).

Responsible labor relations management has a direct influence on the sustainability of industrial parks as it affects the size, morale and productivity of the workforce. Due emphasis should therefore be given to ILO Labor Standards, in particular the following aspects are among key proponents of labor relations management: among of these decent work ;Industrial operators

should ensure employees' right to proper working conditions and such rights as equal pay for equal work. A widely-adopted practice in this respect is for operators to undertake due diligence on the enterprises during the resident identification and approval processes, in order to identify firms with poor social and safety records. The other one is Labor unions should be permitted in industrial parks in accordance with the host countries' applicable rules and regulations and Legal issues and dispute settlement; it is vital to establish a mutually-agreed dispute settlement mechanism for conflicts arising within an industrial park. Industrial parks can and should however be leveraged as platforms that go beyond such basic protections of worker rights and safeguards, and promote superior standards of worker welfare, standards and practices to attract talent, enhance workforce skills, and contribute to quality jobs and a knowledge-based economy (UNIDO,2019).

As many scholars' states about labor disputes which is inevitable can also occur in any area of work concerning the rights and interests of workers and employers, a number of Conventions and Recommendations are potentially relevant to the resolution of such disputes (ILO, 2014).

Findings revealed that the causes of conflict include poor means of communicating grievances to top managers, unfavorable economic and industrial policies, poor working condition and poor employee compensation and welfare among others so for are sources of disputes; managers should combine strategies such as bargaining, collaboration and avoidance when dealing with industrial conflict to maintain cordial and productive labor-management relationship are mechanisms for setting solutions (Solaja,2015).

#### 2.7.1. The function of trade unions

All workers and all employers have the right to freely form and join groups for the support and advancement of their occupational interests. This basic human right goes together with freedom of expression and is the basis of democratic representation and governance. People need to be able to exercise their right to influence work-related matters that directly concern them. In other words, their voice needs to be heard and taken into account. Freedom of association means that workers and employers can set up, join and run their own organizations without interference from the State or one another. Along with this right is the responsibility of people to respect the law of the land. However, the law of the land, in turn, must respect the principle of freedom of

association. These principles cannot be ignored or prohibited for any sector of activity or group of workers. The right freely to run their own activities means that workers' and employers' organizations can independently determine how they best wish to promote and defend their occupational interests. This covers both long-term strategies and action in specific circumstances, including recourse to strike and lock out. They can independently affiliate with international organizations and cooperate within them in pursuit of their mutual interests. If the collective bargaining system does not produce an acceptable result and strike action is taken, certain limited categories of workers can be excluded from such action to ensure the basic safety of the population and essential functioning of the State. Voluntary collective bargaining is a process through which employers or their organizations and trade unions or, in their absence, representatives freely designated by the workers discuss and negotiate their relations, in particular terms and conditions of work. Such bargaining in good faith aims at reaching mutually acceptable collective agreements. The collective bargaining process also covers the phase before actual negotiations information sharing, consultation, joint assessments as well as the implementation of collective agreements. Where agreement is not reached, dispute settlement procedures ranging from conciliation through mediation to arbitration may be used. To realize the principle of freedom of association and the right to collective bargaining in practice requires, among other things (Mesifin, 2012).

#### 2.7.2. Labor inspection and dispute prevention

The ILO (1999) labor dispute resolution mechanism listed out the following both preventing and resolving work place dispute techniques.

**Enforcing the labor law and conventions** :Labor inspectors can prevent labor disputes by enforcing laws concerning on the terms and conditions of work including wages, hours, leave and overtime payment and work place safety and health these matters are potential sources of disputes between employees and employers and can lead to industrial dispute if not address quickly and fairly. Law can be preventing problems from escalating into dispute.

**Informing and advising the law:** it requires simply informing and advising both employers and workers about explaining what the law says, indicating where legal requirements are not

met and explaining what needs to be done to comply with the law. To explain the meaning of law it must be accurate, up-to-date and impartial.

**Problems not covered by the law:** work place inspectors whose responsibility is associated to whether issues applied as per of the law or not such problems can sources of disputes. These cases identify the problem, describe it and report for supervisors are should done by labor inspectors.

Dispute resolution within the enterprise is a preferred means of settling disputes, since it encourages the parties themselves to take responsibility for resolving their problems these are practiced through discussion with employees or with their representatives and managements in different sequential steps laid down in an agreed procedure which may a part of collective agreement or it may include negotiation and collective bargaining.

#### 2.7.3. Conciliation and mediation

Conciliation is a form of dispute resolution mechanism in which a third, neutral party, and conciliator, assists the parties in reaching an agreement or finding an amicable solution. Whereas mediation is more actively suggests proposals and methods for actuality resolved the dispute. Conciliation is bargaining with the assistance of an independent, neutral third party it provide by private person and government that is can do by an individual or conciliation boards or committees on the behalf of the two parties. The processes is done by the following steps: make initial contact with disputing parties, collect and analysis the information decide to guide the conciliation and design conciliation plan are at put on preparing phase then open the conciliation, define the issues, contact with disputed parties, set an agenda and assist the parties without imposing to their final bargaining so that the conciliation is finished by drafting the agreement and a conciliation report.

#### 2.7.4. Arbitration

Arbitration is a form of dispute settlement in which an independent third party considers the argument of both sides and then takes a decision binding on the parties to the dispute. It can be done through a single arbitrator or an arbitrator board by the process of preparing of summons

witnesses and experts where necessary, then hearing the dispute parties, finally the arbitrator will have to write an arbitration award, to embodying his/her decision.

#### 2.7.5. Adjudication

Adjudication is the settlement of a dispute through a court, it is often used settle individual rights dispute, appeal against a decision made by an arbitrator and as a last resort, if all other means of dispute resolution have failed. In Adjudication, an independent, neutral and third party a judge takes a decision which is binding on the parties.

### **2.8. Theoretical Frameworks of Industrial Relations**

Theory could be viewed as a coherent group of assumptions or propositions put forth to explain a phenomenon. It is an abstraction of reality and is synonymous with perception, viewpoint, assumption, frame of reference or a perspective (Odogwu, 2012)

Owing to a multidisciplinary nature of the study of industrial relations, there are multifarious theories. Thus, looking for a universal definition of industrial relations may be as stressful as looking for an ocean in the desert. This is so because, over the years, the concept has been subjected to different conceptual treatment (Ogunbameru, 2004). This diversity notwithstanding there are five theories by which industrial relations institutions, structures and processes are analyzed (Farnham and Pimlott, 1995), Farnham and Pimlott argue that the theories which individuals develop about industrial relations are attempts to construct logically consistent ways of understanding and explaining social behavior and real life activities in this complex field of human interest. According them, the existing theories could generally be summarized under the unitary, systems, conflict, Marxist and social action theories. Hereunder, I will try to succulently present the first three theories.

#### 2.8.1 Unitary theory

The unitary frame of reference is credited to Alan Fox (1966). This perspective views the organization as pointing towards a single or unified authority and loyalty structure. Emphasis under the unitary perspective is placed on common values, interest and objectives. Those subscribing to this view see all organizational participants as a team or family thereby implicitly emphasizing shared values, shared goals and common destiny (Odogwu 2012)

According to Fajana, (2000), unitary in essence implies the importance of factionalism within the enterprise. Conflict is viewed as irrational and the sacking of striking workers is preferred to consultation or negotiation. Conflict is regarded as pathological or evil or bad. Trade unionism is outlawed and suppressed as it is viewed as an illegitimate intrusion or encroachment on management's right to manage. According to Rose (2008), under the unitary perspective, trade unions are regarded as an intrusion into the organization from outside, competing with management for the loyalty of employees. The unitary theory tends towards authoritarianism and paternalism. It is pro- management biased and emphasizes consensus and industrial peace. The underlying assumption of this view is that the organization exists in perfect harmony and all conflict is unnecessary (Rose, 2008).

### 2.8. 2. Conflict theory

Conflict theory of labor relations is taken as synonymous with the pluralist or the pluralistic frame of reference by Alan Fox (1966). Conflict theory views the organization as coalescence of sectional groups with different values, interests and objectives. Thus, employees have different values and aspirations from those of management, and these values and aspirations are always in conflict with those of management. Conflict theorists argue that conflict is inevitable, rational, functional and normal situation in organizations, which is resolved through compromise and agreement or collective bargaining. Conflict theorists view trade unions as legitimate challenges to managerial rule or prerogatives and emphasize competition and collaboration (Odogwu, 2012). This view recognizes trade unions as legitimate representative organizations which enable groups of employees to influence management decisions (Rose, 2008). Rose further states that the pluralist perspective would seem to be much more relevant than the unitary perspective in the analysis of industrial relations in many large unionized organizations and congruent with developments in contemporary society.

### 2.8.3. Systems theory

The concept of system derives from the structural/functionalist perspectives of social system (society). This also connotes the macro-sociological, order or social system view of society. There are several senses or meanings of the word 'function'. These are (i) teleological, where one asks about the goals or ends something serves (ii) mathematical, where one refers to the co-

variation of a set of variables e.g.  $y=f(x)$ ; (iii) configurationally, where one speaks of the interdependence of a set of elements within a system, and asks what contribution each makes to the whole. According to Dunlop (1958), the systems approach to industrial relations is configurationally. Thus, Dunlop developed his theoretical approach of industrial relations on the basis of a systems concept and was heavily influenced by the prior work of Parsons (Fajana, 2000). According to Ogunbameru (2004), the American system approaches to the study of industrial relations were strongly influenced by structural/functionalist sociology. Dunlop based his model explicitly on Parsons social system, which assumed an inherent bias towards order and stability.

Despite their relevance, taken separately, none of the above perspectives gives a perfect view. We can only say that each of them illuminates our understanding of the subject. In this research the theories presented above were used contextually to explain the relations between employees and employers as well as the legal frameworks governing employee-employer relations for their common interest, by minimizing those differences for industrial peace and productivity through structural perspectives.

From the above three theories the followings are summaries of their merits and demerits:

The states of unitary theory points view on labor relationship at the organization is the parties should work for a common goal and values which is for the sack of organizational profitability so that the outcome is making industrial peace and stabilized social structure. Even though industrial peace is the goal of structural functionalism but conflict is non avoidable nature of employment relationship because of different interests of employees and employers rather conflict, it is functional for development and profitability of industries.

The perspectives of system theory highly focused on functions of the system in each institution at macro level, by minimizing differences verified industrial peace but the demerits of this theory is from the beginning organizational work is practical aspect of peoples at the ground in micro level so the theory is mostly ideal type of perspectives.

Finally, conflict theory points of view there is a pressure over resources between different interested parties steaming from this conflict theory states creativity and development is existed

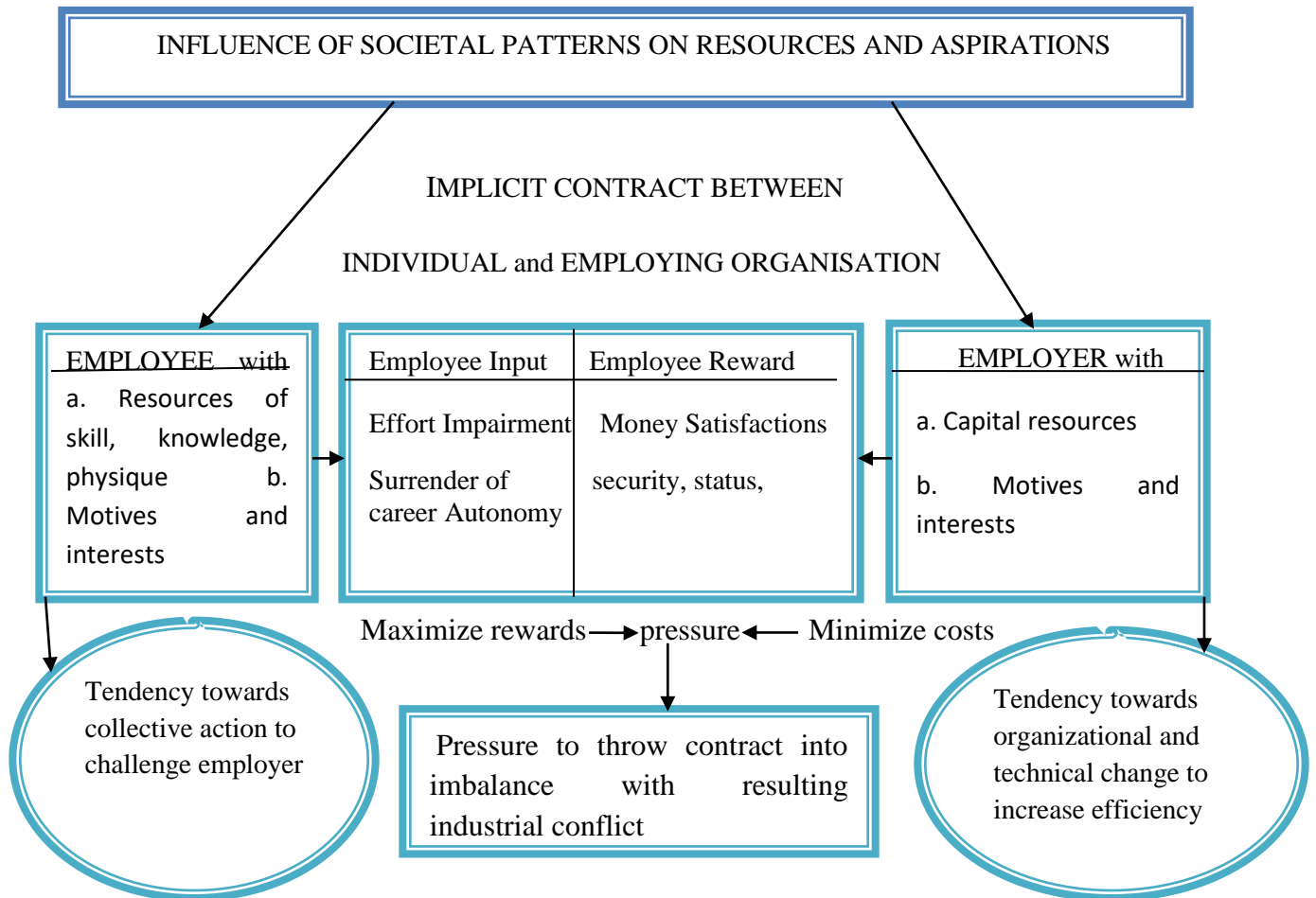
but the reality is destructions of properties and work strike is happened unless and other wise conflict resolution mechanism is takes place.

## **2.9. Conceptual Framework**

It is important to differentiate the major causes of disputes at work place among them ineffective legal regulatory, unaffordable wages, low communication and poor grievance handling. To examine these problems and to set mutual solutions the agreement between workers and employers is legally pinned based contract.

As Tony J. Watson (2003) stated below about the implicit relationship between employees and employers from the beginning wages are costs to the firm, and the conflict, challenge and resistance in work deprivations inherent in effort mean “costs” to the employee, the interests of management and wage earner are diametrically opposed.’ This conflict of interests is manifested in the struggle which takes place to achieve ‘wage disparity’ in the favour of either the employer or the employee. In certain circumstances the employee may achieve an improvement in the amount of reward which they gain for a certain effort but, more typically in a capitalist economy, the tendency is towards disparity in the favour of the employer. This is partly because employees have been socialized into accepting a certain level of work obligation ‘as a duty’, thus conceding some effort to the employer ‘free of compensation’; and probably more crucially, the employer, in the context of a capitalist market economy, simply cannot afford in the long run to concede wage disparity in the favour of employees. The capitalist context obliges the employer to intensify the work effort derived from the employee at a given cost. Here to analyze conflict in the widest possible range of employment situations. Having established this framework we can now turn to the variety of ways in which people adjust and defend their interests and their very selves in their work situation.

Figure 1: Conceptual framework;



The implicit contract between employer and employee (source: Tony J. Watson, 2003)

## CHAPTER THREE

### 3. Research Methodology

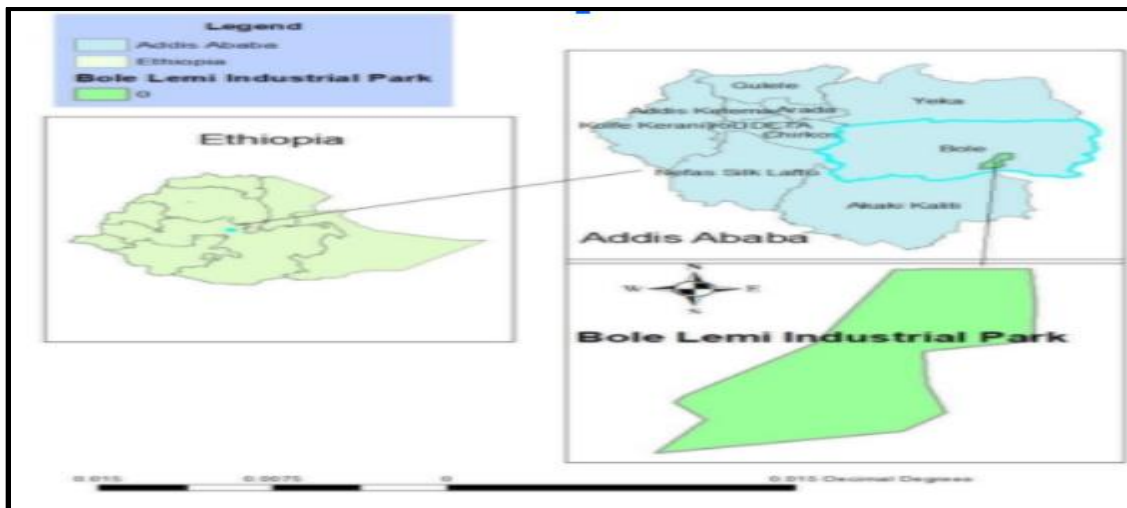
#### 3.1. Introduction

This chapter deals with methodology of the study in the form of description of the study area, methodological approach of the study, sampling procedure and study site selection, sampling and research design, sources of the data, data collection methods which is mixed method and instruments as per of quantitative and qualitative approaches, methods of data analysis and ethical considerations are describe as follows.

#### 3.2. Descriptions of study area

This study was conducted on labor relations in industrial parks of Ethiopia and emerging disputes by taking the case of Bole Lemi Industrial Park which is established in 2014 with 20 sheds of factories producing apparel, leather and shoe with above 17,000 workers. Bole Lemi Industrial Park is located in the south eastern part of Addis Ababa, Bole sub city woreda 11, 4km away from Goro square which covers a total area of 156 hectares with industries specializing in Apparel & Textiles and leather and leather products (Fortune, 2018). The area and the park are selected purposively due to the researcher's prior experience and preliminary evidence for further study and deep interest to know it more.

Bole Lemi Industrial Park (latitudes of 8.971550 to 8°58'17.2200''N and longitudes of 38.856808 to 38°51' 24.5088''E)



Source : arc GIS

Table 2: List of Licensed Investment Projects in Bole Lemi Industrial Park

Name of investors' country/owners citizen	Name of company	What does each shed produce	No. sheds in each investors	Numbers of employees in each investors	
1	Taiwan	George shoe Ethiopia PLC	Textile	2	761
2	India	Jay jay Textiles PLC	Textile	3	4913
3	India	Ashton Apparel Manufacturing	Textile	2	1821
4	South Korea	Shints ETP garment plc	Textile	5	4279
5	India	Arvild	Textile	2	844
6	US/South korea	KEI	Textile	1	168
7	China	Liyushitoa	Leather	1	465
8		Evertop	Textile	1	490
9	India	Vestis	Leather	1	718
10	Taiwan	New wide Garment	Textile	1	1692
11	China	Sumec Ethiopia	Textile	1	612
Total				20	16,763

Source: Bole Lemi Industrial park, HRM department, 2020

Accordingly the data why investors come from the Asian and Fareast, the general manager of Bole Lemi Industrial Park, states that, *the Fareast and middle east investors are highly participated in Ethiopian emerging manufacturing industry whereas the European and the American investors have less in operational industrial parks of Ethiopia, because of they may not focused on the African market and on the other thing is the Chinese and Indians market system is considering on customers' ability of buying and consuming their goods and services. For instance let's see same brand with different quality which is determined by the price this is why they breakdown the system and highly involved not only in African market system including*

*Ethiopia as well as the labor mark and industry is reached to the zenith of 4.0 so they come here in Ethiopia is replaceable and [cheap] labor availability Whereas the western product has high quality with unaffordable cost price which has less involvement in the Ethiopian and African market. The investors who involved these industrial parks of Ethiopia mostly they produce textile and garment apparels, which indicates in the future as of cotton production in Ethiopia is available relatively others like minerals as a result textile manufacturing is attracted investors and it created jobs for huge numbers of manpower with less salary to maximized their profit in both foreward and backwards ways.*

Figure 3: Bole Lemi industry park factory sheds



Source: from IPDC (2018)

### **3.3. Methodological Approach of the Study**

Researcher uses mixed research methods, both quantitative and qualitative or pluralistic approach because they work to provide the best understanding of research problem or to derive knowledge about the problem.

The reason why the researcher used mixed approach is: One data resource may not be enough, Initial results need to be further explained and it helps to enhance a primary method. The researcher combined multiple lines of sight or multiple data gathering techniques so as to obtain a better, more substantive picture of reality about the problem.

### 3.4. Sampling Procedures and Study Site Selection

Non-probability sampling or non-random sampling, purposive sampling technique was used to select non-probable participants or for surveying (questionnaire) and qualitative participants. With this technique participants of the study were selected from industrial administrations of Bole Lemi Industrial Park, employees who are from garment, and textile firms and leather factories were selected purposively. The purpose to select them is their closeness and knowledge for the issue under study.

Purposive sampling can uses for mixed method research (MMR) thinking the approach to quantify and meanings and social relationships of those being studied. Using this technique, Bole Lemi has been selected based on geographical proximity and the fact that it is fully operational. The number of study participants by the different data collection techniques is presented below.

Table 3: Number of study participants by data collection tools

<b>Data collection tools</b>	<b>Number of study participants</b>
Survey by questionnaires	200
Focused- group discussion (FGD)	24
In-depth-interview (IDI)	10
Key informant interview(KII)	06
<b>Total</b>	<b>240</b>

Among the total participants of the study of 240, 200 participants for survey were selected 150 participants/workers from garment and textile and 50 from leather and shoe factory, 24 participants for focus group discussion who grouped under three groups consisting of workers and the discussion was by taking in to account the COVID-19 protocols; six are for in-depth

interviewees consisting of workers and occupational safety experts. The remaining ten are key informant interviewees consisting of industry administrators, department heads and ministry of labor and social affairs and confederation of Ethiopian trade unions representatives.

### **3.5. Sampling Designs**

Sampling refers to the procedure whereby a sample is extracted from a general population. There are two most commonly recognized sampling designs in carrying out a study both in quantitative and qualitative social research. These designs include probability and non-probability sampling designs (Babbie, 1990).

Unlike probability sampling, there is no statistical theory to guide the use of non-probability samples. They can only be judged through subjective evaluation (UNDESA, 2005). In this research, the selection of participants was led by non-probability sampling design. Purposive sampling has been employed to select the required number of participants for survey and for in-depth interviews, key informant interviews and FGDs. In this regard:

Bole Lemi Industrial Park has 11 companies and 20 factories shed. From these sheds, for survey questionnaire participants were selected randomly whereas for Focus Group Discussion workers have been purposively. The reason why these workers have been purposively selected based on their knowledge and experience in the issues being investigated. For In-Depth and Key Informant Interviews selection also considers characteristics of individuals such as being experts at different level so accordingly, a total of 240 participants have been selected and consulted.

### **3.6. Research Design**

As the objective of this study is exploring labor relations, the research design used in this study is mixed research approach which contains both survey and descriptive type in order to obtain data concerning the issue under study. Thus, the researcher has collected field data focusing figures of the survey and descriptions of participants' words. The study aimed to collect the data on Labor Relations at Bole Lemi Industrial Park from participants.

### **3.7. Data Sources**

For this study, both primary and secondary sources of information had been used. The primary sources of information for this study were participants such as workers, team leaders, case narratives from workers who know the industrial park environment, managers, experts, officials at different level. To enhance the data from primary sources, available secondary data has been referred from different manuals, reports, books, articles, documents, research studies, websites, various publications of the, CETU, and MoLSA and literatures dealing with the issues under investigation.

### **3.8. Methods of Data Collection**

#### **3.8.1. Quantitative Methods of Data Collection**

**Survey:** Survey research has several inherent strengths compared to other research methods. Surveys are an excellent vehicle for measuring a wide variety of unobservable data, survey research is also ideally suited for collecting data about a population that is too large to observe directly, due to their unobtrusive nature and the ability to respond at one's convenience, questionnaire surveys are preferred by some participants, survey research is economical in terms of researcher time, effort and cost than most other methods (Bhattacharjee, 2012). 44 questionnaires to this study were gathered through survey and description. The questionnaire was administered to 200 workers at Bole Lemi Industrial Park in manufacturing industries and participant age grade were between 18-39years old to get important information about labor relations and related issues. The questionnaire was prepared with open-ended, close ended and likert items for participants. Beyond this the researcher also used relevant and sufficient documents, books, reports, manuals, recorded checklists and observations.

#### **3.8.2. Qualitative Method of Data Collection**

**In-depth Interview:** Interview was held 10 participants with those who directly involved in the issues of labor relations and related parameters namely work place working conditions at Bole Lemi, wage and salary systems, recruitment and promotions of employees, occupational safety and health and others that are may causes for disputes between employees and employers to dig out the data; industrial park administration of Bole Lemi Industry Park, ministry of labor and social affairs and confederation of Ethiopian trade unions are sources of information. In order to

get appropriate data and to allow for some degree of flexibility interview was developed with semi structured form to do this the researcher had ten participants from selected institutions to this study.

**Key Informant Interview (KII):** So as to share their knowledge on the topic of discussion taken as six key informants for the study. So, the researcher had six participants who are from Ministry of Labor and Social Affairs, Bole Lemi Industry park administrators and the Confederations of Ethiopian Trade Unions.

**Focus Group Discussion (FGD):** Mainly the workers reflection about work place issues and the participant workers were selected purposively for the discussion to investigate their relations with employers, how their grievances handled by the management bodies, what are their benefit packages which are covered by the organizations, the issues directly related to their work place such as personnel protective equipments, workers association and risk assessments and taking to implementation to action for the existing problems and so on to reduced the problem also were assessed. For this method the participants were consists to 24 in to three groups the first two groups are selected from garment and textile and the remains is at leather companies.

### 3.8.3. Data Collection Instruments

**Quantitative Method of Data Collection Instrument:** Quantitative data was gathered by using questionnaire. The questionnaires originally prepared in English and for ease of understanding by the enumerators and participants, the questionnaire were translated in to Amharic. The data collection instrument (Questionnaire) was finalized after making the necessary corrections and reorganizations. The field work was carried out by four enumerators and one coordinator having experience in data collection of similar surveys. The researcher provided classroom training for enumerators at Bole Lemi Industry Park meeting hall. The content of the training includes explaining objectives of the study, procedure of data collection, how to approach the respondents and respecting the consent and ethical values of the respondents.

**Qualitative Method of Data Collection Instruments:** Qualitative data was gathered by using in-depth interview, Key informant interview, Focus group discussion, and checklist which design in table format it contains the major work place elements, and observation. Guiding questions prepared for interview and FGD were in line with the objectives of the study. Semi structured

interview with open ended questions were forwarded in the interview process. Hence, the use of focus groups is to obtain information from a group of individuals on labor relations and causes for disputes in the study area. Three focus group discussions were made at the industry park of Bole Lemi workers dining hall two groups conducting on before launch remaining one is after noon.

### **3.9. Methods of Data Analysis**

#### **3.9.1. Quantitative Method of Data Analysis**

Quantitative data collected in a research project can be analyzed quantitatively using statistical tools in two different ways. Descriptive analysis refers to describing, aggregating, and presenting the constructs of interest or associations between these constructs (Bhattacharjee, 2012). The quantitative data of this study gathered through questionnaire were analyzed through descriptive analysis. The descriptive statistics includes frequency and percentages. The interpretation was made with the help of table, frequency and percentage.

#### **3.9.2. Qualitative Method of Data Analysis**

Qualitative analysis is the analysis of qualitative data such as text data from interview transcripts. Unlike quantitative analysis, which is statistics driven and largely independent of the researcher, qualitative analysis is heavily dependent on the researcher's analytic and Integrative skills and personal knowledge of the social context where the data is collected. Among qualitative data analysis method, content analysis is the systematic analysis of the content of a text (e.g., who says what, to whom, why, and to what extent and with what effect) in a quantitative or qualitative manner (Bhattacharjee, 2012). Qualitative data of this study gathered through interview like in-depth interview, and key informant interview and FGD, observation and check list were analyzed through content analysis or thematic analysis since it is the main analyzing tool of qualitative data (Yemataw, cited in Creswell, 2014). The steps to analyze the data are listed as follows; In advance, the researcher list out repeatedly each recorded data immediately after the interview. Then, the collected data were organized and prepared in Amharic form and then translated in to English. Afterwards, the transcribed data were read, issues raised by the participants were organized to obtain a general sense of the information. Next step coding and organizing the texts into sections of manuscripts and labeling words,

phrases and sentences relevant for the research objectives were done. Then, themes were generated from the coded data through combining and categorizing each in themes by taking in to account topics issues that are listed out in the literature and data collection tools. Finally thick descriptions were derived from each theme and description and interpretation was done.

### **3.10. Ethical Clearance**

The researcher was carried out by giving high emphasis for professional and ethical principles. Data collection was possible after getting the permission of all participants of the study. The purpose of the study is clearly informed, which is purely academic, to the participants of the study was at the preamble part of the questionnaire. The respondents were confident that the subject confidentiality was protected. They were informed that their participation was based on their internal full consent. They were kindly asked to participate and permission was obtained to contribute their activity during data collection process.

## CHAPTER FOUR

### 4. Data Presentation and Analysis

#### 4.1. Introduction

In this chapter, socio economic characteristics of participants, organizational structures of Bole Lemi industrial park and the questions raised to collect the data by designing questions which contain about labor relations associated with legal frameworks, work conditions, functions of labor union and the working environment at all are discussed in detail.

#### 4.2. Socio economic characteristics of the study participants

This sub topic deals with socio economic characteristics of participants and discussions originated from survey data collected through field work which provide the participants in terms of sex, age, resident area, marital status, level of education, work experiences in the organization and job title.

Table 4: Distribution of participants by sex

Sex category	Frequency	Percent
Female	188	94%
Male	12	6%
Total	200	100%

Source: survey data, 2020

As depicted in Table 4 above, female respondents accounted for 94% (188) and male respondents constituted 6 % (12) of the total respondents (200). From the data it could be recognized that numbers of female workers in industrial parks of Bole Lemi are more than male workers. To strengthen this data by CETU(2016) “Women are at poor working conditions with insecure employment, unlimited working hours and unreasonable shift patterns, lowest minimum wages, poor health and safety condition, lowest maternity protection, unequal treatment and discrimination, harassment and bad treatment. three fourth of the total laborers young worker preferable because they believed that younger and women workers are easily controlled, they could make them work for long hours and paid cheaper, they are energetic and textile industry in particular is very selective with respective to sex so much that women are

primary targets’’(CETU, 2016). More over other study findings also states that, in the case of Ethiopia, the government is expanding export-oriented manufacturing industries including textile and garment industries with the objective of achieving fast economic growth and generating employment opportunities for the people. Thus, women are increasingly entering to the textile and garment factory in a higher number compared to men (Tsegie, 2016).

Table 5: Distribution of participants by age

<b>Age category</b>	<b>Frequency</b>	<b>Percent</b>
<b>18-24</b>	143	71.5%
<b>25-31</b>	51	25.5%
<b>32-38</b>	5	2.5%
<b>39 and above</b>	1	0.5%
<b>Total</b>	200	100%

Source: survey data, 2020

As Per of the data from the above table from a total of 200 random sample population 71.5% (143) respondents are under the age categories of 18-24 followed by 25.5% (51) this would be indicate youth female workers[94% from table 4] are attracted by industry parks of Ethiopia the finding is supported by other studies of (CETU,2016) the age composition of the workers reveal that more than three fourth of the total laborers under study belong 18-35 years age which is indicative of the fact that, by and large, the floriculture, textile and leather sectors opt to hire young workers, who are perceived to be more flexible and dexterous and also this findings more over justified by Selamawit (2019).Managers prefer to recruit young worker because they believed that younger and women workers are easily controlled, they could make them work for long hours and paid cheaper, they are energetic, they do what their manager want, and many times, the factory officials refuse to hire pregnant women and the elderly also would not be accepted. The industries require active and energetic workers who can perform such heavy tasks for which only young workers can meet that challenge. Youth are more disposed to accept authority structures. According to social norms, one can scold a young worker and thus control them, but not a mature worker.

Table 6: Distribution of participants by residence area

<b>Residence area</b>	<b>Frequency</b>	<b>Percent</b>
<b>Addis Ababa</b>	97	48.5%
<b>Sebeta</b>	23	11.5%
<b>Sululta</b>	11	5.5%
<b>Dukem</b>	61	30.5%
<b>Other</b>	8	4%
<b>Total</b>	200	100%

Source: survey data, 2020

As indicated in table above (Table 6) most of the respondents of the study were from Addis Ababa city (48.5%) followed by Dukem town and Sebeta town, 30.5% and 11.5% respectively. Hence, Addis Ababa city as a socio economic center youth workers move from different corners of the country and they become lived in rental home, engaged by marriage or living with relatives.

Table 7: Distribution of participants by educational level

<b>Educational level</b>	<b>Frequency</b>	<b>Percent</b>
<b>Read and write</b>	10	5%
<b>Primary</b>	69	34.5%
<b>Secondary</b>	58	29%
<b>Certificate</b>	31	15.5%
<b>Diploma</b>	25	12.5%
<b>Degree and above</b>	7	3.5%
<b>Total</b>	200	100%

Source: survey data, 2020

As per of the data in table 7 above, the respondents' level of education it is easy to observe that from 200 respondents, 34.5% and 29% of them were attended primary and secondary education correspondingly. 15.5%, 12.5% and 3.5% of them were certificate, diploma and degree holders in that order. The data therefore, confirmed that majority of respondents (34.5% and 29% respectively) had attained primary and secondary education. Education is an important tool for

vertical mobility in the working life and it has positive implication on economic and social development in general. Low levels of education in a situation of extremely limited employment opportunities are major constraints on securing employment in general and better wage in particular; particularly for women who are attend education is in primary up to grade 8 and secondary (9-10) (CETU,2016). A measure of the low-wage sector that does not depend on actual wage or earnings levels, although highly correlated with them, is education level. Low-wage workers are often those with a high school degree or less (Kaye and Smith, 2000).

Table 8: Distribution of participants by marital status

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
<b>Single</b>	179	89.5%
<b>Married</b>	18	9%
<b>Divorced</b>	3	1.5%
<b>Total</b>	200	100%

Source: survey data, 2020

As portrayed in table above (Table 8) majority of the respondents (89.5%) were single. In addition, 9% were married and 1.5% was divorced. Studies were also made in line with this study: Not surprisingly, the single are more concentrated in the younger age groups (18-24) by many reasons such as it could be low wage and its related challenges of associated with basic necessities and living cost they stay in single.

Table 9: Distribution of participants by numbers of family

<b>Numbers family</b>	<b>Frequency</b>	<b>Percent</b>
<b>One</b>	130	65%
<b>Two</b>	41	20.5%
<b>Three</b>	21	10.5%
<b>Four</b>	5	2.5%
<b>Five and above</b>	3	1.5%
<b>Total</b>	200	100%

Source: survey data, 2020

The data (above the table 9) depicts the majority of respondents (65%) from the total sample survey population of 200 were one house hold status, it does not mean that they individual rather who are living by group; study shows Workers were in manufacturing sectors in Ethiopia about the ways of occupying their houses/accommodations the majorities (62%) are living in rented houses either from individuals who own private houses or in group (CETU, 2016) because they cannot afforded to make a family with their wages.

Table 10: Distributions of participants by work experience in the organization

<b>Work experience</b>	<b>Frequency</b>	<b>Percent</b>
<b>1 year and below</b>	141	70.5%
<b>2 years</b>	33	16.5%
<b>3 years</b>	19	9.5%
<b>4 years and above</b>	7	3.5%
<b>Total</b>	200	100%

Source: survey data, 2020

Accordingly the data from the above table 10: from a total of 200 random sample population 70.5% (141) respondents have below and one year experience followed by 16.5% (33) this would be indicate labor turnover in industrial parks is high; to support this findings, absence of housing and poor payment schemes in major industrial parks have forced over 19,000 employees to leave their jobs from seven fully operation industrial parks across the nation in the first half of the current Ethiopian fiscal year (IPDC, 2020).other study to more clarify and support the findings of this research show that employee turnover is caused by uncontrollable and controllable variables including demographic factors. Therefore, the company should implement different strategies to retain their employees. A study made in Shints ETP Garment the major finding is salary and it is controllable. Because of low salary the employees are derived to leave the company. Thus, the management should increase the payment by compared with company paying capacity and with other competitive company's it helps to retain the employees in the company. From a survey, the park administrators said, workers after hiring in the park they have to get a training for 15 to 20 days on soft skill trainings and their job-specific skills and become entry to work but they did not want to stay after getting training and fired this

is the cost of investors and for these issues the big problem is the basic salary of workers is too low and cannot fulfilled workers basic necessity.

Table 11: Distributions of participants by job title in the organization

<b>Job title</b>	<b>Frequency</b>	<b>Percent</b>
<b>Loading on/off</b>	24	12%
<b>Sewing</b>	100	50%
<b>Operator</b>	30	15%
<b>Cutting</b>	10	5%
<b>Ironing</b>	10	5%
<b>Checker</b>	6	3%
<b>Supervisor</b>	11	5.5%
<b>Other</b>	9	4.5%
<b>Total</b>	200	100%

Source: survey data, 2020

As the above table 11, demonstrated, job title of respondents on total sample population (200) workers in sewing has high numbers (50%) followed by operation (15%), loading (12%), supervisor (5.5%), ironing (5%), cutting (5%), checker (4.5%) and others (3%) were the aforementioned job titles of respondents under the study the reason why the numbers of sewing workers are high in this study because in textile and garment industry wants high numbers of workers.

Sewing is a big important part of a garment's product many numbers of workers employed in this lines of working activity. *“Without good sewing we cannot introduce our products worldwide. Sewing is a process where two pieces of fabric are joined. Many factors are related to sewing. (i.e.: Needle size, Machine type, Thread count, Worker capacity, Production line etc.) So the sewing section is not only fabric join, it is a core part of a garment manufacturing industry.”*(Interview, Ashton).

Figure 4: workers on sewing process



Source: survey data, 2020

According to the data November, 2020 of human resource department administration new job creation of the park is:

- Currently, the companies in the park have created 16,384 direct jobs.
- Monthly on average the park created 547 new jobs for the community and a total of 3283 new jobs created in the past six months.
- In July (1691), October (518) and September relatively in every month the maximum number of new jobs created whereas in December (198), August (273) and November (294) the lowest number of new jobs were created.
- The reason for low number of new job creation is assumed to be the companies stopped to create new jobs but instead they only hire new workers in order to replace those already left the companies in that exact or previous months.
- Within the past six months, the highest number workers were recorded in July (16,384), December (16,235) and November (16,039) and the lowest is noted in August (15,127), September (15,436) and October (15,491). The data shows industrial parks have immense contribution regarding on reducing unemployment rate in Ethiopia.

Table 12: Distributions of participants by monthly basic salary in EBR in the organization

Salary range	Frequency	Percent
Below 1000	42	21%
1001-1500	75	37.5%
1501-2000	47	23.5%
2001-2500	30	15%
2501-3000	4	2%
3001-3500	1	0.5%
3500 and above	1	0.5%
Total	200	100%

Source: survey data, 2020

From the table 12 the average salary for higher numbers of respondents 75 (37.5%) is found between 1001 EBR and 1500 EBR followed by 23.5% (47) this indicates it could be the major sources of industrial dispute or it may be the root causes of labor turnovers in industrial parks of Ethiopia. this finding is support by the following studies.

The wage being paid at industrial parks is lower than wage at off-park industrial park garment sector. But, the unemployment prevailed in the country is worse than the low wage: Ethiopian knows the low wage and other related problems prevailed at the industrial parks (yirgalem, 2019). The high turnover in the parks has become a critical challenge to various manufacturers, The Corporation said employees are forced to pay at least half of their monthly salaries on housing and, in some cases, have to travel up to 40 kilometers daily (IPDC, 2020). In Ethiopia no national minimum wage workers in industries average monthly net income for men was around 1115 ETB and for female it was 836 ETB.87.4% (CETU,2016).

Because of low wages the country has much resource and even if it has comparative advantage in terms of labor resource, workers are easily replaceable. But, the rate of turnover was the most common and critical challenge facing enterprises in operational industrial parks in Ethiopia today. The interviewed Human Resources of the companies in the IPs explained though the required local labor force is available in the market, workers are poorly qualified due to weak entrepreneurial base and have limited motivation for work. As a result, companies were forced

to retain expatriate staffs. What worse is that employees were continually leaving to other nearby companies or other sectors after cost intensive training was being imparted. Workers mention low wages (mentioned by workers ‘below living wage’), drastic rise of living cost in areas where IPs are located, awkwardness of working environment in IPs based enterprises were placed as the main reasons for high turnover of employees. Moreover, accessing other job opportunities with better payment in similar or other sectors such as construction aggravated the high turnover (Yechalework, 2019).

Table 13: Distributions of participants by salary satisfaction in the organization

Level of satisfaction	Frequency	Percent
High	1	0.5%
Medium	5	2.5%
Low	194	97%
Total	200	100%

Source: survey data, 2020

From the table (13) data describes respondents level of satisfaction is low (97%) it could be the major sources of industrial disputes and labor turnover. The finding is supported by other studies the jobs for which most welfare recipients can qualify, given their low skills and education, are concentrated in the secondary labor market with low wages, few fringe benefits, little opportunity for advancement, and high job turnover (Kaye and Smith, 2000). There is a pivot range in which people move from self-assessed “survival” to “decent” income. Second, a Living Wage may have more than a simply monetary effect in better meeting employees’ living costs; it can also improve well-being through subjective perceptions of valued freedoms to do with job satisfaction, equity and security (Christian, et al., 2017). Workers in Bole Lemi industrial park by different means such as absenteeism, or any personal case their salary is deducted it makes negative attitudes at work place and reduced productivity to support this description findings said: employees who had nominal pay rises during the recession, employees who had wage cuts or freezes (with 5 percent inflation rate) are significantly and negatively associated with their job satisfaction and organizational commitment, even when

controlling for important variables such as perception of job insecurity and the degree of adverse impact caused by recession on the organization studied (Wang and Roger, 2017).

Table 14: Distributions of participants by employment contract in the organization

Employment contract	Frequency	Percent
Permanent	197	98.5%
Contract	3	1.5%
Seasonal	0	0%
Total	200	100%

Source: survey data, 2020

Regarding on the table 14, the majority respondents of employments contract is permanent term of employment 197(98.5%) it could be indicates the labor proclamation of Ethiopia regarding on contract is implemented in industrial parks and investors are doing as per of the labor law but the big problem is operational gaps of the law as a result investors manipulated workers.

Table 15: Distributions of participants by changes of their work

Do you want change your work	Frequency	Percent
Yes	196	98%
No	3	1.5%
Not yet determine	1	0.5%
Total	200	100%

Source: survey data, 2020

The data from table 15, depicted that from the survey of 200 respondents 196 (98%) of workers are want to change their work, which indicates it could be result of unsatisfactory wage schemes in the park, and cannot afforded by this low wage to live in Addis Ababa city and become forced to displaced and fired from their works to another small towns and another study explain about turn over intentions: public sector employees tend to be more satisfied, more trusting, and have less intention to leave their organization. In contrast, private sector employees' Turnover Intention was most significantly affected by Job Satisfaction and feelings of trust (Zeffane and Bani, 2017). Though the Bole Lemi Industrial park job creation in 2020 is as follows:

In the park accordingly human resource department data (November, 2020), in the past six months, the average turnover rate is 10.1%.The highest turnover rates were shown in September (12 %) and October and December (11 % in both months) also the lowest turnover rate was noted in July (8%) and August and November (9% in both months).

According to human resource department: Hiring takes place in three ways

- A. Directly by companies
- B. Through recruiting agencies
- C. IPDC in cooperation with local government bodies then by Human Resource Policy :Recruitment and IPDC- Trainings and experience gaining trips are implemented

Table 16: Distributions of participants by job security in the organization

Job security	Frequency	Percent
Secured	126	63%
Insecure	67	33.5%
I do not know	7	3.5%
Total	200	100%

Source: survey data, 2020

The table 16 aforementioned data describes respondents’ job security in their work place which is helps for productivity of workers by creating sense of belongingness and trust worthy in this regard the majority of respondents 126(63%) are fill secured. It could be the reason of employers deal with employees employment contract as per of the Ethiopian government labor law proclamation of 1156/2011.the problem is employers manipulate workers by using gaps of law and workers low levels of understanding on legal perspectives.

Table 17: Grievance delivering and handling system in the organization

grievance delivering system	Frequency	Percent
By line manager	178	89%
Via suggestion box	0	0%
Direct contact to managements	22	11%
Total	200	100%

Source: survey data, 2020

From the data show on the above table (17) respondents work place grievance delivering system the majority of respondents (89%) are communicate with their immediate supervisors and can solve their ,where as the remaining are direct contact to managing bodies of the organization. But at work place workers have not similar levels of understanding on the system of organization and others are may be shameful and they may be want delivering the issue in secret so, they wants send their suggestions or grievances or any comments about any situations of organization in this regard suggestion box is preferable such types of workers.

In support of the aforementioned claim one of the informant (sex: male, Age: 32: Education level: Masters) responds about the system of Bole Lemi Industrial Park grievance handling as follows.

*The park has a board committee which is formed from different stakeholders; from ministry of labor and social affairs, from Ethiopian investment commission the park administration (as a mediator), investors association, workers committee on the behalf of workers side and has seven members. But the committee is not functional to address the problem these happen at work place because of they are not committed to the issue even to their organizations especially who are from the ministry of labor and social affairs on one side and other hand the workers themselves are not aware how to deliver their complains and for whom and investors they believe workers are replicable therefore; some is gone we can get lots of labors this is a problem of system as a result employee- employer dispute is always happen and its impact is on the productivity and profitability.(KII, on the park administration office November ,2020).*

Table 18: Distributions of participants on causes of work place dispute in the organization

Disputing labor relation issues	Frequency	Percent
Low salary and benefit packages	137	68.5%
Lack of skilled worker and weak working culture	15	7.5%
Unfair job promotion	1	0.5%
Occupational safety and health problem	15	7.5%
Lack of communication and social dialogue between workers and management bodies	27	13.5%

Employment contract and other documents are not in the hands of workers	4	2%
Illegal hiring and firing	1	0.5%
Total	200	100%

Source: survey data, 2020

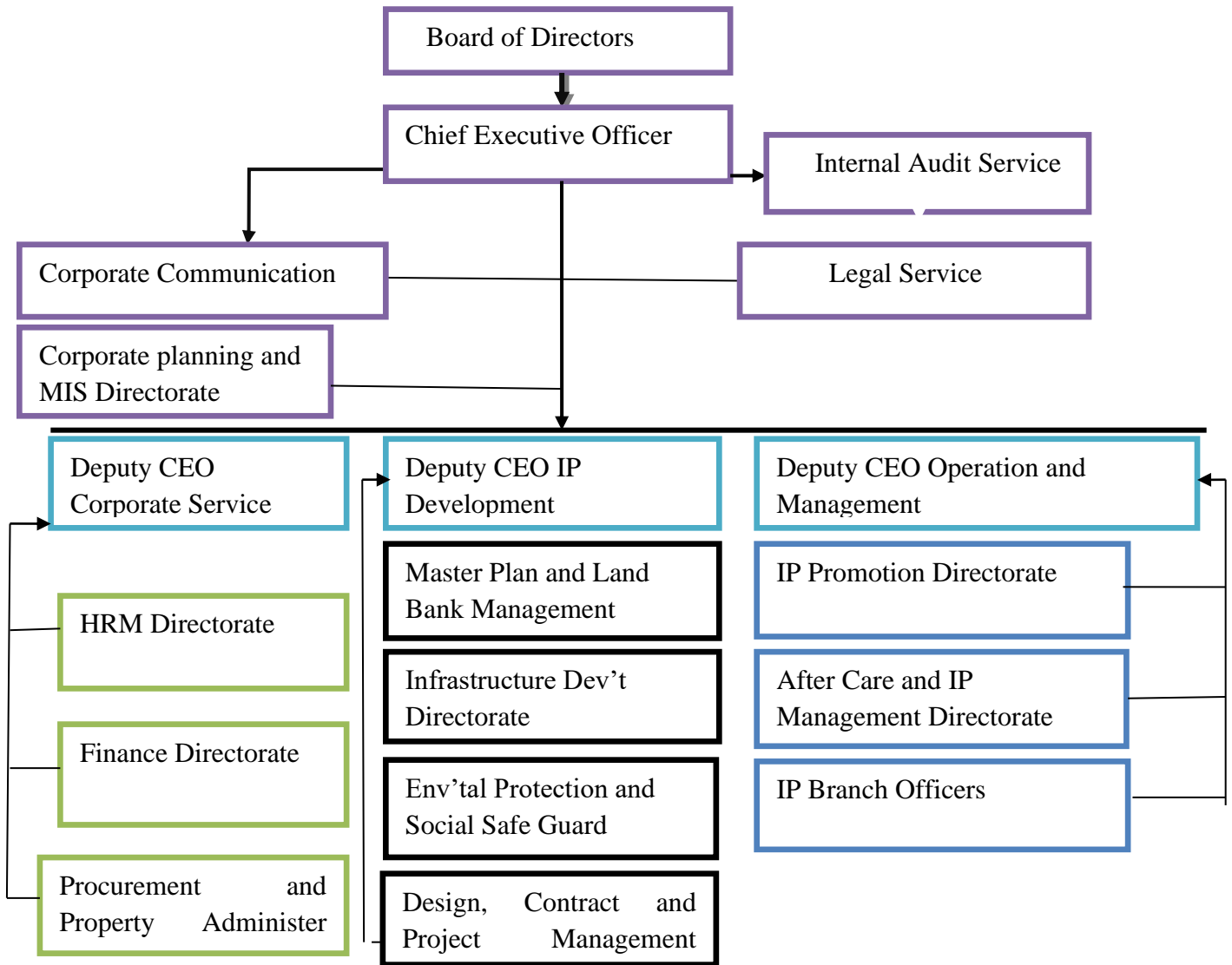
From the survey data that demonstrate on table 18, respondents about the causes of work place dispute in the organization low salary and benefit related issues (68.5%) are the major causes of industrial dispute between employees and employers because of the two antagonistic pressure towards maximize wages and minimize the cost of the two parties and followed by Lack of communication and social dialogue between workers and management bodies is another cause of work place dispute (13.5%) which indicates wage is the most significant aspect for workers and being effective and productive performance not only this but also workers become trust worthy and committed for their responsibilities wage comes in the front line about labor relations of work place, the issues of safety and labor skill are among dispute causes in industrial parks. Studies listed out on causes of work place working conditions, pay rates, terms of employment and employee relations were the main causes of the disputes. Weak trade union movement, inefficient and inadequate social security, lack of employment benefits, opportunities for training, promotion, trained personnel at the health service, short contract and low pay (Stephen and Lucy,2013) and another study to verifies for regarding on labor relationship in industrial parks of Ethiopia employees reported that their employer did not arrange the medical examination for those workers engaged in hazardous work and six in ten employers did not provide them with appropriate toilets, shower and hand basins, with soap and washing facilities, as well as 43.6% of workers did not know whether there is formal grievance procedure in their workplace”(CETU,2016).

### **4.3. Organizational Structures of Industrial park Development Corporation**

Organization structure is the arrangement organizational hierarchy. Organizational structure may be defined as a structure and/or hierarchy of an organization and how its constituents work together to achieve common goals. Therefore, an organizational structure encompasses:

departments, employees, their responsibilities, resources etc. as well as relations among them (Abramowicz, et al.).

Figure 5: Organizational structure of IPDC



Source: AACCSA, 2016

#### 4.3.1. Administration system of the Bole Lemi Industrial Park

The government has subsequently restructured and repurposed three important institutions to drive investment promotion, strengthen competitiveness, and catalyze the transformation of industries through the following administrative structures.

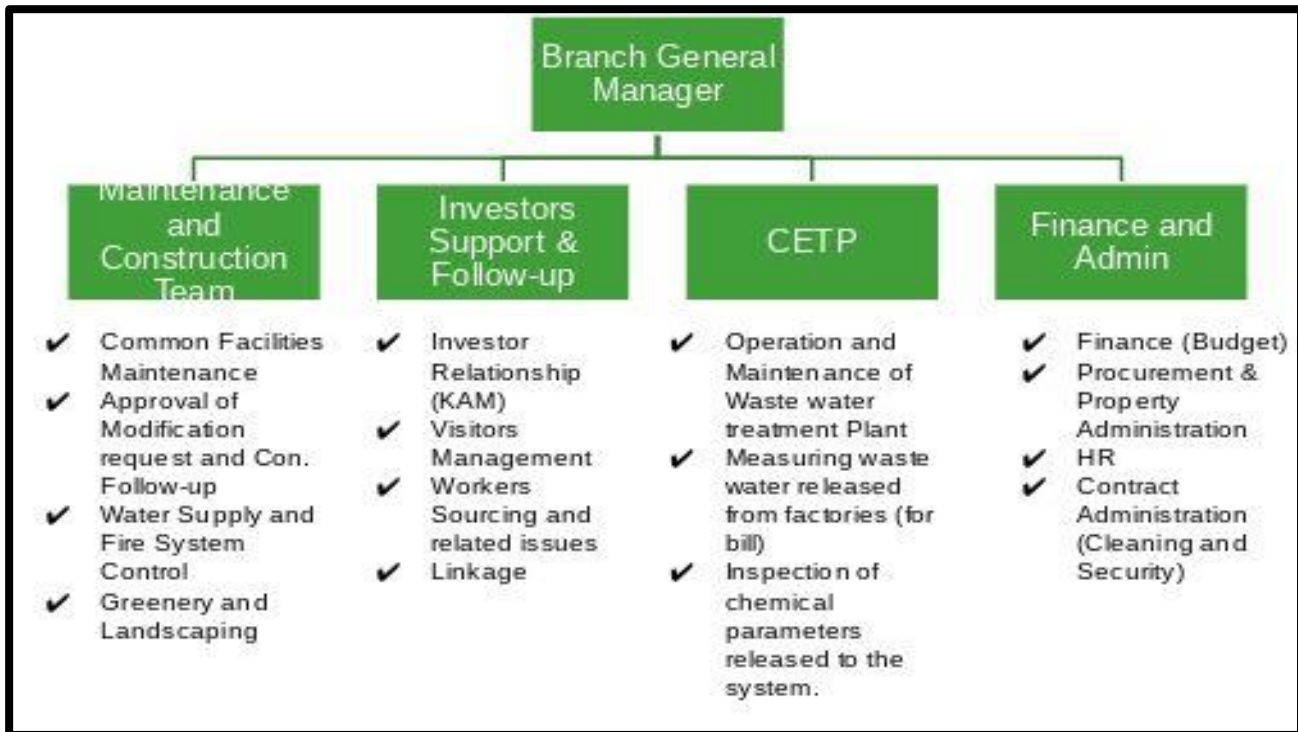
Figure 6: Institutional structure map of IPDC



Source: AACCSA, 2016

Accordingly the park administrative data first is the establishment of the Ethiopian Investment Board to serve as a policy, strategy, and oversight and approval body. The Prime Minister chairs the board, which comprises senior ministers from key supporting agencies with direct or indirect roles in investment decision making. This board also consists of senior government representatives from Foreign Affairs, Industry Finance, Agriculture, ERCA, National Bank and City of Addis and its key role is lead overall investment and Industrial Park Policy making in Ethiopia. The board grants incentives to investors, addresses policy and regulatory barriers to investment, designates new Industrial parks, and opens new investment areas to FDI. The elevation of the investment promotion agenda to the center of government represents a significant departure. In the past, FDI promotion and retention was never a central agenda in Ethiopia and was only considered as a technical issue of a government agency. The government has now adopted a new strategy of targeted investment promotion focused on the manufacturing sector and informed by a sound understanding of the sectoral landscape and dynamics. In addition, the investment policy is now being led by the highest level of government the Ethiopian Investment Board chaired by the Prime Minister.

Figure 7: Bole Lemi Industrial Park Administrative Structure



Source: Bole Lemi Industrial Park Administrative Office, 2020

#### 4.4. Labor Relations and Emerging Disputes

This main theme briefs the issues related with labor relations and emerging disputes at Bole Lemi industrial park. It contains four sub themes which are: causes of emerging disputes, legal framework, working conditions of Bole Lemi industrial park related to occupational safety and health, and benefit packages and overviews of labor association which emerged from the collected data. All of them are stated as follows.

##### 4.4.1. Labor relations

In the Ethiopian industrial parks, that the government has been engaged in a race-to-the-bottom with respect to labor standards, a phenomenon that harms the rights and interests of workers. Thus, the problem of race-to-the-bottom on labor standards exists in Ethiopia. The race-to-the-bottom has been manifested through the government’s reluctance to enforce the labor standards provided in the Ethiopian labor law (particularly the core labor standards) in order not to “discourage” foreign investors. Since such approach to promoting foreign investment is

contrary to the grand goal of sustainable development, the article provides some thoughts on how the Ethiopian government can balance its interests of promoting foreign investment with the protection of the rights of workers. These include promoting FDI through fiscal and financial incentives instead of the reluctance to enforce labor standards, while ensuring that foreign investors comply with the labor law so as to protect the rights of workers (Mehari, 2019).

On similar descriptions of Bole Lemi Industrial Park, according to the data on labor relations verify in different determinant parameters as follows: among of these factors on employee-employer relationship is wage and other work place disputes are encircled with it; which is low and found between 1001EBR and 1500EBR for most workers no doubt it affects productivity and can a major cause for dispute because 97% of the respondents of this study are not satisfied by their salary and 98% of workers are wants to change their current work even though 98% of their employment contract is permanent but they use as a transitional to the next step of their life this is may a cause for labor turnover in industry parks of Ethiopia. And another decisive issue of labor relations is social dialogue which is very important to make industrial peace and exercising workers right and taking responsibilities at work place but according to the data there is no labor associations in the industrial park of Bole Lemi.

#### 4.4.2. Causes of disputes

As the data obtained from focus group discussion regarding on emerging for disputes shows, workers at the Bole Lemi industrial park are employed as per the Ethiopian labor proclamation, the issue of job insecurity is not a problem. But the problem is workers' salary which is insufficient to fulfill their basic needs and its' result may cause for conflicts of interest, this description is supported by Informant 3 ,who expresses about salary of workers which is directly related to disputes as described below:

*As he said; "Workers salary is too low, for instance, my salary is 2000 Ethiopian Birr. Moreover I have get on average 700 Birr per month from attendance and overtime but, for me; life in Addis Ababa, it is clear for everyone how much it is very challenging so I want to salary increment but still no one is responding for me assume I employed at Bole Lemi industrial park four years ago with a monthly salary of 1,000 birr. Now, I*

*became a shift leader and I lead 30 workers, the work is difficult to control workers. Since the work is helped by machine and the activities are time bounded it is not easy to control and supervise them as well as the job needs focusing and commitment in general it wants both mentally and physically equipped. But my salary is low compared to as my heavy work. In addition to this, our coordinator may be insulting and conflicting with us by seeing all gaps and problems those are steaming from ours weak working culture. As a responsible and risk takers by others defaults my salary is not enough. Because of this, I become disappointed and lose my interest of working with motivation. Even sometimes, I decide to change my work. In fact, in my opinion, the responsible body for the small salary is the Ethiopian government.”(A 28 age male informant; November, 2020)*

Another discussant at focus group discussion; to explain on the causes of emerging disputes associated with salary. The discussant his work is loading with a monthly gross salary of 1400 Ethiopian birr plus incentives and he is experienced to do more beyond his current position and as he said, he is committed but his salary is not enough to support his family. As a result he asked many times for his salary increment however the management body said to him; as of the scale of the organization, they cannot increase his salary for more additional from the Key Interview Informant 1 also stated regarding on wage, with more explanation of workers salary at industrial parks in general by taking a case of Bole Lemi; they have paid below both their performances and livelihood of the country standards in general. According to him; For example, at Bole Lemi industrial park, the average salary is ranging from 800 to 1100 Ethiopian birr plus incentives as per of individual performance and attendance. The discussant also says that even from this earning, there may be deductions due to different means such as absenteeism. In fact the root problem is stemming from the government’s means of strategies and promotion of Ethiopian industrial park development for both indigenous and foreign firms. By saying that, if investors come to Ethiopia and they invest their capital in Ethiopian industrial parks across the nation, they have been profitable because of cheap and replaceable labor market, free and easily accessible resources availabilities such as productive land. The government thought these means of investments help for creating jobs for many young Ethiopians and technology transfers. But still now, it is not implemented as of its’ plan and the issue is dehumanizing idea because investors after coming and becoming invest in Ethiopia they have do as per of the promotion without considering the situation at the ground and they pay too

low salary without the minimum base lines for workers and it could not satisfy the workers and fulfill their basic needs this situation leads to disputes between employees and employers and cracking down productivity, disturb the working environment. Similarly, another interviewee also says that he is fired from his job and he states the case salary as a parameter of decent works and it can also cause for disputes: He was working as a loading and unloading worker at the factory among one of Bole Lemi industrial park with a monthly basic salary of 1200 Ethiopian birr. During that time, he has additional work from a furniture factory. But the time was too tight as he trying to manage the two works but it is challengeable for him as a result his line manager mostly deducts his salary and he becomes clash with the line manager on every day then he become fired from his work. But now he starts from another factory with 1600 monthly basic salary.

For informant W3 during in-depth interview he stated that, salary is the main root cause of disputes. There is a high range of gaps between Ethiopian workers and the foreigner at the similar works. For example, for an Ethiopian worker employers pay 1400 Ethiopian birr per month whereas for foreigners 1200-3500 \$USD and at higher expertise level 55,000 birr for Ethiopian while it may be 300,000 birr for foreigners this is a very big problem and it needs the interventions of government to minimize the gap between the two workers or this problematic labor law should be revised otherwise the problem perpetuate. If the law is adjusted, employers can afford to pay a satisfactory salary for their workers and they can get a well trained and experienced worker. So the government should be very critical of this serious issue as it is a major cause for industrial disputes.

Informant W1 who is an expert of occupational safety and health he, mentioned about salary of workers; workers live at distant towns like Dukem, Sebeta, DebreZeyet, Sululta because of the high living costs of Addis Ababa city. Even the current salary of industrial workers cannot afford for these small towns let alone. This situation also affects workers' psychological maladjustment in addition to that of reducing productivity.

The informant also stated that; well trained manpower is very crucial for productivity in industrial sector and making industrial peace; but if workers are not trained well, it will lead to conflict with their employers concerning the work. For these causes of dispute, another informant said; as follows: who is a shift leader and he says; anyone who is employed, before

starting to work she/he must take job training for three weeks up to one month. This is important for newcomers who join the work so no one is conflicting with her or his employers but the problem is salary. Informant KII6 who is industrial relation officer mentioned that, skill of workers is one of the problems of industrial park profitability in Ethiopia. Because, mostly in the industry park, workers are less educated and their educational background itself is also theory oriented as a result, workers at work the place perform below standards of work performance. This issue makes different challenges in manufacturing sector especially in Industry Park. Low profit of investors is the outcome of low skilled workers which leads to investors' reluctance to pay enough wages for their employees. Low paid workers again do not perform well to maximize productivity, this is a vicious circle. For this problem, the government should come in first line so that investor's should pay fair and affordable wage to their workers. But Ethiopian government says, if workers get high salary, it affects labor market in Ethiopia such as civil service workers. In fact, among the major aims of industrial parks are: knowledge, experiences and technology sharing for Ethiopian workers. These situations make skilled manpower that is why employers should give induction training for newcomers before them start working but the problem is beyond that.

For informant KII3, non trainable workers and Ethiopian government strategies on industrial parks are incompatible. At first hand, workers who graduated from higher education institutions are not interested to work in industrial parks with low salary plus investors also did not want hire them with under employment. They expect works which are professionally done by foreigners whereas remaining activities to be done by low educational levels. This situation is considered as underemployment. On the other hand, the goal of government is that industrial parks should serve high numbers of manpower with small salary. For this aspect, the concept of cheap labor is applicable. This is another conflicting issue with professionals and skilled workers which leads to low productivity. The informant also stated that major challenges of investing in Ethiopia are shortages of electric power supply, weak work culture of labors, currency problem, bottled necked legal procedures, low infrastructural installations, and Ethiopians ways of life and social patterns for economic especial zones which means the societies do not immediately react to those manufacturing sectors. For instance, community perceptions for foreigners are opposed to the current global economy system especially for the Chinese investors this culture shock is another headache for this new economic sector.

At work place occupational safety and health is another concept which is a means for dispute between workers and employers in this regard Informant W3 stated that ;occupational safety is a first precondition to operate a business at the industrial park, therefore there is no any problem associated with safety issues. But sometimes workers do not use their safety materials properly at the work place because of lack of awareness and this become a cause of dispute. Any worker, before starting his or her daily activities, is expected to be taking on their personnel protective equipment unless; they will be punished as per the organizational rule and regulation. For instance, salary will be deducted. By fearing this, workers use all protective materials properly. Informant KII3, also in this regard, mentioned as stated below; Employers for their workers give safety material supplies properly by program except some daily or weekly consumption they give two times per a year like uniform because safety is one criterion of production qualities in the global supply chain as pre condition.

Another informant KII4 about sexual harassment as a means of dispute stated by the following way: sexual harassment is very strictly forbidden at work place. If workers or any official are found involved in this practice, the park administration has zero tolerance. Sexual harassment is one of the main responsibility discipline committee and it is not a cause of industrial dispute at Bole Lemi industrial park.

But for informant KII1 stated:

*“There is a problem at the Bole Lemi Industrial park by a foreigner who works as a manager from one of the manufacturing company and he becomes committed sexual harassment on different female workers. Then information is given to Addis Ababa police commission and attorney general. After that these responsible bodies went to Bole Lemi industrial park for more additional information from the abused women. While it was found true, but during this process the man flew out from Ethiopia and then the charge is cancelled. This situation is making us there is no safe work place and it becomes a cause of dispute.” (Department head at CETU, 11/10/2020)*

For informant KII2, she is head department of women affairs; mentioned about working conditions

*“...for example work place safety associated with day care and resting place for pregnant women. There is not any place for rest and breast feeding of children. This issue is a major problem of female workers. Even if their number is high in manufacturing sectors especially in the textile sector, this situation is directly related to human right because women have the right to work but their work place should be safe and comfortable for them at Bole Lemi industrial park, women’s basic right is violated by that I have mentioned the above” (11/10/2020).*

When we see conditions of work as a source of dispute: for informants described workers for their duty and responsibility or to firing and hiring every activity are done through legal procedures without these nothing done. Even some workers had weak performance the employer gives capacity building on the job training additionally to induction of off the job training. More over for informant KII4 who stated that:

*“Most of in industrial parks who are female workers as this reason rate of pregnant women is high at work place. For this problem organization knows and has experience in this situation, so it wants prepared a special desk for pregnant workers after six months and again after eight months they take a maternity leave for three months as post natal; one pre maternity and the remaining two after they give birth. If they have annual leave they can also take additionally which leads their leave to four or above months. So we care for our workers especially for pregnant women as we are paying attentions to them.” (Bole Lemi Industrial Park: 19/10/2020).*

#### 4.4.3. Legal Frameworks and employment relationship

Participants for this study on the functions of legal framework for positive relationship consider as a means and profitability for end goals. The perceptions of participants for legal related aspects are mentioned as follows:

Participants on FGD who described on legal frameworks in line with skill development training: The training module which content covers workers duty and right as per Ethiopian labor law helps to know organizational goal and objectives accordingly the legal perspectives so that workers know in line with the organization structure and working culture in the working

environment. But the main problem is that after we give the training, they resign from their work due to which we frequently face a cost.

According to informant KII5, workers at Bole Lemi they are well informed about Ethiopian labor law of 1156/2011E.C and major selected law proclamations are printed out and given to workers by their hand with employment contract documents. The contract document contains salary amount, job title, and both responsibility and duty of workers and employers. The researcher also has observed this on the notice board. Sometimes there is a need for overtime work but it is up to workers' interest and employers do not force them to work additionally outside their working time. In fact, they are interested to do additional more time to get more incentives as the most workers are young and energetic except some family headed workers they are very interested to do overtime .

On the contrary, informant KIII1 stated on this regards that employers are not interested in implementing both the national labor law and the international labor conventions at work place even though they know the laws and conventions across the world related to their business. But they implement contextually in accordance with the given country's abilities to implement the existing laws in this regard the Ethiopian government has a gap regarding to implementing laws and regulation in the country not only the labor law but also others constitutional rules and regulations this is a very sound for foreign investors to manipulating workers. For example, they pay low wage it is one of the problem and gaps of Ethiopian labor law to exploit workers because there is no minimum wage standards in the country and there is unmanageable labor market system which helps to investors to freely get replaceable workers and they can hiring them without giving employment contract document for workers and can simply firing them. This situation proves labor turnover is high at industrial parks and this leads to workers feeling of job insecurity and make disputes between the two parties (employees and employers). The Informant also mentioned that even though employers are well experienced with international law (for instance, they know about basic rights of international labor organization conventions such as freedom of associations), they do not want practice it here in Ethiopia for fear of workers strike. Not only that their rights are violated by their employers but also they are not allowed to meet even during lunch time. Off course, in fragmented way some workers are asking to exercise their rights but they may get fired by any simple issue or take a warning.

But accordingly informants on the side of management bodies pointed out that an employment contract form is taken from their employers within a week which contains name, job title, salary amount, duty and responsibility. But workers are not working as per employment contract. Rather they are doing more additional activities. Whereas others such as benefit packages are not written on contract document which indicates that terms of employment contract does not fulfill all the legal conditions of employment. But relatively other industries across the nation Bole Lemi are better in fulfilling legal requirements at work place.

#### 4.4.4. Benefit packages of Bole Lemi Industrial Park

Working condition is a very inclusive term that it contains working materials and facilities accessibility, personnel protecting equipment, resting room, pure water availability, uniforms, open communication management system, minimum wage standards that is equal salary for the same work and damage minimization, effective working system etc. These are important working conditions for productivity which should exist in manufacturing industries. Concerning to this, informants' response and detailed explanations are listed as follows:

Among others, Informant F7 she is 23 years old female worker during focus group discussion her work is cutting clothes and she said that there is a highly sharp working material that she needs to be careful of but sometimes when she cuts and needles her finger and she bleeds then she goes to clinic. But for the problem to happen in the first place is that she was not using glove for her hands which indicates the use of PPE of workers have less aware. As informant KIII also stated about working condition of Bole Lemi industrial park that the main problem is mostly for women workers. Breast feeding, day care and resting room which includes sanitary dignity kit and gender policy are not available even if more numbers of workers are women. This indicates that working conditions of the park is not friendly for mothers. The issue also stated by another informants; that female workers are highly engaged in the textile manufacturing sector and as a result they are exposed to many challenges such as sexual harassment. In fact, from the beginning female employees are not hired in accordance legal contract framework but seeing their physical appearances. As a result, they are exposed to multiple challenges like sexual transmitted disease, unplanned pregnancy which leads to abortion and critical health problems. Because industrial workers are not able to afford the cost of living, they live in group which affects their personal privacy and exposes them to sexual

transmitted diseases. Occupational safety and health in this industrial park is also questionable. As of informant KIII's explanation, even though some sheds at the park have safety and health policy, they are not practically implemented and while some others do not have the policy itself. As workers' tasks are done by standing for long time, it is so difficult for their health unless they seat by adjustable chair with length which may help workers to do any activity and be technological friendly.

For Informant W1 during in-depth interview points out his views; most of Ethiopian industrial parks including Bole Lemi are involved in textile production while some of them such as Dukem produce like leather products, marvel and automotive spare parts. So the issue of occupational safety and health differ as per type of production. As a result workers are also exposed to different health problems. Personnel protective equipment is an end by itself. So many requirements must be done in phases. In the first place, it's necessary to basically avoid the hazard at work place. If it is mandatory, it must be substituted and if not, it is a must to use engineering control like cover by fence. Still if necessary, it is important to use administration control like shift work or deduct working hours. PPE is a last choice why because the protecting capability of PPE's function is at individual level. Whereas, the above mention precautions are better mechanisms to make a healthy working environment. As a garment industry including Bole Lemi, many health-related problems are expected. The health problems that often occur are health issues such as masculinity disorder, respiratory system problems that affect human physical, mental and psycho social makeup of workers for example loading/unloading work affect physically, chemicals causes for respiratory problem.

Thus Occupational Safety and Health as which contains many aspects the problem is beyond work place issues it may be social, which is called psycho social hazards including job insecurity, salary, issues of shift and overtime working, disputing with colleagues, educational opportunities for upgrading work and life status, problems of depression like work place stress, avoiding of organizational and institutional laws and policies. This situation leads to mental illness and to physical damages. Reduction of productivity is the final outcome of occupational and health problems. So, for minimizing the problems, first conducting hazard identification assessment, identifying the gaps and then giving training accordingly are important things that should be done before the industry community used safety materials and equipments properly.

from these general situations of safety issues, specifically at Bole Lemi and generally in Ethiopia, there is weak culture and commitment of management bodies in terms of fully and jointly implementations of legal resources and knowledge. In fact communities in manufacturing sector have low awareness about occupational safety and health. So at Bole Lemi IP there is a knowledge gap in terms of supervising and controlling of the quality PPE supply and proper usage.

Besides the problem of inspection and supervision, safety materials are produced only considering male workers. It does not consider individual physical size. It just has an average size and shape. At Bole Lemi Industrial Park there is no standardized clinic in terms of resources such as man power, finance and medical supplies such as contraceptive methods the clinic. The clinic only serves first aid like bleeding.

Provisions of benefit packages are other components to minimize the causes of dispute as making industrial peace increases productivity. Among those packages are insurance like for health and medical facilities, transport allowance or transport availability itself, housing or house allowance, cash benefit, food and tea/coffee delivery at work place, bonus for holidays and educational facilities and scholarship.

When we see Bole Lemi Industrial Park: informant F5 whose work is cutting cloths told at focus group discussion; the provision of benefit packages at Bole Lemi in general health insurances are available. To be clearer, if workers get sick outside working time, they can get medical treatment from any health institution and their cost is covered by the employers. But workers should have in their hand the following three things that are; prescription, receipt and medical description. Among these, if they missed one, they cannot get the provided packages. At work place, all family planning packages like contraceptive methods are not fulfilled. But some such as condom for both sexes are available. The researcher also has seen the availability of condom in front of the dining hall of workers. When we see transportation availability, organizations have bus transport facilities for all workers. Since most of the workers are living around Addis Ababa, it is difficult and impossible without transportation. But the problem is that especially now at the time of corona virus we are using one bus beyond its loading capacity. Informant F5 also mentioned on housing issues: there is no any housing availability or allowances except for one organization which constructed houses for some selected workers

such as team leaders, security guards, shift workers, food cooks, and for foreign employees. But the house is problematic. For instance; male with female live in together even though the organization has prepared houses for both sexes and they share everything in their daily lives and benefits like credit are not available even though workers want to borrow. Due to these problems, from two to four individuals and above live in one house to share the living cost life including house rent and any consumption. This situation has many personal challenges like privacy and freedom fall under question. Not only these, health problem issues such as sexually transmitted disease, unplanned pregnancy and but abortion also exist. Food, tea and pure water supplies including the bath services are available during the time of lunch. But for food and hot beverages and more additional consumptions, workers can buy from restaurant with fair prices. The researcher also observed accessibility of these services. This description is also shared by interviewees of workers and industry administrative personnel.

Leave is another important question for good employment relationship at work places. In this regard, annual leave with payment, maternity leave, funeral leave and wedding leave are implemented as per the Ethiopian labor proclamation 1156/2011 according to the industry administrative personnel explanation. But when asked this question, the Ethiopian trade union key informant KIII said; leave in industrial parks in general and at Bole Lemi in particular is problematic. Because leave is a legal and social human perspective as man is a social animal. And so leave is not only listed on Ethiopian labor proclamation 1156/2011 to satisfy and fulfill worker's needs. Of course these written legal issues are not properly implemented at the ground. So workers as human beings want beyond such depiction on the proclamation. For example, they face unexpected daily life activities like accidents on themselves such as sickness or around their neighborhoods might be happening because man is not an island rather a social animal. So workers life is not encircled only on the written document, such as on the new labor proclamation but apart from this. Now at work place, managers on the behalf of investors they deduct workers salary by any unfair means. Assume currently as everyone knows workers in industry park how much they get paid. So issues regarding leaves can be causes of dispute.

For the stated of industrial park development corporation delegated informants, for instance as the communication officer mostly relative with others institutions in Ethiopia, there is better implementations of legal conditions of labor relations at industrial park. To verify this, we have

rarely received grievances or compliance from workers. But it does not mean all necessary legal aspects of labor relation are clearly implemented. Especially during the time of market order, it is impossible to get a permission of any leave including the annual and accidental leave. But as employees, they should be replaced by other workers because workers have the right to take leave as per labor law or internal labor convention standards of work conditions.

#### 4.4.5. Labor union and employment relationship

At work place labor dispute is natural but it can be minimized and avoided through different mechanisms. Among these mechanisms, labor union comes in the front line in addressing problems related to working conditions and work place issues in general. Labor union is a guarantee to keep workers' right in particular. Labor union is a keeper of very basic human rights and elements for workers. It is the corner stone for the establishment of international labor organization.

Informants for this study and all participant workers on the interviews did not have any associations at work place. Even they did not know about unionization of workers and its functions. For example, informant F9 tells for the researcher about her awareness on labor association function: she said that; her friend is working at hotel and they have an association [the hotel] and the informant heard from her friend but from her work place at Bole Lemi industrial park, there is no labor association even workers are not informed and are not aware as a result no one has asked and talked about this aspect. The investors also are not interested. If workers ask them about this, they will be fired from their job. As F8 mentioned, she believes workers union is important for inclusive fringe benefits. But employers do not permit us to be unionized her point of view is similar with informant W1, as he explained labor union is the most important thing for industrial peace, to keep and exercise workers right at work place, to maximizing production and profit. It is the easiest way to solve workers grievances and making open communication between workers and managers. But in the case of Bole Lemi Industry Park, except for one which is Shints textile industry operating by the Japanese investor, during the time of organizing of workers it was very difficult. It wants day to day traveling to the park and discussing with both the management bodies and the owners in the first phase. And after the permission of them discussion with workers is another step. At this time employers permit 30 induction minutes for 20 to 40 workers at each line. It is not enough to discuss, describe about

purposes of labor union and doing the electoral process of union leaders. But we are trying to accomplish now the union. However, the remaining 10 industries have not labor union. As a result workers are suffering from multiple problems. For example, it is known as most of the workers are female and are exposed to sexual harassment. High turnover of workers, low motivation for work not only small wage is a major problem. There is also a wage disparity between genders which has its own impact for low productivity. These are the outcome of non-unionized labors. Because there is no union means no one is making a collective bargaining with employers on the behalf of workers. So all issues related to employee-employer relationships at work place are mobilized in monopolized of employers. Even when workers ask his or hers right individually, they will suffer getting fired from their work or deduction of salaries and other challenges are also following. Therefore, unless this imbalance situation becomes adjusted, labor disputes are raised and the management bodies' major tasks will be grievance handling in their daily activities. So to make industrial peace and for the increment of production and profitability labor union is the central theme to the voice of employee and representation. Without union nothing is impossible to implementing law and conventions which are designed for economical and legal reforms at work place. but at Bole Lemi industry park, even though employers know all legal perspectives in the business sectors across the world for work standards and at global market supply chain, they do not want to implement them. In Ethiopia including the government of Ethiopian constitution particularly the labor proclamation and the ILO conventions signed by Ethiopia, because of this un unionized workers in Ethiopia including Bole Lemi, their basic rights are still not respected by their employers including the right of unionization. Unfortunately employers do not understand how much harmonious relationship is important for maximizing profit and productivity. Similar with informant W1 explanation informant KIII also stated below that in some organizations there is a grievance committee established by employers but it is not functional to solve the problems. Because workers do not know the procedures of grievance handling, some workers individually and sporadically try to give their complaints via written letter for the management bodies. But they are fired from their work by these administrative bodies in different mechanisms such as by saying you tried to provoke the workers for strike. Therefore, to minimize these grievances, the solution is tailored mechanism which is primarily to establish labor union, then selecting grievance handling committee in democratic way from employers and employees.

Contrary to the above informants' descriptions, for informant W3 labor union at work place is not important for two reasons. Primarily, as long as workers are committed to their working activities and implementing them effectively and efficiently, whether they have association or not does not have a problem. They can get any fringe which is given by the organizations and they can upgrade their wages. Even now employers want to scale up workers salary but the problem is government. For informant W1 stated; at Bole Lemi workers are very young they do not want to make a union because if they are a member of workers association, membership fee is expected or mandatory this is another cost for them. As their salary is too small they do not want to pay pension and income taxes. And the union is not a guarantee for their rights as it is mostly operated by employer sponsorship which makes it dependent. And a part of management's labor union is not functional to help workers by solving their work place problems. It is also clear that all these young workers will not be staying here at the park for long. Rather they use this work as a bridge for transforming for other work outside the park. So they do not want to establish labor union and become a member for a short period of time. These reasons are major justifications why union in the park is not relevant.

As informant KII5's explanation labor union is essential in terms of minimizing grievances of workers. Because a unionized worker if they have complains in different aspect and they have union leader, their compliances are delivered to the management bodies via their representative and can easily be solved by communicating channels. This helps to make an industrial peace relationship and unionized workers are organized and have their own leader, it is easy to supervise and control work place environment plus it is simple to identify who is not properly taking his/her responsibility and administering as per the organizational HR policies .

For informant KIII as he described, labor union is the first thing to be set as a requirement or precondition at work place to make positive relationship between workers and employers. Organizing is basic right of workers in Ethiopian constitution. This right is exercised through collective bargaining and agreement to raise salaries and fringes on the side of workers and profit increment and minimizing grievances by selecting and organizing responsible committee in tripartite modalities for the sake of industrial peace. But in practical at Bole Lemi, employers are not interested for labor organizing because they believe if workers are unionized they will be sharing their profit and it is costly for the organization. Even though employers know these

basic rights, they do not give permission for employees' organization. At Bole Lemi CETU tries for many times and gets a permission only from one organization and workers were unionized even if whether they are effective or not in the current status. The remaining 10 industries at the park are not interested to give permission for their workers and still the problem is perpetuated. For this problem to be existing up to now, the reason is young workers are not interested for organizing in one side and labor turnover because of job insecurity in line with small wage.

## **CHAPTER FIVE**

### **5. Summary, Conclusion and Recommendations**

#### **5.1. Introduction**

In this chapter, contains major findings resembling to causes for disputes those leading to disruption of labor relations at work place such as low wage, skill gaps, and labor turnover, and work conditions, those associated to legal perspectives implementations and situations of infrastructures of industrial park of Bole Lemi are listed.

#### **5. 2.Summary**

As the study reveals to explore the state of labor relations in industrial parks, identify the grounds of emerging disputes for the hindrance of industrial peace and perpetuate productivity in general with different aspects related to labor relations at work place:

The socio-economic implications of industrial relations, particularly in industrial park identified as the causes of dispute that occurs when the goals, interest or values of different individuals or groups in an industrial setting are incompatible. This conflict is however, inevitable. Such attributes like refusal of union recognition, failure of collective bargaining, wages etc, were identified as some of the reasons and causes of industrial disagreement. While industrial conflicts, strikes and work stoppages affect tremendously economic productivity, it also has serious sociological consequences such as the dislocation and severance of the socialization function of work. For recommended that all stakeholders involved in industrial relations should adopt systematic and sustainable mechanisms including collective bargaining (Wokoma, 2011).

One of the factor that affecting labor relations at work place is wage in this regard the current study identifies, by the reasons of government promotions of industrial parks for abroad investors this part makes misunderstanding of worker value for profitability. There is a big difference wage scales between Ethiopian and foreign workers and there is also wage differences between female and male workers. As a result of small wages in the industry park of Bole Lemi the salary is not sufficient for fulfilling workers living costs like food, cloth and rent

of house because of this workers lived at a distant small cities around Addis Ababa and also the majority are live in group that is men and female together in one home, this way of life is reduce human dignity and workers are exposed for sexually transmitted diseases especially female workers are suffering for unplanned pregnancy and abortion, and others who, they involved in commercial sex workers this activity exposed for different health problems. The other problem associated with salary is there is high differences scale between Ethiopian and foreign experts who have similar professions and experience this is also reduce workers motivation and creativity for productivity.

The study also identified major challenges of investors to effectively produce theirs' commodities issues related with infra structures like road, water supply, electric power supply and bottle necked government laws and bureaucracy especially from Ethiopian investment commission and ministry of custom and revenue. And other critical issue is they cannot get trainable and skilled man power from Ethiopian labor market with low salary while they employed experienced and skilled labor with satisfied salary the Ethiopian employment salary scale is not permitted.

The reason a problem for non trainable manpower and weak working culture of workers is steaming from the Ethiopian educational system to supply and feed the industry sector by well trained and skilled human resource: the education system is not practical and rather it theory oriented and the industry economy sector is a recent phenomenon for Ethiopian workers or it was little and served small portions of manpower but now as the government plan to create a job for millions of Ethiopian by constructing industry zone is a primary concern this strategy makes a gap of skilled labor because of education and technical and vocational training centers are not produced industry sector oriented human resources as a result of they did not work cooperatively each other. As a result employers give the training in both off the jobs and on the jobs, for the first one workers before they starting work they take a training from three to four weeks and the training covers manuals on the use of working materials including safety materials, rules and regulations of employment relationship as per of Ethiopian labor proclamation and the second one is on the job training which gives at work place it is organized by learning by doing.

When come to see occupational safety and health for a better conditions of work place at Bole Lemi industry park; in general the culture of safety first at work place is low by reason workers are not used their personal protective equipment(PPE) even though the availability of these equipments is sufficiently allocated but they are not friendly for female workers as the researcher observed they are produced by taking in to account only male workers but major portions of workers in textile and garment industry is female workers.

Health insurances availability for workers at Bole Lemi is not sufficient for instance workers have not life insurances and there is a highly strict rules to fulfill all elements for health treatments for example worker sick critically it impossible to cover their costs of medical treatment unless and otherwise they have receipts, medical prescription and laboratory results. There is no ambulance availability for emergency health problem and the park has not standardized clinic to serve the industry community except kits and condom.

Legal perspectives for the better employee-employers relationship at work place are important to responsible taking and keep rights. Among these laws the ILO conventions for standards of working and decent work , Ethiopian constitution, labor proclamation of 1156/2011 and policies and strategies for implementing laws and conventions. When come to see the above mentioned legal frameworks accordingly Bole Lemi industry park; except the updated Ethiopian labor law 1156/2011 with its gaps of implementation other laws and conventions that are signed by the Ethiopian government are not exercised, employers are manipulating workers by the coverage of legal perspectives and implemented . As a result workers rights are not respected in their work place such as right of organizing.

Employment contract is one to depict for labor rights whether respected or not. At Bole Lemi employment contract is prepared in written form it contains name of employees, salary, address, duties and rights of both parties in deal and this written contract form is given for workers and its copies remain at the hand of employers.

Leave is the basic elements of working conditions because it preserves workers mental health and improving productivity. Leave has different categories such as annual leave, sick leave, maternity leave, funeral leave, wedding leave and others. Leave is the right of workers among

others listed out in the legislation frames. But at Bole Lemi managers are not interested to permit a leave for workers an less and other ways they want, if workers want to taking a leave for different personal issues but the managers said the time is production time or they said there is substitute workers and they missed the right of workers by these reasons workers have complains.

Benefit and fringes for motivating workers and reducing labor turnovers and increasing productivity these are better mechanisms. By taking the case of Bole Lemi the accesses of these packages have but with limited and in sufficient to motivate workers among these packages transport availability, launch and hot beverages are accessible. But the basic issue is house and health these are not available and their challenge is continuous unless the concerned bodies solving together.

Facilities of availability at Bole Lemi industry park is that like pure water supply, dining room, bath room, rest room, soap, uniform, are available but for breast feeding rooms, child care places, rest rooms for pregnant, are not available and also arm chairs are not friendly for pregnant workers

Organizing of workers is the basic standards of the international labor organization because it helps to solve work place disputes. For labor union Ethiopian constitution also gives a grant as it helps for making better working conditions to be productive and profitability. The problem is lack of interest and lack of awareness of employers and employees respectively.

### 5.3. Conclusion

The study revealed that work place relationship at Bole Lemi industrial park from different outlooks. Amongst of these Equal Remuneration Convention of (100) which includes the ordinary, basic or minimum wage or salary and any additional emoluments whatsoever payable directly or indirectly, whether in cash or in kind, by the employer to the worker and arising out of the worker's employment and the term "equal remuneration for men and women workers for work of equal value" it refers to rates of remuneration established without discrimination based on sex (ILO, 2003). But contradictory to the ILO conventions of equal wages so as the study indicates; wages system is the one for cause of disputing at Bole Lemi industry park for this interpretation there is a gender based salary differentiation between women and men as well as there is a discrepancy between higher experts of the natives and foreign workers even they do similar task by similar professions and experiences there is a big gap of salaries up to 55,000 Ethiopian Birr for the natives to and 3,500 \$USD for foreigners. It makes lose of interest and motivation even it seems higher comparing to Ethiopian civil service salary standards. The other main problem related to salary misinterpretation of labors in Ethiopia to promoting of industrial park for investors this makes less qualified workers with small salary. With supplementary of overtime, attendance and performance this is again disparities of salaries based on gender this disprove equal remuneration for men and women of ILO principle and labor relation of Bole Lemi industry park is problematical this finding is similar with Tim (2019) labor productivity is low, as it is in many industrializing countries as a result of low wages. This is also due to the high employee turnover rate. According to experts, the employee turnover rate is significantly above the international average, which is around 10 to 12%. In Ethiopia it ranges from 20 to 100%. Compared with its international competitors, the country still has considerable deficits in this area which can only partly be offset with lower wages. This constitutes a major risk to labor productivity and hence to the competitiveness of Ethiopia as an industrial location.

And on the description wage level and conditions of employment such grievances may be regarding retrenchment, dismissal, payment of wages, working time, overtime, demotion, promotion, transfer, seniority, job classification, work rules (Stephen N., et al,2013, Medok and Goowalla 2015, and CETU, 2016) and positive and productive workers entering to disputes.

Industrial disputes, the quality of the employee's workplace relationship that most impacts on the level of employee's motivation, performance and abundance (Ngari and Nickson, 2013; Khaleda and Aleya, 2017) and workers are lack of awareness, less committed, unskilled, untrainable and offensive (CETU, 2016). These are motive forces for industrial disputes also explained by informants. Facilitate conditions necessary for the participation of domestic training institutions in the design works of industrial park development Article 8 is one of the obligation of investors.

Occupational safety and health is a very crucial element at work place in this regard, the informants under this study is controversial on the workers, employers and industrial park development corporation side PPE is available and it is a primary concern for the industry community, this is with Provisions of Personal Equipments are provided to all employees at no cost in accordance to the qualities and standards of PPE include a skull guard/hard hat, eye goggles /spectacles, dust/mask, ear plugs, hand gloves, high visibility vest, rain boots, raincoat, and safety shoes (Miraluna, 2018) .

The study indicated on provision of benefit packages at Bole Lemi there is health insurance coverage but workers are dissatisfied, transportation, are available whereas there is no house allowances, and availability, inside the park hot beverages, and other facilities such as pure water supply, dining room, bath room are accessible but others which are basic daycares and breast feeding rooms are not available for female workers. And accordingly the informant of this study their big matter is housing problem because of this workers live outside or around Addis Ababa and their wage is not enough to rent affordable house and others basic necessities such as cloth and food.

Labor union is a designed system at work place for identifying and setting a clear demarcation between rights and obligations of workers and employers and it helps to by reducing complainants of workers because they can send the grievances through their representatives for the management bodies of employers or any committee who are responsible for grievance handling and the system is helping to supervise the workers for rewarding or penalizing union of labor is crucial for industrial productivity but young workers are not interested to be organized.

## 5. 4.Recommendation

In order to creating a healthy working environment at industrial parks and maximizing industrial productivity to perpetuating the development manufacturing sectors in Ethiopia the following recommendations those are drawing from the research findings are listed below.

- In the industrial parks ministry of labor and industry should work with collaborate with CETU and the park administrative by focusing on including humanitarian value simultaneously with the capitalist aspect.
- Recommendations for ministry of labor and industry are supposed to be setting minimum wages standards, work by linking with educational institutions including technical and vocational training centers.
- The park administrates ought to be set as a precondition for requirements of occupational safety and health care including hospital to operating industrial parks including labor inspection experts should hired at industry parks to supervise decent working conditions.
- For better employee-employer relationship as well as productivity maximization investors give permission for the unionization of workers in this regard CETU making awareness for industrial community about it functions. And the campaign of organizing of labors wants paradigm shift to attract young workers through different incentives and motivational mechanisms how can they comes for leaders and to play decision making role in the Ethiopian industry revolution.
- As of numbers of female workers high at industrial parks facilities such as child care places and breast feeding rooms prepare in industrial parks, making awareness about sexual transmitted disease and increase availability and accessibility of contraceptive methods.
- By industrial park development corporation prepare strong and applicable operational guide line document and follow up through its' administrative structures.
- For policy makers during the preparation of policies and strategies it is better to be contextualized by taking in to account the local social settings.
- Legal institutions make sensitive and minimize bureaucratic administrative system to response for existing work place disputes.

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## **ANNEXES**

### **Annex: 1**

**ADDIS ABABA UNIVERSITY**

**POST GRADUATE PROGRAM**

**COLLEGE OF SOCIAL SCIENCES**

**DEPARTMENT OF SOCIOLOGY**

Questionnaire Consent Form

Dear Respondents!

My name is Gebeyaw Nega Tessema. Currently, I am attending my graduate program in sociology at Addis Ababa University. As a second year student, I am supposed to undertake research on a particular topic as a partial fulfillment of obtaining masters degree. Accordingly, now I am conducting a study entitled as *“Labor Disputes in Industrial Parks of Ethiopia: The Case of Bole-Lemi Industrial Park.”*

The prime objective of the research is just to assess the overall working conditions in Bole lemi industrial park and problems that hamper for employee-employers positive relationship to productivities.

Dear respondent, do not hesitate when you participated to fulfill this questionnaire, I have assure to you hundred percent that your responses will never be used for any other purposes other than the research for academic purpose. For this some documents such as ethical clearance are attached as testimonials witnessing of mine is belong to the institution indicated above and that the research is being done only for the specified purpose. Please bear in mind that you will not be paid for the sake of participating in the research since it will be considered as purchasing data which is ethically unacceptable. However, I can assure you that participating in the study will never cause any physical, moral, and financial or any material damage to you other than letting you sacrifice some of your time.

**Thank you in advance! For your cooperation!!**

**PART 1: Socio economic characteristics of participants**

**1. Sex:** 1= Male 2= Female

**2. Age:** 1= 18-24 2= 25-31 3= 32-38 4=39-45

**3. Resident area:** 1= Addis Ababa 2= Sebeta 3= Sululta 4= Dukem 5=others please specify\_\_\_\_\_

**4. Education level:** 1= Basic Education 2= primary education 3=secondary education 4=diploma  
5=certificate 6=degree and above

**5. Marital status:** 1= Single 2= Married 3= Divorced 4=Widow 5=others specify\_\_\_\_\_.

**6. Numbers of family:** 1=1 2=2 3=3 4=4 5= 5 and above

**PART 2: Work related questions**

**1. How long have been worked this organization?**

1= 6 months to 1 year 2= 2 years 3= 3 years 4= four years and above

**2. What is your job status?** 1= manual worker 2= cutting 3= supervisor 4=sewing

5= others\_\_\_\_\_

**3. What is your term of employment?**

1= permanent 2=temporary 3=seasonal

**4. Mark your current monthly salary from the ranges?**

1=below 1000 birr 2= 1001-1500 3=1501-2000 4=2001-2500 5=2501-3000 6=3001-3500 7=  
3501 and above

**5. Do you want to change your current job?** 1= yes 2= no 3= not yet determine

**6. How to describe your level of satisfaction with your salary?**

1=high 2=medium 3= low

**7. How do you feel about your employment in the organization?** 1=secure 2= insecure

**8. How to handling your grievance at work place?**

1= by to line manager 2= by send via suggestion box 3= by directly communicate with managers

**9. Which legal framework is applied at work place?**

1= Ethiopian labor law 2= International Labor convention 3= universal human rights 4=the organization administrative manual

**10. How to describe the role of labor union at work place**

1=labor union is important at work place 2=unsure 3=dislike union

**11. Is there occupational safety and health committee at your work place?**

1= yes 2= no 3=do not know

**12. Which one is that you have observed as problem at work place? 1= shortages of safety materials 2= lack of cleaning water 3= problems of rest and dining room 4=delayance of solve grievances 5-delayance of salary 6-sexual harassmet**

**13. Do you have get training about legal frameworks of employment relationship and work place safety? 1= yes 2= no 3= I do not remember**

**14. Table 19: Read the statements and put your opinion for each questions. No right or wrong answer but your outlook is decisive.**

Statements of parameters for industrial disputes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
✓ Emerging disputes at work place	1	2	3	4	5
[1]there is job insecurity at work place	1	2	3	4	5
[2]wages are not sufficient to fulfill basic needs	1	2	3	4	5
[3] workers are not trainable and skilled	1	2	3	4	5
[4] job promotion is not as per of performance	1	2	3	4	5

[5] training is not available at work place	1	2	3	4	5
[6] workers are not aware about organization culture	1	2	3	4	5
[7] safety material are not available at workplace	1	2	3	4	5
[8] there is no open communication of the organization	1	2	3	4	5
[9] workers are not used full capability on work	1	2	3	4	5
[10] workers are not satisfy by their job	1	2	3	4	5
✓ legal frameworks related questions	1	2	3	4	5
[1] workers have not employment agreement document	1	2	3	4	5
[2] they are not prepare a discussion on labor laws	1	2	3	4	5
[3] workers are exposed to sexual harassment	1	2	3	4	5
[4]employers are permit for social dialogue	1	2	3	4	5
[5] job title and wages are clearly describe on contract	1	2	3	4	5
[6] workers know nothing about working standards	1	2	3	4	5
[7]workers are fired illegally from their work	1	2	3	4	5
[8]workers are anxiety by their supervisors	1	2	3	4	5
[9]workers know a little bit about labor law	1	2	3	4	5
[10]workers are hired and fired without legal procedures	1	2	3	4	5
✓ Working conditions of the park	1	2	3	4	5
[1] the work place is poor working conditions	1	2	3	4	5
[2]the working hour is unlimited	1	2	3	4	5
[3] there is unreasonable shift pattern	1	2	3	4	5
[4]there poor health and safety conditions	1	2	3	4	5
[5]there low maternity protection work place	1	2	3	4	5
[6]employment contract is not in written format	1	2	3	4	5
[7]work place facilities are not available	1	2	3	4	5

**I. Table 20: Observation check lists:**

Types of benefit Packages	Available	No available	To some extent
1.Rooms for			
▪ Day care room			
▪ Breast feeding room			
▪ Dining room			
2.Subsidized services			
• Free house available			
• Educational fee			
• Health insurance			
• Financial support/ credits			
• Free meal			
• Tea/coffee			
• Pure water supply			
• Bonus			
• Transport availability			

## II. FGD Discussion Guide Questions

### Part one: background of participants

1. Sex \_\_\_\_\_
2. Age \_\_\_\_\_
3. Marital status \_\_\_\_\_
4. Educational level \_\_\_\_\_
5. Job title \_\_\_\_\_
6. Salary \_\_\_\_\_
7. Work experience \_\_\_\_\_

### Part two: questions related to work conditions

1. How to describe training availability of the organization for you and yours levels of skill?
2. Have you got inductions on how to perform your work in a safer way before you have assigned to work?
3. How to you see Occupational Safety and Health Policy of the organization?
4. Which type of insurance is available at work place?
5. Have you observed or you may face with sexual harassment?
6. How to see the organization grievance handling procedure?

### Part three: questions related to legal perspectives

1. How describe employment contract of employees?
2. Are you aware about Ethiopian labor law and the ILO conventions about decent work
3. What is your opinion about labor union/ association?
4. Is the employers are preparing a discussion on legal issues?
5. How to explain the workers leave and benefit packages?
6. What are the major causes for work place dispute?

### **III. In-depth interviews for key informants**

#### **1) Interview for the industry park administrators key informants**

1. How to you describe the overall situations of Bole Lemi industry park work conditions?
2. Which workers right protective laws are implemented at Bole Lemi Industry Park?
3. Based on your experience which mechanisms are available for work place dispute resolution?
4. How to you see labor association at work place, if it implemented at Bole Lemi?
5. Is there any responsible department or committee to handling disputes?
6. What are the major causes of industrial dispute?

#### **2) Interview Questions for CETU key informants**

1. How to describe the overall situations of Ethiopian industrial parks and the Bole Lemi in particular?
2. What are the major causes of industrial dispute?
3. How to explain labor relations and social dialogue at IPs?
4. What is your opinion on government commitment to implement the law?
5. What are your suggestions to alleviate employee-employers disputes?
6. How to describe the prevailing picture of labor relation in Industrial Parks?
7. How to see the labor relationship of the industrial parks in general, the Bole Lemi in particular?
8. What does you recommendation about Ethiopian industrial parks to industrial peace and productivity?

#### **3) Interview Questions for MOLSA key informants**

1. What are the problems that hampers for Ethiopian industrial park development and problems being claimed by employers?
2. How to describe organizations terms and conditions of employment contract and prevailing picture of labor relation at Bole Lemi?
3. How to describe sources of labor conflict and grievance handling procedures at the park?
4. How to describe the relations of workers wage, skill training and productivity?

5. What are the benefit packages of the organizations that provides for workers at Bole Lemi Industry Park?
6. How to explain workers social dialogues and industrial peace?
7. What is your outlook about labor union and social dialogues for industrial peace?
8. What are your recommendations for positive employee-employers relation at work place?
9. What are the challenges to expand business at Bole Lemi industrial park?
10. What does you recommendation about Ethiopian industrial parks to industrial peace and productivity?

**The end**

**Thank you again!!**

**አባሪ:1**

**አዲስ አበባ ዩኒቨርሲቲ**

**ድህረ ምረቃ ፕሮግራም**

**የሶሻል ሳይንስ ኮሌጅ**

**ሶሲዮሎጂ ትምህርት ክፍል**

ውድ የዚህ መጠይቅ መላሽ ሰጭ!

ስሜ ገበያው ነጋ ተሰማ እባላለሁ። በአዲስ አበባ ዩኒቨርሲቲ በሶሲዮሎጂ የትምህርት ክፍል የድህረ ምረቃ ትምህርት እየተማርኩ እገኛለሁ። በመሆኑም የማስተርስ ዲግሪ ለማግኘት በምሰራው የመሟያ ጥናት ወይም ለማደርገው ምርምር የእርሰዎን ቀና ትብብር እጠይቃለሁ ። በዚህ መሠረት አሁን “በኢትዮጵያ ኢንዱስትሪ ፓርኮች ውስጥ የአሰሪና ሰራተኛ ግንኙነት ምን ይመስላል ለሰራተኛ ግንኙነት መሻከር እና የአለመግባባት መንስኤዎችስ ምንድን ናቸው? በሚል የቦሌ ለሚ ኢንዱስትሪ ፓርክን ለዚህ ጥናቱ አካላዊ አድርጌ በመዉሰድ” እየሰራሁ እገኛለሁ። የምርምሩ ወይም ጥናቱ ዋና ዓላማ በቦሌ ለሚ የኢንዱስትሪ ፓርክ ውስጥ አጠቃላይ የሥራ ሁኔታዎችን እና የሠራተኞችንና አሠሪዎችን ከኢንዱስትሪ ሰላምና ምርታማነት ጋር ያለውን አዎንታዊ ግንኙነት የሚያደናቅፉ ችግሮችን መገምገምና መለየት ብቻ ነው። ውድ ተሳታፊዎች ፣ ይህንን መጠይቅ ለመሙላት በተሳተፉበት ጊዜ ጥርጣሬ አይግባዎት ፣ ምላሾችዎ ለአካዳሚክ ዓላማ ምርምር ከማድረግ ውጭ ለሌላ አገልግሎት እንደማይውሉ መቶ በመቶ አረጋግጥልዎታለሁ ። ለዚህም የስነምግባር ማመሳከሪያ ሰነዶች ተያይዘዋል። ጥናቱ የሚከናወነው ለተጠቀሰው ዓላማ ብቻ ነው ። ይህ ሳይሆን ቢቀር ግን በምርምር የሥነ ምግባር ደንብ መሰረት ተቀባይነት የሌለውና መረጃ እንደመግዛት ስለሚቆጠር በምርምሩ ወይም ጥናቱ ውስጥ ለመሳተፍ ምንም አይነት መደለያና ሌላ ማባባያ የማይከፈለዎት መሆኑንና የእርሰዎ ይሁንታ ብቻ የሚፈለግ መሆኑን በአጽንኦት መግለጽ እፈልጋለሁ። በሆኑም በጥናቱ ውስጥ መሳተፍ የተወሰነ ጊዜዎን እንዲከፍሉ ከመፍቀድ ውጭ በአካል ፣ በሥነ ምግባር እና በገንዘብ ወይም በሌሎች ቁሳዊ ነገሮች ላይ ጉዳት ሊያደርስብዎ እንደማይችል ለረጋግጥልዎ እፈልጋለሁ ።

**ክፍል1:** አጠቃላይ መረጃ

1.ጾታ: 1-ወንድ 2-ሴት

2.ዕድሜ :1.18-24 2.25-31 3.32-38 4.39-45

3.የመኖሪያ አድራሻ:1-አዲስ አበባ 2- ሰበታ 3- ሱሉልታ 4- ዱከም 5- ሌላ ቦታ ከሆነ ይጠቀስ-----  
-----

4.የትምህርት ደረጃ:1)ማንበብና መጻፍ የሚችል/ትችል 2) የመጀመሪያ ደረጃ ያጠናቀቀ/ች 3) ሁለተኛ ደረጃ ያጠናቀቀ/ች 4) ሰርተፊኬት ያልዉ/ያላት 5) ዲፕሎማ ያለዉ 6) ዲግሪና ከዚያ በላይ

5. የጋብቻ ሁኔታ: 1 ያላገባ 2 ያገባ 3 የተለያዩ

6.የቤተሰብ ብዛት: 1.አንድ 2-ሁለት 3-ሶስት 4-አራት 5- አምስትና ከዛ በላይ

**ክፍል 2: ከስራ ጋር ተያያዥነት ያላቸዉ መጠይቆች**

1. በድርጅቱ ውስጥ ለምን ያህል ጊዜ ሰሩ፤1-ከ6ወር እስከ አንድ ዓመት 2- ሁለት ዓመት 3- ሶስት ዓመት 4- አራት ዓመትና ከዛ በላይ

2.የስራ መደበዎ ምንድን ነዉ

1-የቀን ሰራተኛ 2- የልብስ ቅድ 3- ተቆጣጣሪ 4- ልብስ ስፌት 5- ሌላ-----

3. የስራ ቅጥር ምንድን ነዉ

1-በቋሚነት 2- በኮንትራት 3- ወቅታዊ ስራ

4.የወር ደመወዝዎ በየትኛዉ የደመወዝ እርከን ስር ይገኛል

1-ከ1000 ብር በታች 2- ከ1001 እስከ 1500 ብር 3- ከ1501 እስከ 2000 ብር 4-ከ2001 አስከ 2500ብር 5- ከ2501 እስከ 3000 ብር 6- ከ3001 እስከ 3500ብር 7- ከ3500 ብር በላይ

5. ስራዎትን የመቀየር ፍላጎት አለዎት

1- አዎ 2- አልፈልግም 3- እስካሁን አልወሰንኩም

6. በደመወዝዎ ላይ ያለዎትን እርካታ እንዴት እንዴት ይገልጹታል

1- በከፍተኛ 2- በመካከለኛ 3- በዝቅተኛ

7. በድርጅቱ ውስጥ የስራዎትን አስተማማኝነት እንዴት ይገልጹታ

1- አስተማማኝ ነዉ 2- አስተማማኝ አይለም 3- መወሰን አልችልም

**8. የስራ ቦታ ቅሬታዎ በምን መልኩ ነዉ የሚፈታለዎት**

1- ከቅርብ አለቃዬ ጋር በመነጋገር 2- ቅሬታዬን በሀሳብ መስጫ ሳጥን በመላክ 3- ቀጥታ ከማኔጅመንት ጋር በመነጋገር

**9. የትኛዉ የህግ ማዕቀፍ ነዉ በስራ ቦታ ላይ የሚተገበረዉ**

1- የሠራተኛ አዋጅ 2- ዓለም ዓቀፍ የሠራተኛ ስምምነት 3- ዓለም ዓቀፍ የሠባዊ መብት 4- የድርጅቱ መተዳደሪያ ደንብ

**10. የሠራተኛ ማህበር ሚናን በስራ ቦታ ላይ እንዴት ይገልጹታል**

1- ከፍተኛ 2- እርግጠኛ አደለሁም 3- ጥቅም አለዉ ብዬ አላስብም

**11. በስራ ቦታ ላይ የሙያ ደህንነትና ጤንነት ኮሚቴ**

1- አለ 2- የለም 3- አላዉቅም

**12. በስራ ቦታ ላይ የትኛዉን ችግር ተመልክተዋል**

1- የስራ ቦታ ደህንነት መጠበቂያ ቁሳቁስ እጥረት 2- የንጹህ ዉሃ አቅርቦት እጥረት 3- የማረፊያና መመገቢያ ቦታ እጥረት 4- የቅሬታ መላሽ መዘግየት 5- የደመወዝ መዘግየት

6- ጾታዊ ትንኮሳ

**13. የአሰሪና ሰራተኛን ግንኙነት በሚመለከት ስለ የህግ ማዕቀፎች እንዲሁም ስለ የሙያ ደህንነትና ጤንነት ስልጠና ወስደዉ ያዉቃሉ**

1- አዎ 2- ወስጀ አላዉቅም 3- አላስታዉስም

**14. የሚከተሉትን ዓረፍተ ነገሮችን በማንበብ ለጥያቄዎቹ የራሰዎን ሀሳብ ያስቀምጡ። ትክክልና ስህተት የሚባል ነገር የለም፡ የእርሰዎ እይታ ግን ወሳኝነት አለዉ።**

መለኪያ ዓረፍተ ነገሮች	በጣም አልስማማም	አልስማማም	አልወስንም	እስማማለሁ	በጣም እስማማለሁ
<ul style="list-style-type: none"> <li>• የስራ-ቦታግጭት መንስኤዎች</li> <li>✓ የስራ ቦታና ከባቢ ሁኔታ</li> </ul>	1	2	3	4	5
የስራ ዋስትና አለመኖር	1	2	3	4	5
የደመወዝ በቂ አለመሆንና አለመርከት	1	2	3	4	5
የሰለጠነና በክህሎት የዳበረ ሰዉ ሀብት ችግር	1	2	3	4	5
ብቃት ላይ የተመሰረተ እድገት አለመኖር	1	2	3	4	5

በቂ ስልጠና ለሰራተኞች አለመስጠት	1	2	3	4	5
የሠራተኞች የድርጅቱን አሰራር አለማወቅ	1	2	3	4	5
የደህንነት መጠበቂያ መሳሪያዎች አቅርቦት ችግር በስራ ቦታ መኖር	1	2	3	4	5
ግልጽ የሆነ የኮሙኒኬሽን ችግር	1	2	3	4	5
ሠራተኞች ሙሉ አቅማቸውን አለመጠቀም	1	2	3	4	5
✓ ከህግ ማዕቀፎች አኳያ	1	2	3	4	5
የስራ ዉል ለሠራተኞች በወቅቱ አለመስጠት	1	2	3	4	5
የሠራተኞች የዉይይት ስርዓት አለመኖር	1	2	3	4	5
ሠራተኞች ለጾታዊ ትንኮሳ መጋለጥ	1	2	3	4	5
የአሠሪዎች ለማህበራዊ ዉይይት ፈቃደኛ አለመሆን	1	2	3	4	5
ግልጽ የሥራና ክፍያ ስምምነት አለመኖር	1	2	3	4	5
የሠራተኞች ስለ ስራ ስታንዳርድ አዉቀት አነስተኛ መሆን	1	2	3	4	5
ሠራተኞች በህገ ወጥነት ከስራ መባረር	1	2	3	4	5
ሠራተኞች አለቆቻቸውን መፍራት	1	2	3	4	5
የሠራተኞች ስለ ህገ ደንብ እዉቀት አናሳ መሆን	1	2	3	4	5
ህገ ወጥ ቅጥርና ስንብት	1	2	3	4	5
✓ የኢንዱስትሪ ፓርኩ የሥራ ሁኔታ	1	2	3	4	5
የሥራ ቦታ የሥራ ሁኔታ ደካማ መሆን	1	2	3	4	5
ከሥራ ሠዓት በላይ ለመስራት መገደድ	1	2	3	4	5
ያለሠራተኛዉ ይሁንታ በፈረቃ ማሰራት	1	2	3	4	5
ደካማ የሙያ ደህንነትና ጤንነት መኖር	1	2	3	4	5
ደካማ የሴት ሠራተኞች ክብካቤ መኖር	1	2	3	4	5
በጽሁፍ ያልተደገፈ ቅጥር መኖር	1	2	3	4	5
የመስሪያ እቃዎች አቅርቦት ችግር	1	2	3	4	5

በድጋሜ አመሰግናለሁ!!

**ክፍል 3: የምልከታ ጥያቄዎች(ህ)**

ጥቅል እይታዎች	አለ	የለም	በከፊል አለ
ክፍሎች			
• የመመገቢያ			
• የነፍሰ ጡሮች ማረፊያ			
• የጡት ማጥቢያ			
ጥቅማጥቅም			
• ምግብ አገልጋሎት			
• የመኖሪያ ቤት			

• የትምህርት ቤት ክፍያ			
• የጤና መድሀን ሽፋን			
• የብድር አገልግሎት			
• ቡናና ሻይ			
• የንጹህ ዉሀ አቅርቦት			
• ዳረንጎት			
• የትራንስፖርት አቅርቦት			

**ክፍል4: የቡድን ዉይይት ጥያቄዎች**

**1. ጠቅላላ መረጃ**

1. ጾታ.....
2. ዕድሜ.....
3. የጋብቻ ሁኔታ.....
4. የትምህርት ደረጃ.....
5. የሥራ መደብ.....
6. ደመወዝ.....
7. የሥራ ልምድ.....

**2. ከስራ ሁኔታዎች ጋር የተገናኙ ጥያቄዎች**

1. ሠራተኞችን በትምህርትና ስልጠና ክህሎታቸውን ከማብቃት አንጻር ድርጅቱን እንዴት ይገልጹታል
2. በድርጅቱ ዉስጥ ስራ ከመጀመሪያ በፊት ያገኙትን የመግቢያ ሥልጠና እንዴት አገኙት
3. የድርጅቱን ሙያ ደህንነትና ጤንነት ሁኔታ እንዴት ይገልጹታል
4. ምን አይነት የመድሀን ሽፋን ድርጅቱ ያቀርባል
5. በስራ ቦታ ላይ የጾታዊ ትንኮሳ ተመልክተዉ ወይም አጋጥሞዎት ያዉቃል
6. የድርጅቱን የቅሬታ አቀራረብና አፈታት ሁኔታ እንዴት ይገልጹታል

**3. ከህግ ማዕቀፎች አኳያ የሥራ ሁኔታዎችን ስለመግለጽ**

1. የሥራ ዉልና ቅጥርን ሁኔታን እንዴት ይገልጹታል
2. የአሰሪና ሰራተኛ ህግን ተግባራዊነትና የዓለም ዓቀፉን የሰራተኛ ድርጅት ምቹ የስራ ሁኔታ ግንዛቤዎት ምን ያህል ነዉ
3. ስለ ሠራተኛ ማህበር አጠቃላይ ሁኔታ ምን ይላሉ
4. አሰሪዎች ስለ የህግ ማዕቀፎች ግንዛቤ ፈጠራ ላይ የዉይይት መድረክ ለሰራተኞቻቸዉ አዘጋጅተዉ ያዉቃሉ
5. ስለ የሠራተኞች ዕረፍትና ሌሎች ጥቅማጥቅሞች አጠቃላይ ሁኔታ እንዴት ይገልጹታል
6. ዋና ዋና የሥራ ላይ የግጭት መንስኤዎች ምንድን ነቸዉ

**ክፍል5፡ ለስራ ሀላፊዎችና ጉዳዩ በቀጥታ ለሚመለከታቸው ባለሙያዎች የቀረበ ቃለ መጠይቅ**

**I. ለኢንዱስትሪ ፓርኩ አስተዳደር ሰራተኞች የቀረበ**

- 1. የቦሌ ኢንዱስትሪ ፓርክን አጠቃላይ የስራ ሁኔታ እንዴት ይገልጹታል
- 2. በኢንዱስትሪ ፓርኩ ውስጥ የሚተገበረው የህግ ማዕቀፍ የትኛው ነው
- 3. ስራ በታ ላይ ለሚከሰት ግጭት የትኛውን የግጭት መፍቻ መንገድ ትጠቀማላችሁ
- 4. በኢንዱስትሪ ፓርኩ ውስጥ የሠራተኛ ማህበር ቢመሰረትና ቢተገበር ሚናውን እንዴት ይገልጹታል
- 5. ለግጭት ወይም አለመግባባት መፍትሄ የሚሠጥ ራሱን የቻለ ክፍል ወይም የተቋቋመ ከሚቴ አለ ወይ
- 6. ዋናዋና የግጭት መንስኤዎችና መፍትሄዎቹስ ምንድን ናቸው

**II. ለሠራተኛ ማህበር ኮንፌዴሬሽን የስራ ሀላፊዎችና ባለሙያዎች የቀረቡ ጥያቄዎች**

- 1. የኢንዱስትሪ ፓርኮችን አጠቃላይ የሥራ ሁኔታን እንዴት ይገልጹታል፡የቦሌ ለሚን እንደሚሰጥ በመወሰድ
- 2. ዋናዋና የኢንዱስትሪ ግጭት መንስኤዎች የትኞቹ ናቸው
- 3. የሠራተኛ አሰሪ ግንኙነትንና የማህበራዊ ወይይትን በኢንዱስትሪ ፓርኮች እንዴት ይገልጹታል
- 4. ለመንግስት ያለዎት አስተያየት ምንድን ነው ህጎች በስራ በታ ላይ እንዲተገበሩ፤ ግጭትን ለመፍታትስ የእርሰዎ ምክረ ሀሳብ ምንድን ነው
- 5. ኢንዱስትሪ ፓርኮች ላይ ያለው የአሰሪና ሠራተኛ ግንኙነትና የግጭት አፈታት ስርዓትን በምን ይገለጻል
- 6. የኢንዱስትሪ ሰላምን በማረጋገጥ ምርትና ምርታማነትን ለማሳደግ ለኢንዱስትሪ ፓርኮች አስተዳዳሪዎች ምክረ ሀሳብ ምንድን ነው

**III. ለሠራተኛና ማህበራዊ ጉዳይ ሚኒስትር የስራ ሀላፊዎችና ባለሙያዎች የቀረቡ ጥያቄዎች**

- 1. በአሠሪዎች በኩል የሚቀርቡ ለኢንዱስትሪዎች እድገቱ ማነቆዎች የትኞቹ ናቸው
- 2. የቦሌ ለሚን ኢንዱስትሪ ፓርክ አጠቃላይ የአሰሪና ሠራተኛ ግንኙነትና የቅጥርና የሥራ ሁኔታ እንዴት ይገልጹታል
- 3. የግጭት መንስኤዎችንና መፍትሄዎቻቸውን በኢንዱስትሪ ፓርኮች ላይ እንዴት ይገለጻል
- 4. የኢንዱስትሪ ፓርክ ሠራተኞችን ደመወዝ፡ክህሎትና ምርታማነት እንዴት ይገልጹታል

5. የቦሌ ኢንዱስትሪ ፓረክ ለሠራተኞች ምን ዓይነት ጥቅማጥቅም ያቀርባል
6. በኢንዱስትሪ ፓረኩ ያለውን የሠራተኞች ማህበራዊ ምክክሮችና ኢንዱስትሪ ሰላም እንዴት ይገልጹታል
7. የሠራተኛ ማህበር መኖርና ማህበራዊ ምክክሮች ምርትና ምርታማነትን ከማሳደግ አኳያ ያለውን አስተዋጽኦ በእርሰዎ እይታ እንዴት ይገለጻል
8. ለጤናማና ምርታማ የአሠሪና ሠራተኛ ግንኙነት የእርሰዎ ምክረ-ሀሳብ ምንድን ነው
9. በኢንዱስትሪ ፓረኩ ውስጥ ቢዝነሱን የበለጠ ለማሻሻልና ለማሳደግ ያለው ተግዳሮት ምንድን ነው
10. አጠቃላይ ለኢትዮጵያ የኢንዱስትሪ ፓረኮች ልማት እድገትና ትርፋማነት ምን ምክረ ሀሳብ አለዎት

**በድጋሜ አመሰግናለሁ!!**

**Annex: 2**

Table 21: Back grounds of participants on FGD

Informants	Sex	Age	Marital status	Education	Job title	Experience By year	Salary in birr
Informant 1	M	31	Married	10	Guard	3	2000
Informants 2	F	24	Married	10	Cleaner	2	1400
Informants 3	M	28	Single	8	Shift leader	4	2000
Informants 4	F	22	Single	10+3	Cutting	2	1600
Informants 5	F	24	Single	10	Cutting	2	1600
Informants 6	F	25	Single	12	Cutting	3	1600
Informants 7	F	23	Single	10+3	Cutting	2	1600
Informants 8	M	25	Single	10+3	Loading	2	1400
Informants 9	F	27	Single	10+3	Operator	2	1600
Informants 10	F	20	Single	10	Cutting	1	1600
Informants 11	F	24	Single	10	Cutting	1	1600
Informants 12	F	26	Single	10+3	Supervisor	3	3000
Informants 13	M	24	Single	10+3	Loading	2	1400
Informants 14	F	23	Single	10	Cutting	2	1700
Informants 15	M	25	Single	12	Loading	1	1400
Informants 16	F	24	Single	10	Cutting	1	1600
Informants 17	F	23	Single	12	Ironing	1	1400
Informants 18	F	21	Single	10	Ironing	1	1400
Informants 19	F	24	Single	10	Swing	1	1400
Informants 20	F	22	Single	10	Swing	1	1400
Informants 21	F	22	Single	11	Operator	1	1600
Informants 22	F	26	Single	10	Operator	1	1600
Informants 23	M	28	Single	10	Operator	1	1600

Informants 24	F	23	Single	10	Operator	1	1600
Total	24						

Source: compiled from field data, 2020

Table 22: Profiles of Key Interview Informants (KII)

IDI	Sex	Work position	Experience	Level of education
IDI1	M	Head of department	15	Degree
IDI2	F	Head of department	12	Degree
IDI3	M	Head of department	6	Masters
IDI4	M	Head of department	4	Masters
IDI5	M	Industrial relation expert	3	Degree
IDI6	F	Supervisor	3	Degree
IDI7	M	HRM	2	Degree
IDI8	M	HRM	3	Degree
IDI9	M	HRM	2	Degree
IDI10	M	HRM	2	Degree
Total	10			

Source: Compiled from field data, 2020

Table 23: Profile of Key interviewee Informant (KII)

KII	Sex	job position	Experience	Level of education	Salary in ETB
Informant 1	M	OSH expert	10	Diploma	7650
Informant 2	F	Cutting	2	Diploma	2500
Informant 3	M	Manager	3	Degree	5000
Informant 4	M	Loading	1	Certificate	1200
Informant 5	F	Cutting	2	10 <sup>th</sup> Grade	1400
Informant 6	M	HRM	4	Diploma	6500
Total	6				

Source: Compiled from field data, 2020