

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
Department of Human Resource Management

**THE ROLE OF LABOR UNION IN MAINTAINING
EMPLOYMENT CONDITIONS**

In Ethiopian Road Construction Corporation

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE IN PARTIAL
FULFILLEMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT**

By: - WUBLIKER AYALEW

ADVISOR: WOLDE EMMANUEL WALOMBO (PhD)

June, 2015

Addis Ababa, Ethiopia

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DECLARATION

I, Wubliker Ayalew, declare that this thesis entitled “**The Role of Labor Union in Maintaining Employment Conditions at Ethiopian Road Construction Corporation**” is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my research advisor. This study has not been submitted for any degree in this University or any other Universities. It is offered for the partial fulfillment of the degree of Master of Arts in Human Resource Management.

By: WUBLIKER AYALEW TIRUNEH

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Date_____

ENDORSEMENT

This is to certify that this thesis work, “**The Role of Labor Union in Maintaining Employment Conditions at Ethiopian Road Construction Corporation**” conducted by Wubliker Ayalew Tiruneh for the partial fulfillment of Masters of Arts [MA] at Addis Ababa University, is an original work and not submitted earlier for any degree either at this University or any other Universities.

Research Advisor

Wolde Emmanuel Walombo (PhD)

Date

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ACRONYMS

AETU-All Ethiopian Trade Unions

CBA-Collective Bargaining Agreement

CBP-Collective Bargaining Procedures

CELU-Confederation of Ethiopian Labor Unions

CETU-Confederation of Ethiopian Trade Unions

ERA-Ethiopian Roads Authority

ERCC-Ethiopian Road Construction Corporation

ETU-Ethiopian Trade Unions

ILO-International Labor Organization

MOLSA-Ministry of Labor and Social Affairs

ABSTRACT

This study examined the role of labor union in maintaining employment conditions in Ethiopian Road Construction Corporation. The existence of a strong and recognized labor union is a prerequisite to industrial peace. Decisions taken through the process of collective bargaining and negotiations between employer and unions are more influential. Labor unions play an important role and are helpful in effective communication between the workers and the management. The objective of the research was to examine the role of labor union in maintaining employment conditions in Ethiopian Road Construction Corporation. The descriptive research design was undertaken by using semi-structured questionnaire and purposively conducted interviews. Both quantitative and qualitative data collecting techniques were used in this research. The research had done based on the responses of the various levels of union members who are working in the corporation. The data was planned to collect from 125 respondents by using self-administered questionnaire and 3 interviewed union leaders. The final response rate was 117(94%); based on this the analysis was carried out. The findings revealed that the general role of the labor union prevailed in the corporation was moderately good i.e. 3.04 (60.82%). According to the union members response the involvement of labor union in employment affairs is found at low level i.e. a mean score value of 2.78. Besides, the collective bargaining procedures implemented in the corporation were found at very low level i.e. a mean score value of 2.77. Good part of the labor union in the corporation was that the union is committed to handle employee grievances which will minimize industry disputes and maintain peace. In conclusion, the overall role of the labor union in maintaining employment conditions of the corporation is found at a mean score value of 2.88 which is not encouraging. Though, the role of the labor union in the corporation is moderately good, improvements in union involvement and collective bargaining procedures are important.

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

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Labor unions are organizations of workers whose primary objectives are to improve the financial & nonfinancial conditions of employment among their members. Unions bargain with employers over various aspects of the employment contract, including pay and employee benefits; conditions of work; policies regarding hiring, overtime, job assignment, promotion, and layoff; and the means by which grievances between workers and management are to be resolved. Bargaining can occur at different levels. (Ronald, 2009; p 445-46)

Though labor unions are organizations made of members who are workers that have the main aim to protect and advance the interests of their members, their activities will benefit all workers who are not members of the labor union in an organization. Moreover, the strong labor union movement in a country goes beyond workplaces safety and protection and help change laws that will bring new rights for workers that may have economic effects on labor markets, governments, employers and societies. Workers started to quest employers pertaining to their employment conditions, after the industrial revolution took place in England in the mid-18th century. More importantly, workers began to make a group and created a united effort so as to stand for their right and tried to secure their employment conditions (www.slideshare.net).

In Ethiopian context, labor union formation is a recent phenomenon in which the Ethio-Djibouti railway workers began to form a workers' union and started its activities in 1945. This union was formerly known as the Franco-Ethiopian Railway Workers' Union which was the sole union in the country until 1950's. In 1950's, the number of unions in Ethiopia has increased because of the existence of relative economic expansion. Such an expansion and diversification of economic activities in the country have created more constraints to wages and other conditions of work that need a united effort of workers so as to get improved working conditions (www.wikipedia.org).

Labor union in Ethiopia is highly stuck to private and state owned enterprises.

With this notion, Ethiopian Road Construction Corporation as a public owned enterprise has allowed employees to form a union and develop a collective agreement document that can govern both employees and the management of the Corporation. The existence of labor union in the Corporation is expected to maintain the employment conditions of employees. However, there are some symptoms that indicate dissatisfaction of employees on the role of labor union in maintaining secured employment conditions.

In this regard, the study has examined the role of labor union in maintaining the employment conditions of employees in the corporation and identify major opportunities, problems and to forward possible solutions for further improvement.

1.2 ERCC's Organizational Profile

Ethiopian Road Construction Corporation (ERCC) is a public enterprise established on July 8/2011 based on Council of Ministers Regulation No.248/2011, accountable to the Ministry of Transport (MoT). The purpose of its establishment is to carry out road and bridge construction, maintenance and enhancement works in Ethiopia as well as other neighboring countries. The Corporation also provides construction equipment and machineries maintenance and rental service. ERCC is governed by the public enterprises proclamation No.25/1992. Its policy making body is the executive board members composed of higher government officials appointed by the government and employee's representative.

With its current set up, ERCC has a head office and well established equipment maintenance center in Addis Ababa. Besides, it has 10 road maintenance projects with 45 Work Execution Teams and 6 road construction projects, which are strategically located all over the country (ERCC Magazine, 2014).

According to labor proclamation number 377/2003, Ethiopian Road Construction Corporation as a state owned corporation has the right to establish a labor union. On top of this, the corporation has established a labor union since its separation from Ethiopian Roads Authority (ERA) on July 8, 2011. It has the following structure.

General assembly is composed of 5 representatives from 19 work units which is a total of 95.

Council is composed of 2 representatives from 19 work units which is a total of 38.

Executive is selected and assigned by the general assembly which has a staff of 7 persons which are composed of chairperson, deputy chairperson, general secretary, accountant, cashier and property person.

Audit is assigned by the general assembly which has a staff of 3 persons.

Sector Representative is composed of 5 persons who are chairperson, deputy chairperson, secretary, and two members.

Section Representative is composed of 3 persons who are chairperson, secretary and a member.

Member is an individual employee who is a member of the labor union.

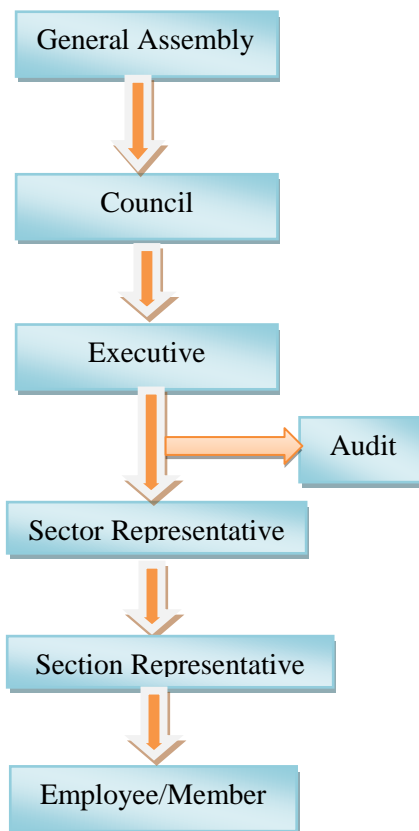


Fig 1.1 Organizational Structure of Basic Labor Union

1.3 Statement of the Problem

The role of labor union has changed significantly from its inception in the industrialization era and now in case of maintaining employment conditions. Unions exist to advance their members with respect to wages, benefits, and working conditions. Unions are seen to have power when they are able to deliver these for their members; when they are not able to do so, they are perceived as losing their power. Members may consider the union to have lost power if it has accomplished its agenda, leaving little, if anything, to negotiate with management. At the other extreme, members may become concerned that the union has lost power when it must make necessary or accept give backs during negotiations as a way to save jobs (Anthony, 2010; p.512-513).

Labor unions seek, through collective action, to give workers a formal and independent voice in setting the terms and conditions of their work. To secure employment conditions of employees in an organization, labor union has to have the appropriate power to negotiate with management. Moreover, the very existence of labor unions in every organization is to reestablish the power balance between employers and employees so that employment related issues of employees can be maintained.

One of management's most basic decisions is whether to encourage or discourage the unionization of its employees. It may discourage unions because it fears higher wage and benefit costs, the disruption caused by strikes, and an adversarial relationship with its employees or, more generally, greater constraints placed on its decision making flexibility and discretion. Historically, management has used two basic strategies to avoid unionization. It may seek to provide employment terms and conditions that employees will perceive as sufficiently attractive and equitable so that they see little gain from union representation. Or it may aggressively oppose union representation, even where there is significant employee interest (Noe, 2008; p. 612).

Unions are important to defend the interests of their members when organizations are focusing on creating profits at the expense of employees. Employees are joining labor unions as members

because they need the collective voice and bargaining power to make their workplace safe and maintain job security.

Labor unions are playing a pivotal role to maintain employment conditions through collective bargaining in the issues of employment contract, wages, benefits, workplace safety, and others. Literatures attempted to explain the role of labor unions in maintaining the employment conditions of employees in an organization.

The collective and individual needs of employees is a strong case for evaluating the role of labor unions in maintaining employment conditions of employees in business organizations in this competitive business world. In practical situations, the very existence of labor unions is to secure jobs for their members, improve financial positions of members, minimize employer unfairness and get more power through collective bargaining.

In line with this, ERCC management has made a collective bargaining with the labor union in the areas of wages, benefits, employment contracts, training & development, workplace safety, disciplinary issues and the like. However, the role of the labor union in Ethiopian Road Construction Corporation has lacking scientific evidence whether it is playing its role as desired by its members, and how it negotiates with management so as to minimize management unfairness and improve the work life of employees or not. Moreover, there is no clear demarcation how much involvement of labor unions is in employees' capacity building program and other relevant labor issues.

Its practice shows that, the role of labor union is restricted to wages and other benefits. There is an imbalance bargaining power during the preparation of collective agreement. During the bargaining, the labor union is not assessing the specific needs of employees which needs a collectively negotiations. Similarly, the collective agreement that is agreed between labor union and management are at high level and highly dependent on the labor law in which the basic framework is put not more than that. However, if the labor union bargain with management or employers and reach an agreement, employees can get more benefits than stated in the labor proclamation. Moreover, even though there is an attempt to address employment condition of

employees, there are still unfulfilled interests of employees pertaining to employee transfer, training and development.

Moreover, there are some indicators for the dissatisfaction of employees on the role of labor union played such as friendly relationship with management, incapacity of labor union leaders or representatives, unfair and inequitable labor treatment and increased employee turnover.

Therefore, the main intention of this study has been to examine what roles the labor union is playing in maintaining the employment conditions of employees through collective bargaining in promotion, transfer, training and development and other labor issues in the corporation.

1.4 Research Questions

The study has been guided by the following key research questions:

1. What are the general roles of labor union to maintain the interests of its members?
2. What are the labor union involvements in employment conditions of the corporation?
3. What are the collective bargaining procedures or processes employed in the corporation?

1.5 Objectives of the Study

The general objective of the study was to examine the role of labor union in maintaining employment conditions and related challenges in Ethiopian Road Construction Corporation.

Based on this general objective, the following specific objectives of the study were drawn and addressed.

- To examine the general roles of labor union in maintaining the interests of its members,
- To assess the labor union involvement in employment conditions of the Corporation,
- To investigate the collective bargaining procedures or processes employed in the corporation,
- To assess the challenges that the labor union has faced and forward possible solutions.

1.6 Significance of the Study

The relationship between management and employees can have a tremendous effect in maintaining the employment conditions of an organization. To maintain good employment conditions in an organization, employees strive to form a union which gives power to them to bargain collectively by their representatives with management or agent of the employer.

The study was aimed to examine the role of labor union in maintaining employment conditions of employees of Ethiopian Road Construction Corporation. This will enable the corporation's labor union to identify the most effective ways of bargaining with the management of the corporation and help to choose the areas to focus on. This will be achieved by measuring the union member expectations and level of satisfaction on the various dimensions of employment conditions. It will also play a role in identifying their present situation and future strategies for providing better service to employees and will help to diagnose the problems, gaps and then ultimately solutions to fill the gaps between employee expectation and perception of labor union responsibility in maintaining employment conditions.

The study is expected to draw some conclusions and identify main challenges in areas of employment conditions of the Corporation. Thus, the findings of the research can help the labor union in the Corporation:

- to better diagnose the role of labor union in maintaining employment conditions,
- to give signal to the employment conditions of the corporation to take remedial action,
- it can be used as a reference for further studies in related issues.

1.7 Scope of the Study

The study focused on the examining of the role of labor union in maintaining employment conditions of employees in Ethiopian Road Construction Corporation. The corporation has twelve departments; six road construction projects; and ten road maintenance projects which are operating all over the country. Because of its geographical dispersion throughout the country and many branches, the data collection for the research was delimited to the head office Addis

Ababa, one road construction project (Chancho-Derba), and one road maintenance project (Alemgena).

The research focused on the role of labor union in maintaining employment conditions which was mainly understood and practiced by labor union leaders at head office and representatives at each branch. Therefore, the main sample respondents comprised union leaders and members of the union.

The result of this study was based on the opinion and ideas of union leaders and union members who were selected randomly as respondents. Though, the role of labor unions in maintaining employment conditions has issues which deserve time series data collection, the data collection for the study will be delimited to the opinion of respondents collected once.

Studies on current literatures of the role of labor unions show that the scope of labor unions roles is characterized by a view that it is nebulous. The nebulous nature of the role of labor unions make very difficult to clearly determine the scope and boundaries for the role of labor unions. Even though, the role of labor unions covers the issues like political, economic, social and environmental affairs within the organization, the researcher delimited the scope of the study to the role of labor union in maintaining employment conditions of employees in the corporation.

1.8 Limitations of the Study

Doing a research is not an easy task which creates many challenges. The major challenges that the researcher faced in conducting this research were lack of experience, lack of adequately published text books and documented data about the role of labor union that can be used as a backup of this research results obtained from the respondents.

1.9 Definitions of Terms

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

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

General Labor Union Role- The general role of labor union deals with the emphasis given to employment conditions in the corporation by labor union leaders.

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

1.10 Organization of the Paper

This research is organized in five chapters. The first chapter deals with the introduction that encompasses background, organizational profile, statement of the problem, research questions, objectives, significance, delimitation/scope, and definitions of terms. The second chapter states the review of related literature. Chapter three focuses on the research methodology, data collection and procedures, sampling techniques, whereas the fourth chapter will present the result analysis and discussion of the data. Finally, chapter five concentrates on conclusions and recommendations of the research findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter stresses on reviewing the theoretical and conceptual issues of the roles of labor unions. It mainly focuses on what theoretical and conceptual bases are guiding labor unions' efforts towards the achievement of their objectives. Workers unite together to enhance their bargaining power with employers or management so that they can maintain or improve their employment conditions and union security.

According to labor proclamation of Ethiopia number 377/2003, article 113 (2a), "trade union" means an organization formed by workers. The labor union formed under the law within an organization has the purpose of improving their members' economic status and working conditions through collective bargaining with employers or managements. Most importantly, the presence of labor unions in an organization is vital to form a united effort so that they can fight for their rights and common goals like better benefits, increased wages, more desirable working conditions, negotiating contracts, workplace safety, and other hiring, firing, and complaint policies for the employees.

Workers want to establish a union in their organization to maintain their employment conditions. To accomplish this, employees need strong and able representatives in the union who can negotiate with management.

The primary aim of the researcher in this chapter is to review and examine the theoretical aspects of the role of labor union in maintaining employment conditions and provide readers a general clue. More specifically, this part emphasized on reviewing up-to-date related literatures pertaining to concepts; importance, functions & roles; pros & cons of joining labor unions; beginnings of and current status of labor unions in Ethiopia.

2.2 Concept of Labor Unions

2.2.1 Labor Unions

Employee interests differ from those of employers. Employers are interested in accomplishing the organization's objectives, which in the private sector is to maximize long term profits. Employees want to maximize the long term return to their investment in skills and the efforts they exert in employment. Investors diversify their risks across a portfolio, while employees are generally unable to diversify their employment risks because they are tied to a single occupation. To the extent that employees invest in skills specific to their current employer, their long term returns depend on job security and the employer's ability and willingness to pay. Employees unionize to obtain outcomes they believe they are unable to obtain as individuals. Member desires have a major impact on union bargaining goals. Unions demonstrate their effectiveness by negotiating contracts that improve employment conditions for their members, attract new members, and organize additional units. As an institution, the union desires security as the employees' representative through negotiated union shop agreements (Fossum, 2006; p. 209-10).

The very existence of labor unions in any organization is to protect and advance the interests of their members in the workplace by creating safe and secure working environments. Moreover, labor unions, by conducting collective bargaining with management, want to improve their members' pay and other employment conditions. Specifically, labor unions in an organization have the following major activities so as to maintain their interests such as conducting negotiation with employers on pay and conditions; discussing major changes in workplace & members' concerns with employers; providing legal & financial advice to their members; representing their members in disciplinary & grievance meetings; and providing education facilities and other benefits.

2.2.2 Origin of Labor Union

The industrial revolution held in England in the 18th century has played a greater role for the appearance of labor unions. Since then, a number of unions were created by workers who collectively bargained and negotiated with employers about working hours, pay and other

employment conditions which need improvement. Through time, labor unions tried to expand their roles from job security to other social, political and environmental issues which benefits the society as a whole in which they are found (www.wikipedia.org).

2.3 Importance, Functions and Roles of Labor Unions

2.3.1 Importance

To maintain industrial peace in an organization or in a country as a whole, the existence of labor unions is vital. This can be maintained through collective bargaining and negotiations between employer and unions. In this case, labor unions play a significant role in creating conducive working relationship between employees and management by providing advice and support so that conflicts can be managed easily. Labor unions represent members at work and have a wider role in protecting their interests. Moreover, labor unions play important roles in education, workplace safety and other employment conditions (www.wikipedia.org).

2.3.2 Functions

Labor unions in different organizations perform a number of functions to maintain their members' interests. These functions can be grouped in the following categories:

2.3.2.1 Militant Functions

As their name implies that labor unions who are functioning as militant are called fighting unions to secure their interests. These functions of labor unions focus on the issues of employment conditions such as adequate wages, better conditions of work and the like. The labor unions try to secure these interests through bargaining and negotiation. If the labor unions believe that there are unfair labor treatments by their employers, they may conduct strike, boycott etc. Their main functions are to secure higher wages and better working conditions; to raise the status of workers as a part of industry; and protect labors against victimization and injustice (www.wikipedia.org).

2.3.2.2 Fraternal Functions

Labor unions play a greater role in maintaining peace in the industry. Fraternal functions of unions within the organization focuses on helping members to improve their efficiency. These can be achieved by improving workers' morale; building self confidence among workers; encouraging sincerity and discipline among workers; providing opportunities for promotion and growth; and protecting women workers against discrimination.. The labor unions try to create awareness among their members by offering legal advice or assistance as necessary as possible (www.slideshare.net).

2.3.2.3 Political Functions

The availability of labor union in an organization may help members to exercise democracy in their workplace. Moreover, labor unions may play a greater role in the politics of the nation. Literature shows that labor unions in some countries have formed their own political party to seize political power of their country as a government (www.slideshare.net).

2.3.3 Roles

Union membership provides a number of advantages to workers. Unions negotiate wages & benefits for their members and seek to provide them job security, social affiliation, training & development, and the opportunity to exert political influence. These are the most important roles of unions (Anthony, 2010; p. 492).

Labor unions have played important roles to maintain the interests of their members. These roles are vital to the betterment of members in financial and nonfinancial positions. However, to maintain the interests of members, labor unions must be strong in bargaining and negotiating with management or employers. However, the roles of labor unions are become more complex and gone beyond collective bargaining. The following are the most common roles played by unions all over the world.

2.3.3.1 Political Role

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

2.3.3.2 Market role

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

2.3.3.3 Regulatory role

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

2.3.3.4 Democratizing role

Labor unions are associations of employees who are exercising democracy while they are selecting their leaders and representatives in workplace. These and the collective bargaining activities allow employees to participate and exercise democracy. Therefore, it is possible to say that labor unions are important institutions in which participatory democracy is practiced. Labor union participation in collective bargaining process is helpful to practice and make it a habit of democracy which may in turn helps to maintain peace in the organization (www.wikipedia.org).

2.3.3.5 Service role

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

2.3.3.6 Enhancement role

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

2.3.3.7 Welfare role

Labor unions may sometimes participate in welfare services to their members and other communities. These roles are helpful to providing services that are beyond the collective agreements like hiring disabilities from the community (www.wikipedia.org).

2.4 Collective Bargaining

Collective bargaining is the contract negotiation and enforcement process between union and management representatives. It can include mandatory, permissive or prohibited or illegal issues to be negotiated. The mandatory negotiating issues include wages, hours, benefits and other terms and conditions of employment. It is negotiated by law. On the other hand, permissive bargaining is negotiated if both parties are agreed to do so. Moreover, prohibited or illegal issues are negotiated to prohibit or avoid illegal issues (Anthony, 2010; p. 489).

Bargaining, at a basic level, is the communication by two parties of the terms they require to consummate a transaction and the subsequent acceptance or rejection of the terms of the ultimate settlement. Bargaining is required because the parties have a conflict of interest on issues that jointly affect them. They must decide how to divide resources and other intangible issues in which they have joint interests (Fossum, 2006; p. 297).

Collective bargaining is the process through which representatives of management and the union meet to negotiate a labor agreement. To bargain collectively is the performance of the mutual obligation of the employer and the representative of the employees to meet at reasonable times and confer in good faith with respect to wages, hours, and terms & conditions of employment, or the negotiation of an agreement, or any question arising there under, and the execution of a written contract incorporating any agreement reached if requested by either party, but such obligation does not compel either party to agree to a proposal or require the making of a concession. Good faith bargaining is that both parties are making every reasonable effort to arrive at agreement; proposals are being matched with counterproposals (Dessler, 2009; p. 612-13). The collective bargaining process consists of seven stages: preparing for negotiations, reaching a settlement through contract negotiation, reaching a settlement through mediation & arbitration, reaching a settlement through last resort options, ratifying the settlement, implementing the settlement, and administering the contract (Anthony, 2010; p. 520).

In preparing for negotiations, each side should be prepared for negotiating by understanding its own strategic position, analyzing its strengths and weaknesses as well as those of the other side,

and selecting the team for negotiating. Preparations should include a high level of planning and researching. Contract negotiations are the actual bargaining between the two parties to reach agreement as to a contract. It is one specific act of the entire collective bargaining process, which is an ongoing procedure because both sides work under the terms of the existing contract. Collective bargaining sets the tone for contract negotiations.

In some cases the negotiation process breaks down and a settlement cannot be reached through normal channels. Rather than resort to a strike on the part of the union and a lockout or hiring of replacement workers by the company, the two parties may seek the outside intervention of a third party called mediator or arbitrator. Mediation involves having a neutral third party try to break a bargaining impasse. Mediators may be called on to get the parties to start negotiating again, clarify points that have been misunderstood, suggest alternative compromises that have not occurred to the bargaining parties, and improve trust and communication. Mediators have no power to enforce a settlement, but they may bring a fresh view point into the process that can reopen the negotiations. Arbitration, on the other hand, involves a neutral third party listening to both sides, evaluating the evidence, and making a binding recommendation.

A union frequently takes a strike authorization vote to give its negotiating team a bargaining lever. A strike is a refusal by labor to work. In large organizations the final settlement is the result of a complex procedure over an extended period of time. The immediate union bargaining team typically submits the settlement to a representative council. Once the contract is ratified its day to day implementation is critical. If a contract is well written and clearly specifies the responsibilities of both sides, administering the contract becomes relatively easy. The tone of the negotiations can affect the contract administration process (Anthony, 2010; p. 522-29).

To make collective bargaining effective labor union must consider the strategic issues of the company. A company's grand strategy, or long term plan, must be considered in determining its position in the collective bargaining process. For example, a company pursuing a low-cost price strategy may have to take a very tough stance in negotiating any significant increases in wages and benefit costs that would negate its competitive advantage. The company may be more

agreeable to quality-of-work-life issues or to sharing decision making so long as costs are not forced up as a result (Anthony et al. 2010).

In the Ethiopian context, collective bargaining is clearly put in labor proclamation number 377/2003, article 124 (2) which defines a collective bargaining as it is a negotiation made between employers and workers organizations or their representatives concerning conditions of work or collective agreement or the renewal and modification of the collective agreement.

According to article 125 (1) of this proclamation, trade union shall have the right to bargain a collective agreement with one or more employers or their organization in matters provided for in article 128 (subject matter of a collective agreement)-matters concerning employment relationship and conditions of work as well as relations of employers and their organizations with workers' organizations may be determined by collective agreement. Article 125 (2) of the proclamation states that employer or employer's associations shall have the right to bargain a collective agreement with their workers organized in a trade union.

As clearly put in the proclamation, labor unions in Ethiopia have the right to bargain and negotiate with management for the betterment of their members. Therefore, to utilize these opportunities in an organized manner, unions must be strong in their bargaining power. To be strong in bargaining and negotiation, unions must let members to involve and have adequate information pertaining to the issues to be negotiated or bargained.

2.5 The Pros and Cons of Joining Labor Unions

Experts have spent much time and money trying to discover why workers unionize, and they have proposed many theories. Yet there is no simple answer to the question, partly because each worker probably joins for his or her own reasons. However, workers do not organize just to get more pay or better working conditions, though these are important factors. We can generalize by saying that unions have two sets of aims, one for union security and one for improved wages, hours, working conditions and benefits for their members (Dessler, 2009; p. 603).

Joining a labor union may not solve all problems that member employee will face within the organization. As a result employees may refrain from being a member of the labor union. On the other hand, employees may feel that collective power will alleviate challenges more than individual effort alone. The benefits of employees being a member of a union may include: members will be provided with the opportunity to access the benefits of collective bargaining; will be protected from unfair labor practices; will be informed about their rights both in the workplace and in homes; and will be provided with legal assistance during disciplinary matters or legal suits.

On the other hand, labor unions may have limitations to fully protect its members in cases like collective bargaining covers both productive and unproductive workers which may inhibit hardworking workers from being rewarded appropriately; labor union involvement or participation in the issues of training and promotions may hinder members to participate; and some key workers may be fired because of strikes. These problems may affect the willingness of employees to be a member of the labor union and the number of labor union will decline.

2.6 History & Current Status of Labor Unions in Ethiopia

The history of labor unions in Ethiopia is highly linked to private and public owned enterprises which were started during imperial era. After 5 years of its existence (in 1950), the number of labor union increased due to relative economic expansion taken place in the country. History revealed that, the number of labor unions has fluctuated both in the imperial and in the military regimes. After the downfall of military regime, labor unions started to become the influential partner to representing workers in workplaces and other matters (www.wikipedia.org).

According to the annual report of Confederation of Ethiopian Trade Unions (June, 2014), in Ethiopia there are 415,515 members, which represented only 28% of all eligible 1.5 to 2 million workers. According to the Ethiopian Labor Proclamation No.377/2003, article 113, the workers and employers shall have the right to establish and form trade unions or employers association. In line with this, one trade union may be established in an undertaking where the number of

workers is twenty or more. The proclamation allowed workers of ten or more in an organization can have the right to form a union; however, their members' number must not be less than ten.

Labor unions shall issue their own constitutions that include inter alia the following: name of the organization; address of the head office of the organization; purpose of the organization; date of formation of the organization; emblem of the organization; qualifications for leadership; contribution of its members; financial and property administration of the organization; meeting and election procedures; disciplinary measures; the conditions for dissolving the organization; and status of the property in case of the dissolution of the organization.

The unions must get registered with the Ministry of Labor & Social Affairs by filing their statutes; a document containing the names, address, and signatures of its leadership; in the case of a general union, the names of undertakings where members are working; and name and emblem of the organization. A trade union is considered registered if the Ministry of Labor does not reply within fifteen days after receipt of the registration application.

2.6.1 Collective Agreement

According to Fossum (2006), collective agreement is a product of collective bargaining in which labor and management representatives join together and ratify a contract in writing. And when the negotiators agree on a new contract, the union team still has responsibilities to fulfil before the final agreement is signed.

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

Article 129 of the proclamation states the following six issues as a content of collective agreement.

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

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

2.6.1.1 Conditions of Validity of Collective Agreement

The proclamation states that the duration of validity of collective agreement can have the following provisions: any provision of a collective agreement which provides for conditions of work and benefits which are less favorable than those provided for under this proclamation or other laws shall be null and void; unless otherwise decided herein, a collective agreement shall have a legal effect as from the date of signature; and unless expressly stipulated otherwise in a collective agreement, no party may challenge the collective agreement before 3 year from the date of its validity, provided, however, that;

- a) Upon the occurrence of a major economic change, a challenge to the collective agreement may be submitted to the Minister by either party before the expiry of the fixed time.
- b) The minister shall, upon receipt of a challenge to a collective agreement in accordance with this sub article 3 (a), assign advisor with a view to enabling the two parties settle the matter by agreement. If the two parties fail to settle the matter by agreement, Article 142 of this proclamation shall apply.
- c) The parties may at any time change or modify their collective agreement, provided, however, that without prejudice to the special conditions set forth in sub-article 3 (a) and (b) of this

article, a party may not be obliged without his consent to bargain a collective agreement to change or modify it before the said time limit expires.

2.6.1.2 Scope of Application of Collective Agreement

The scope of the application of collectively agreed issues is clearly stated in the proclamation that the provision of a collective agreement shall be applicable to all parties covered by it. Moreover, it is stated that where the collective agreement is more favorable to the workers in similar matters than those provided for by law, the collective agreement shall prevail. However, where the law is more favorable to the workers than the collective agreement, the law shall be applicable.

There are also exceptions defined in the proclamation where a labor union which is a party to a collective agreement is dissolved; the collective agreement shall continue to be valid between the employer and the workers. In the case of amalgamation of two or more undertakings, unless decided otherwise by the concerned parties: where undertakings which have their own collective agreement are dissolved the collective agreement concluded by more workers before the dissolution shall be deemed as concluded by the others and shall be applicable. Where the numbers of workers of all of the undertakings are equal and they have their own collective agreements, the one more favorable in general, shall be applicable.

2.6.2 Labor Dispute

Negotiations do not always yield and agreement. The failure to reach agreement is called an impasse. Most negotiations do not result in an impasse. The parties usually find a common ground for settlement without strikes or third party interventions (Fossum, 2006; p.352).

According to labor proclamation number 377/2003, article 136 (3), labor dispute is any controversy arising between a worker and an employer or trade union and employers in respect of the application of law, collective agreement, work rules, employment contract or customary

rules and also any disagreement arising during collective bargaining or in connection with collective agreement.

In the proclamation of article 136 (4& 5) “lock-out” means an economic pressure applied by closing a place of employment in order to persuade workers to accept certain labor conditions in connection with a labor dispute or to influence the outcome of the dispute; and “strike” means the slow-down of work by any number of workers in reducing their normal out-put on their normal rate of work or the temporary cessation of work by any number of workers acting in concert in order to persuade their employer to accept certain labor conditions in connection with a labor dispute or to influence the outcome of the dispute.

Labor disputes can be managed through different conflict resolution strategies. In the proclamation some strategies are mentioned and defined. For instance, conciliation and arbitration are common to the article. “Conciliation” means the activity conducted by a private person or persons appointed by the Ministry at the joint request of the parties for the purpose of bringing the parties together and seeking to arrange between them voluntary settlement of a labor dispute which their own efforts alone do not produce.

2.6.3 Contract of Employment

Contract of employment is all about the agreements between the employee and the employer about employment conditions like wages, hours of work, workplace safety and health and the like.

2.6.3.1 Element of a Contract of Employment

The labor proclamation No. 377/2003 of Ethiopia states that a contract of employment is deemed to have been concluded for an indefinite period except for the contracts of definite period or piecework. The employment contract must be stipulated clearly and must not be concluded for the performance of unlawful or immoral activities. It must contain provisions that are more favorable for the worker than those provided the law, collective agreement or work rules.

Individual contract of employment may be oral or in writing. If a contract of employment is not made in writing, the employer is required to provide a written statement of employment particulars within 15 days of the conclusion of employment contract.

A written employment contract (or a statement of particulars in the absence of employment contract) must specify the following: the name and address of the employer; the name, age, address and the work card number of the worker; type of employment; workplace; rate of wages as well method of their calculation; manner and interval of wage payment; and duration of the contract. It must be signed by both parties. The Labor Proclamation requires the employers to pay wages in cash on working day at the work place unless otherwise agreed. In case date of payment (where already decided) falls on a weekly rest day or public holiday, the wages are paid on the preceding working day. Wages are paid directly to the worker or to the person authorized by the worker. Wages may be paid in kind but it may not be more than 30% of the wages paid in cash.

An employer is under the obligation to pay the worker wages and other emoluments in accordance with this law or the collective agreement. Wages are to be paid at such intervals as required under the national law, collective agreement or employment contract. Generally, employer is not allowed to deduct wages except where it is provided by the law or collective agreement or work rules or in accordance with a court order or a written agreement with the worker. The amount of deduction must not exceed one-third of the monthly wages of the worker.

2.6.3.2 Fixed Term Contracts

A fixed term contract is one where there is a fixed end date. It is advisable to give fixed term contracts in writing for even the shortest periods of time. All fixed term contracts should be for specific duties, and there should be a good reason for giving one (Tyson, 2002; p. 302)

In Ethiopia, the labor proclamation prohibits hiring fixed term contract workers for tasks of permanent nature. A contract of employment may be concluded for a definite period/fixed term or for piecework in the case of: the performance of specified piece work for which the employee is employed; the replacement of a worker who is temporarily absent due to leave or sickness or other causes; the performance of work in the event of abnormal pressure of work; the

performance of urgent work to prevent damage or disaster to life or property, to repair defects or break downs in works; materials, buildings or plant of the undertaking; an irregular work which relates to permanent part of the work of an employer but performed on an irregular intervals; seasonal works which relate to the permanent part of the works of an employer but performed only for a specified period of the year but which are regularly repeated in the course of the years; an occasional work which does not form part of the permanent activity of the employer but which is done intermittently; the temporary placement of a worker who has suddenly and permanently vacated from a post having a contract of an indefinite period; the temporary placement of a worker to fill a vacant position in the period between the study of the organizational structure and its implementation.

2.6.3.3 Probation Period

According to labor proclamation number 377/2003 of article 11 (1) states that a person may be employed for a probation period for the purpose of testing for his suitability to a post in which he is expected to be assigned. A probation period must be in written and not exceed 45 consecutive days. A worker reemployed by the same employer for the same job cannot be subjected to probation. Probationers have the same rights and obligations as other workers who successfully completed their probation period. The employer has the right to terminate the employment contract of an employee without notice and without obligation to pay any severance pay or any compensation if a worker is found unfit for the job during probation. A worker may also have the right to terminate his employment contract without any notice within the probation period.

2.7 Conceptual Framework

Labor unions play an important role in order to maintain the interests of their members by enhancing their involvement in labor decisions through collective bargaining. The union strives to maintain industrial peace through high participation and involvement in labor related issues. The role of labor union can be achieved through high involvement and conducting collective bargaining in relation to labor and other important issues which can benefit both parties.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology in which the researcher employed to address the research questions raised in the introduction part of the paper. It discusses the research technique used in the study and the reasons for selecting such a technique that encompasses the research design; sample size and sampling technique; data source and collection method; procedure of data collection; method of data analysis; ethical considerations; and validity & reliability test.

3.2 Research Design

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or group. Studies concerned with specific predictions, with narration of facts and characteristics of individual, group or situation are all examples of descriptive studies (Kothari, 2004; p. 37). The researcher employed descriptive method because the study intended to find out how the labor union members perceived and interpreted the problems they encountered in employment related roles played by labor union leaders. In addition, this method helped the researcher to highlight the general roles of labor union, labor union involvement and collective bargaining procedures employed in the corporation.

In order to make it suit to the collection of the required information from a larger sample and make the analysis easier, the study was used a quantitative method by incorporating a qualitative item into the questionnaire. Thus, data was gathered from sample labor union members and union leaders via self-administered closed ended and some open ended questions in the questionnaire and structured interview. As Zikmund (2000) defined, survey is a research technique in which information is gathered from a sample of people by the use of a questionnaire.

According to Saunders et al (2007), in terms of time horizon, research design can be classified under longitudinal or cross-sectional. A cross-sectional design focuses on a particular phenomenon at a specific period of time. In this case, one sample of a population can be taken and studied at a particular time as in a single cross-sectional study or two or more samples of a target population could be studied once as in multiple cross-sectional study. On the other hand, longitudinal study is a study where a particular phenomenon is studied at different period of time. In this study, the researcher had used a cross-sectional study because data were collected from a cross-section of labor union members and labor union leaders of Ethiopian Road Construction Corporation at once.

3.3 Data Sources and Instruments of Data Collection

The researcher had used both secondary and primary data sources. The secondary data were collected via detailed review of related literature i.e. books, articles, journals, proclamations, magazines, bulletins, documents on collective agreement in the corporation and many other relevant written publications. The researcher used primary data that was collected via questionnaire and interview. The decision to select the two instruments was arrived at after carefully considering their advantages and disadvantages and the population size for each category. As the research was intended to investigate the role of labor union in maintaining employment conditions from labor union members' perspective, a set of questionnaire was distributed to union members of the basic labor union of the Corporation. In addition, three purposively selected union leaders were interviewed. The researcher developed a 32 item questionnaire which were adopted from literature and different surveys related to labor unions.

The researcher had decided to employ the Likert type point in order to make questions interesting to respondents and thereby enhance their cooperation, ultimately to ensure maximum response rate. The questionnaire statements were developed and evaluated on a 1-5 Likert scale , where '1' indicates strongly disagree with the statement, '2' disagree, '3' neutral, '4' agree and '5' refers to strongly agree with the statement. Besides, interview was conducted with basic labor union leaders assuming that they may have a shortage of time to go through a questionnaire.

3.4 Sample and Sampling Techniques

To maintain statistically significant results in this research, the researcher has determined the appropriate sample size which ensures a fair representation of the targeted population and used a systematic random sampling method. However, three basic labor union leaders were selected in purposive sampling for interview in need of getting more relevant information on various issues regarding their roles in maintaining employment conditions of employees in the corporation.

The sample frame selected for the study was based in labor union members in the Ethiopian Road Construction Corporation. ERCC has 12 departments at head office of Addis Ababa, 10 road maintenance and 6 road construction projects in different areas of the country. The basic labor union has members in this all work units of the corporation which is a total population of 4357. However, the researcher had projected to collect data from the head office, Alemgena and Chanco-Derba which have a total population of 890 union members. To be precise, the head office had 248; Alemgena had 453 and Chanco-Derba had 189 employees. The reason that the researcher decided to collect data from head office and two projects is, due to the work nature of the corporation, the projects of the corporation are scattered all over the country. In this case, the researcher needs more time and budget to collect data from most of these projects. So, due to the time and budget constraint the researcher decided to collect data from the head office, two purposively selected projects which is one from road construction while the remaining from road maintenance.

As to the sample size determination, from the different methods available, the one, which was developed by Carvalho (1984), archival application of mathematical sampling techniques records management quarterly, had been used in this study. It is shown as follows:

Table 3.1: Sample Size Determination

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

Source: operational selection policy OSPO the selection of case files: sampling techniques, 2005

Based on the sample size determination table above, the total population of 890 that the researcher intended to conduct the survey falls on the range from 501-1200 which is a highest sample size of 125. Then, the researcher distributed 125 questionnaires among the three selected offices of the corporation proportionately. The distribution number was; head office had supplied with 35 (28%) questionnaires, Alemgena had given 64 (51%) questionnaires and Chanco-Derba had provided the left 26 (21%) questionnaires.

The respondents were selected by using the systematic random sampling method. Individual respondents have been selected randomly in every 7th ($890/125=7$) list that was taken from basic labor union office. The data was collected only from union members. Because, the union members were who can have meaningful understanding about the roles of the labor union in the corporation. Furthermore, in order to triangulate data that was collected through questionnaire, the researcher interviewed the basic labor union leaders who can be considered as key informants.

As shown below in the table, from all 125 distributed questionnaires 117 (94%) had been returned. The remaining 8 (6%) questionnaires had not been returned. As to the interview, 3 union leaders were purposively chosen and had been conducted successfully.

Table 3.2: Sample frame and proportionate sampling

Work Units	Population	Sample Size	Actual Response
Head Office	248	35(28%)	34(27.2%)
Alemgena	453	64(51.2%)	60(48%)
Chanco-Derba	189	26(20.8%)	23(18.4%)
Total	890	125(100%)	117(943.6%)

Source: ERCC Labor Union Office, March, 2015

3.5 Procedures of Data Collection

The researcher required permission from the corporation and after permission was approved, the questionnaires were distributed to the respondents, interviews were made and their feedback was gathered. At the head office the researcher had the opportunity to follow up on each and every one of the questionnaires spread out. At Alemgena and Chanco-Derba project offices, the administration team members had been helping out the researcher in distribution & collection of the questionnaires.

In the case of interview, the researcher made prior contact with the interviewees to set appropriate schedule. Then, the interview was conducted by the researcher himself and there were no brainstorming.

3.6 Methods of Data Analysis

The researcher in this step is doing to analyze the data collected from respondents by using the literature review as a backup. The researcher had examined the collected data in order to find and construct, themes and patterns that can be used to describe and explain the phenomenon being studied.

The researcher used a descriptive statistics analysis for the presentation, interpretation and discussion parts on various dimensions of the evaluation system such as mean, frequency tables, charts, graphs, figures and percentages as appropriate to analyze, interpret, tabulate and present the result of the study. The data gathered through questionnaires was coded, entered into computer and analyzed and presented in the form of charts, diagrams, and tables by using SPSS Statics version 20. The results of the interview questions were integrated to the responses of union members through questionnaires and were analyzed accordingly.

3.7 Ethical Consideration

The purpose of the questionnaire and interview was clearly indicated beforehand within questions and the questionnaires were distributed to respondents who were selected in a systematic random sampling technique with their willingness. In addition, the researcher attempted to ensure all respondents to keep their identity and responses as confidential; so that all the information was given in full confidence.

3.8 Validity & Reliability of Questionnaire

Validity is the property of a measurement that tests what it is supposed to test (Mc Burney p.173). The questions included in the questionnaire are all valid to test the attitude of members towards the role of labor union in maintaining employment conditions. This can be ensured that the questions are highly linked to address the roles of the labor union. Moreover, to enhance the validity of the questions, the researcher translated them into Amharic language in which all respondents were easily able to understand and answered the questions accordingly. Besides, the

content of the items/questions adequately represents the universe of all relevant items under study.

Reliability is the property of consistency of a measurement that gives the same result on different occasions (Mc Burney p.129). The consistency of the questionnaire was tested by using alpha (Cronbach's) reliability scale. Hence, the following table indicates the reliability determination statistics made for the pilot-test which is a reliability scale score value of 0.78. This indicates that there is an internal consistency.

Table 3.3: Reliability Scale

Case Processing Summary			
		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	Number of Items
.777	32

Source: Survey data

CHAPTER FOUR

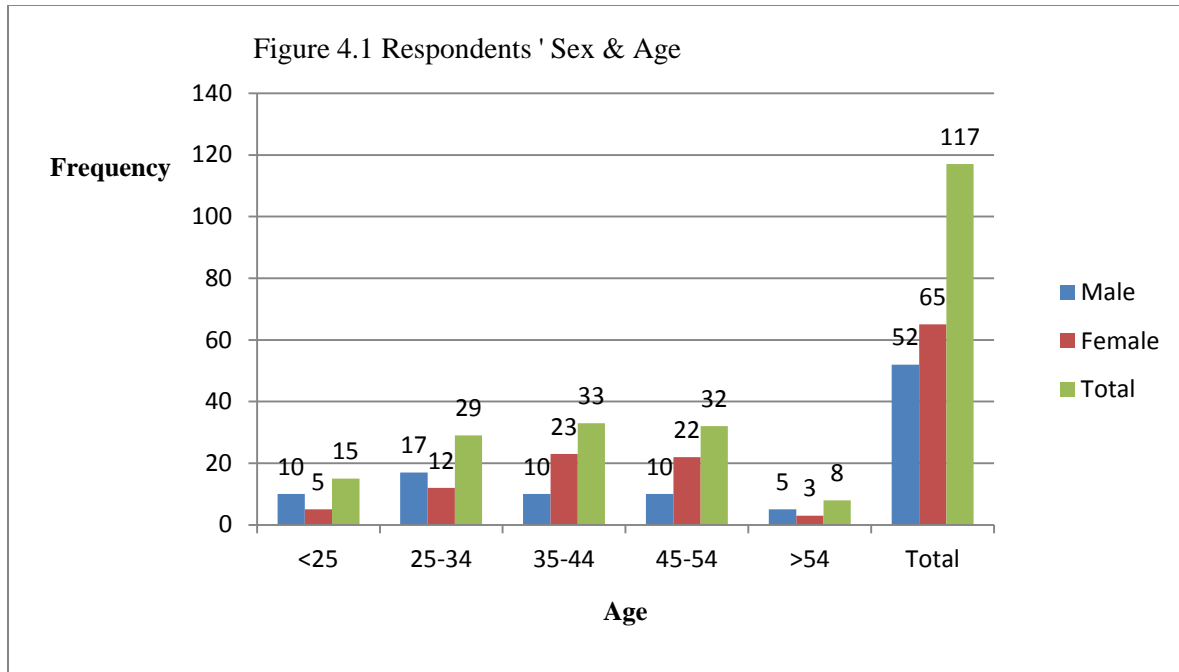
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter discusses and presents how labor union plays its role to maintain employment conditions in the corporation. It consists of five sections which are expected to answer the research questions raised in chapter one: the general roles of labor union to maintain the interests of its members; the labor union involvements in employment conditions of the corporation; the collective bargaining procedures or processes employed in the corporation; and the major opportunities and challenges that labor union faces in the Corporation. The first section presents and describes the relevant respondents' demographic characteristics while the second investigates the general roles of labor union in maintaining employment conditions of the Ethiopian Road Construction Corporation (ERCC). The third section explores the labor union involvement in employment conditions in the Corporation. The fourth and fifth sections investigate the collective bargaining procedures and the major opportunities and challenges of the labor union in the Corporation.

4.2 Respondents' Demographic Characteristics

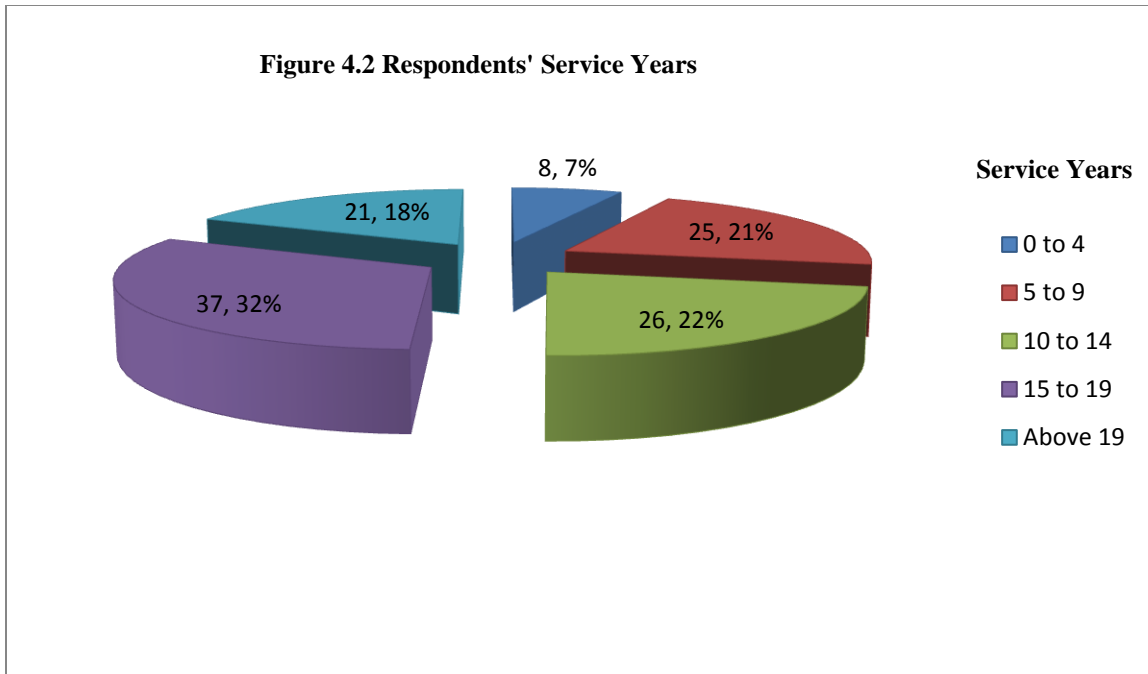
The first part of the questionnaire consists of the demographic information of the participants. It mainly focused on the general information about the respondents such as sex, age, number of service years in the corporation and/or Ethiopian Roads Authority, the highest educational level achieved, place of work, employment type and years of being a member of the labor union.. Accordingly, the demographic variables about the respondents were summarized and described in different figures and tables hereunder.



Source: Survey data

As indicated in figure 4.1, about 65 (56%) of the respondents were male and the remaining 52 (44%) of the respondents were female. This implies that the majority of the respondents were males than that of females.

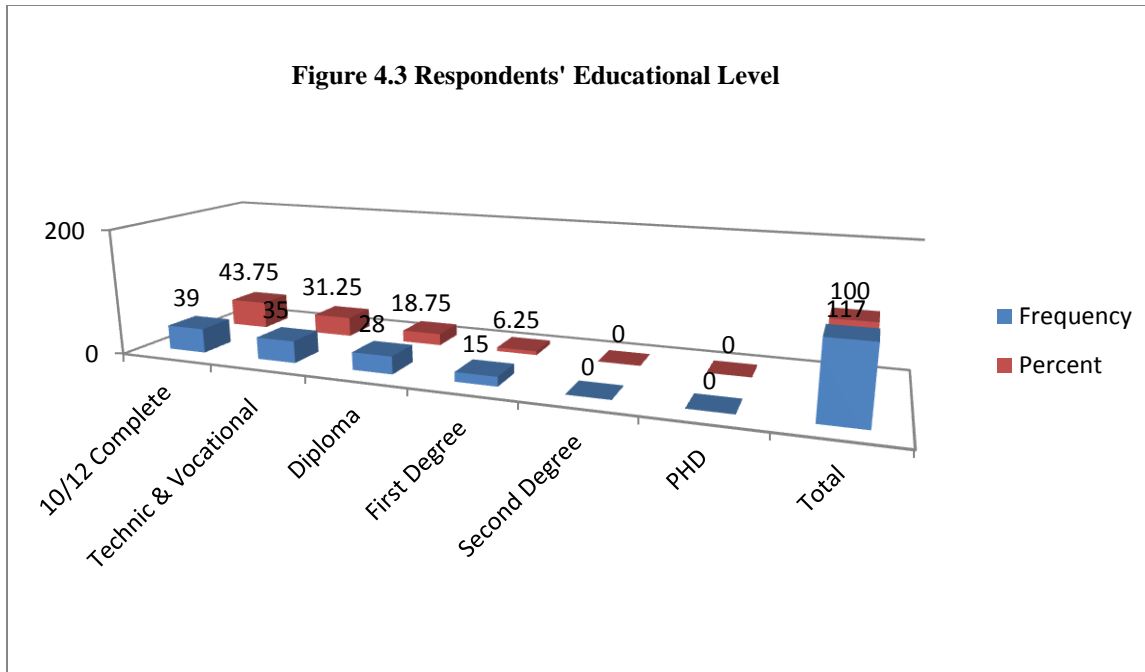
Regarding respondents' age, the largest group 33 (28.21%) was found between 35-44 years age group. The second largest group 32(27.35%) indicated their age were in the 45-54 age group whereas 29 (24.79%) and 15 (12.82%) indicate their age were in the 25-34 and under 25 age groups respectively. On the other hand, 8 old individuals (6.84%) were reported above 54 years of age category. From this it is possible to infer that the workforce composition of the respondents is found in middle and old age group which may require a strong effort to support in securing their employment conditions.



Source: Survey data

As it is shown in figure 4.2, the majority of the respondents 37(31.62%), indicated that they have been working in the Corporation and in ERA from 15 to 19 years. However, 26 (22.22%) and 25 (21.37%) of respondents indicated tenure with the Corporation and ERA of between 10 to 14 and 5 to 9 years respectively. On the other hand, only 21 (17.95%) indicated that they have been serving the corporation and ERA for more than 19 years and 8 (6.84%) individuals indicated that they have been working in the corporation from 0 to 4 years. This implies that the labor union members have served both the corporation & ERA more than 10 years collectively account for 84 (71.8%) of the whole respondents.

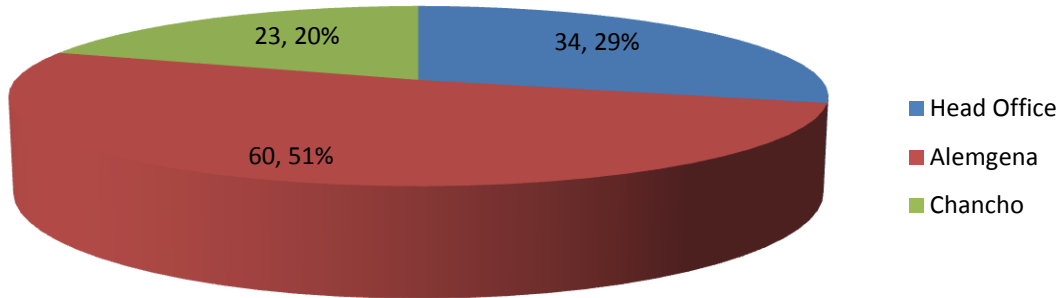
Figure 4.3 Respondents' Educational Level



Source: Survey data

As it is displayed in the above figure 4.3, majority of the respondents were 10/12 complete which is 39 (37 %) whereas 35 (31.5%) of the respondents were technical vocational diploma holders. On the other hand 28 (18.75) respondents were diploma holders while the remaining 15 (6.25) of the respondents were first degree holders. No respondent had second degree and PhD. From this result, one can infer that professionals are not that much being a member of the labor union.

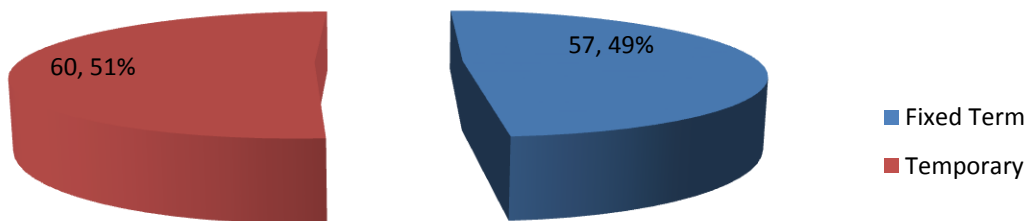
Figure 4.4 Respondents' Workplace



Source: Survey data

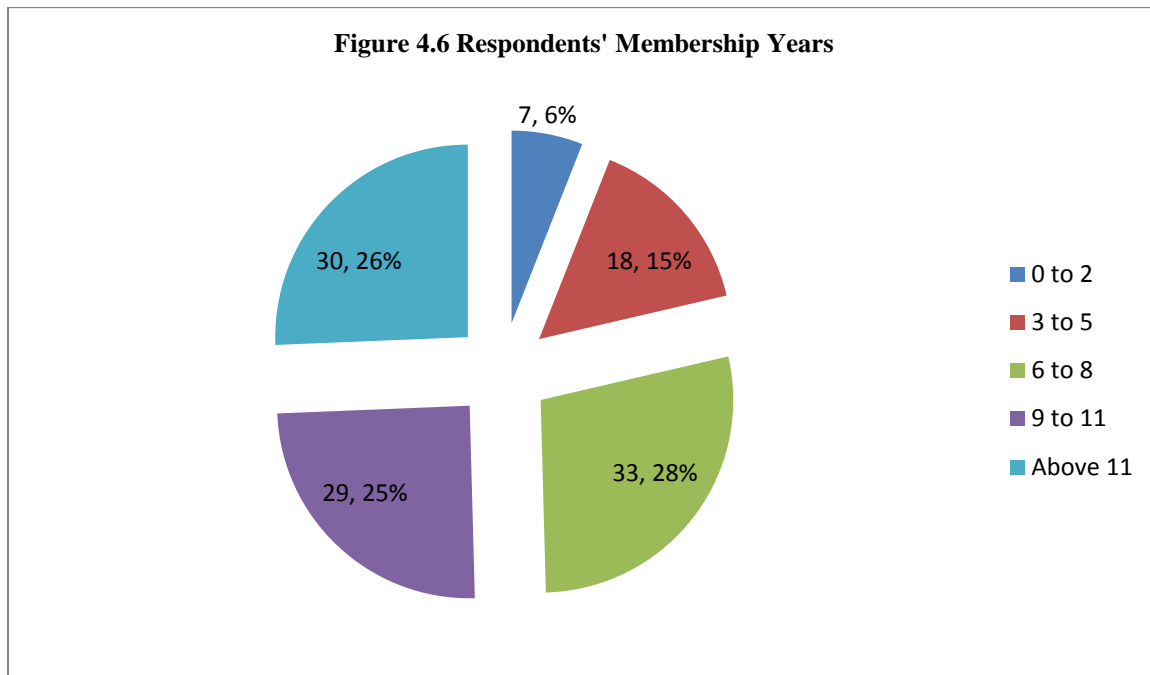
As one can observe from the above figure 4.4, the largest groups of respondents 60 (51.28%) were from the Alemgena road maintenance project whereas 34(29.06%) were from head office and 23 (19.66%) were from Chancho-Derba road construction project.

Figure 4.5 Respondents' Employment Contract



Source: Survey data

As it is displayed in the above figure 4.5, majority of the respondents were temporary/contract employees which is 60(51.28%) whereas 57(48.72%) of the respondents were fixed term employees. Though, there is no significant difference between the numbers of temporary and fixed term employees, contract employees are more interested to join the labor union to secure their job.



Source: Survey data

As it is shown in figure 4.6, the majority of the respondents 33(28.21%), indicated that they have been a member of the labor union in the Corporation from 6 to 8 years. However, 30 (25.64%) and 29(24.79%) of respondents indicated that they have been a member of the labor union in the Corporation above 11 and from 9 to 11 years respectively. On the other hand, only 18 (15.38%) indicated that they have been a member from 3 to 5 years and 7(5.98%) individuals indicated that they have been a member from 0 to 2 years. It is possible to say that the members of the labor union are tenured many years. This shows that there are few new entrants to become a member of the labor union. The union has members who have served both the corporation and ERA of long years. This indicates two important issues pertaining to the membership of the labor union. On the one hand, members are stayed long times as a member of the union and on the

other hand, there is no as such an attractive number of new entrants to become a member of the union in the corporation.

4.3 General Labor Union Roles of the Corporation

The researcher designed the questionnaire by using Likert Scale to easily gather data from labor union members of the corporation and almost all the statements were measured on a five point scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5=Strongly Agree. The information obtained from the questionnaires were summarized and discussed in the following manner.

In order to examining the general roles of labor union prevailing in the corporation, 12 items were identified from the questionnaire and the scores on responses of the sampled union members in the corporation have been calculated. Means and percentage score of the general role of labor union in the corporation has been presented.

Table 4.1: General Roles of the Labor Union

S/N	Item	Mean
1.	The labor union encourages employees to express or discuss their personal problems with their superiors.	2.79
2.	The existence of labor union is vital for employees to make their grievances heard.	3.53
3.	Labor union is seen as an important part of the corporation in supporting the interest of the members.	3.08
4.	The labor union tries to protect their members from abusive firing.	3.14
5.	The labor union has strong positions to monitor the implementation of the collective agreement of the corporation.	3.07
6.	The labor union has its own publications in order to increase the level of knowledge of its members and to defend its interests.	2.49
7.	The labor union leaders give me advices on how I can exercise my right and duties within the corporation.	3.27
8.	The labor union is trying to make our work place safe and protected.	3.27
9.	Employees are encouraged to take promotion opportunities available in the corporation.	3.07
10	The labor union has good performance counseling practices which help members to improve their performance.	2.9
11	The labor union representatives of the corporation make efforts to identify and utilize the potential of the members.	2.74
12	Employees are well communicated about changes in the corporation.	3.14
	Dimension of Mean	3.04

Source: Descriptive Statistics of items that measure respondents' attitude towards the general roles of labor union in the corporation.

As indicated in table 4.1, the overall general roles of the union exhibiting in the corporation mean score is 3.04. The highest mean score of 3.53 was recorded on the item that 'the existence

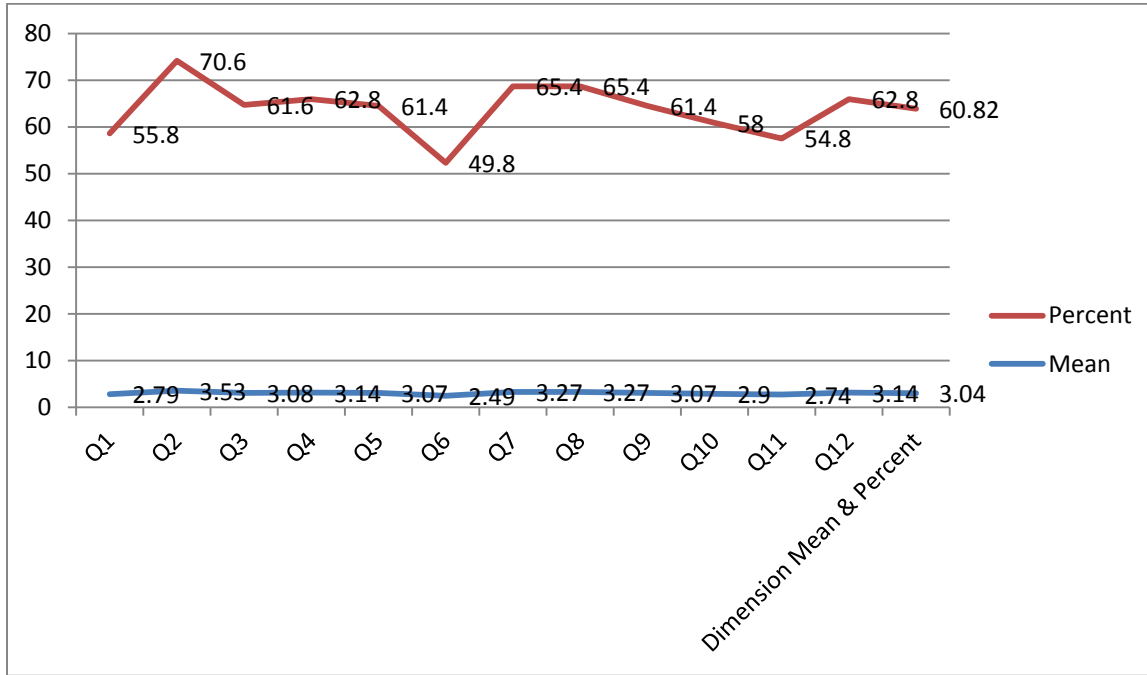
of labor union is vital for employees to make their grievances heard'. This was followed by 'the labor union leaders give me advices on how I can exercise my right and duties within the corporation', and 'the labor union is trying to make our work place safe and protected' which were rated as equally 3.27. The other factor on which the union scored good mean value of 3.14 was 'the labor union tries to protect their members from abusive firing' and 'employees are well communicated about changes in the corporation'.

From this, it can be said that the general role of the labor union prevailing in the corporation is moderately good. The dimensions like the efforts of the labor union to identify and utilize the potential of members; employees encouragement to discuss problems with superiors; performance counseling of employees to improve their performance; employees encouragement to take promotion opportunities; the labor union positions to monitor the implementation of the collective agreement; and labor union support for the interest of the members appeared to be at mean value from 2.74 to 3.08 level. Therefore, the labor union representatives are expected to make more efforts so as to help and support members in maintaining their interests. Interestingly, among the items that aimed at assessing the general role of the labor union that did get a mean score of low value 'the trade union has its own publications in order to increase the level of knowledge of its members and to defend its interests' was 2.49. This shows that the union has no its own bulletins or magazines which is used as a voice of members.

Majority of respondents of open ended questions in relation to the general roles of the labor union argued that there is a fair service of labor union representatives to their members, though there are less participation of labor union representatives in employee transfer, training and development, and the rest few replied that not enough effort is made to help members to defend their interests.

All interviewees replied that the roles of the labor unions to maintain the interests of members can be rated as good and fair. Especially, the labor union is protecting employees from unfair labor practices by creating good relations with management. The labor union creates awareness on its members about the future plan of the corporation by making field tour with the management of the corporation. Earlier, the labor union had created favorable situations for its

members like supplying credits with no interest rates to purchase goods which can help to strength their financial and material positions. However, it may require some improvements in order to ensure its existence and sustainability with the continuously changing environment.



Source: Survey data

Figure 4.7 Labor union roles

4.4 Labor Union Involvement in Employment Conditions

The labor union involvement in employment conditions of an organization has its own impact on the performance of labor unions. The involvement of labor union in labor issues of the corporation is helpful to maintain the interests of members. The summary of data analysis conducted in relation to labor union involvement in employment conditions is shown in table 4.2 below.

Table 4.2: Labor Union Involvement in Employment Conditions

S/N	Item	Mean
13.	When any employee makes a mistake, fine or ban on the employee can be made in consultation with labor union.	2.87
14.	The labor union in the corporation has a say in employees' development packages.	2.72
15.	Labor union representatives have active participations in succession plan of the corporation.	2.57
16.	The labor union fully participates in strategic issues of the corporation.	2.58
17.	When employees are transferred, the involvement of labor unions is high in the corporation.	2.84
18.	The labor union participates in modifications of contracts and procedural agreements in the corporation.	2.86
19.	When new employees are hired, the involvement of labor unions is high in the corporation.	2.88
20.	The labor union is actively participating to improve the financial conditions of employees.	2.84
21.	The labor union participates in the designing and implementation of employee reward systems.	2.71
22.	When employees are promoted, the involvement of labor unions is high in the corporation.	2.86
23.	Labor union initiates and highly participates on employee retention mechanisms.	2.63
24.	The involvement of labor union to extend and maintain industrial democracy is high.	2.77
25.	The participation of labor union in labor decisions minimizes industrial disputes.	3.04
26.	The labor union has strong involvement in improving working conditions of employees.	2.81
	Dimension of Mean	2.78

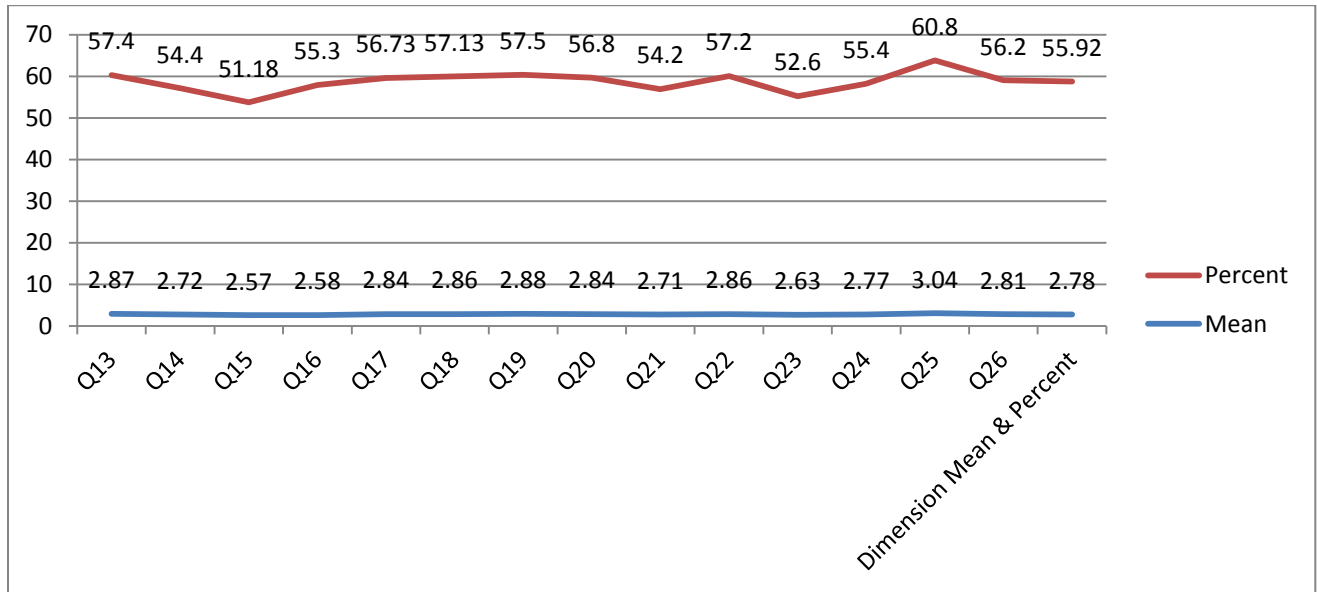
Source: Descriptive Statistics of items that measure respondents' attitude towards the labor union involvement in employment conditions of the corporation.

As indicated in table 4.2, the overall labor union involvement in employment conditions exhibiting in the corporation mean score is a low value of 2.78. The highest mean score 3.04 was recorded on the item that 'the participation of labor union in labor decisions minimizes industrial disputes'. The most contributing items are 'when new employees are hired, the involvement of labor unions is high in the corporation' 2.88; 'when any employee makes a mistake, fine or ban on the employee can be made in consultation with labor union' 2.87; 'the labor union participates in modifications of contracts and procedural agreements in the corporation' and 'when employees are promoted, the involvement of labor unions is high in the corporation' 2.86 mean score value respectively.

On the other hand, the items 'labor union representatives have active participations in succession plan of the corporation'; 'the labor union fully participates in strategic issues of the corporation'; and 'labor union initiates and highly participates in employee retention mechanisms' have a low mean score values of 2.57, 2.58 and 2.63 respectively.

According to interview response, the labor union is highly involved in decisions of hiring and promoting employees. And the labor union plays a pivotal role in disciplinary actions of the corporation. The labor union actively participates on it and no decision can be made without the knowledge of the labor union. On the other hand, the labor union has less involvement in employee training and transfers, though they have framed it in the collective agreement document of the corporation.

Figure 4.8 Labor union involvements



Source: Survey data

4.5 Collective Bargaining Procedures

Where a union represents employees in a workplace it is expected to negotiate with management to produce a collective agreement document that will benefit both the organization and its employees. Bargaining for a collective employment agreement can cover a range of issues, but it must include the coverage of the agreement, either by the work performed or the workers involved, and the term of the agreement. Successful implementation of collective agreements involves taking an integral look and making efforts to use as many collective bargaining procedures as possible. The implementation of collective bargaining procedures was examined in the context of ERCC’s basic labor union. The items indicated in the following table were aimed at measuring the extent of collective bargaining procedures used in the corporation.

Table 4.3: Collective Bargaining Procedures

S/N	Item	Mean
27	Labor union representatives are strong in the bargaining positions of the parties and to ensure the observance of agreements.	2.99
28.	The collective bargaining has made through dialogue and consensus.	2.71
29.	The labor union encourages members to bring employment issues that need a collective bargaining.	2.63
30.	When the labor union does come up with labor issues the management is willing to bargain.	2.89
31.	The bargaining system in the corporation is based on objective assessment and adequate information.	2.5
32	Collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs.	2.89
	Dimension of Mean	2.77

Source: Descriptive Statistics of items that measure respondents’ attitude towards the implementation of collective bargaining procedures in the corporation.

As shown in table 4.3, the analysis of the responses indicated that a lower degree of implementation of collective bargaining procedures i.e. the overall mean score of 2.77 was prevalent.

Of the questions asked to the union members, the strong effort made by labor union representatives to ensure the observance of agreements relatively scored good which is 2.99; followed by ‘when the labor union does come up with labor issues the management is willing to bargain’; and ‘collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs’ which were both rated equally 2.89.

Moreover, the items that ‘the collective bargaining has made through dialogue and consensus’ 2.71; ‘the labor union encourages members to bring employment issues that need a collective bargaining’ 2.63; and ‘the bargaining system in the corporation is based on objective assessment

and adequate information' 2.5 were the major concerns for the respondents which were rated as lower values respectively.

As revealed in an interview response, most of the respondents argued that, there is a good effort in conducting collective bargaining which will make their members beneficial. The labor union representatives are capable enough to negotiate with management in every labor issues the interviewees added. Moreover, the management representatives are helpful to make employees beneficiary and created favorable conditions to the labor union to raise employment related issues which need negotiation and collectively agreeable matters. However, after the representatives are appointed from management and the union, there is little effort to gather information from members. This is the prevalent problem and weaknesses of the labor union that much of the interviewees said.

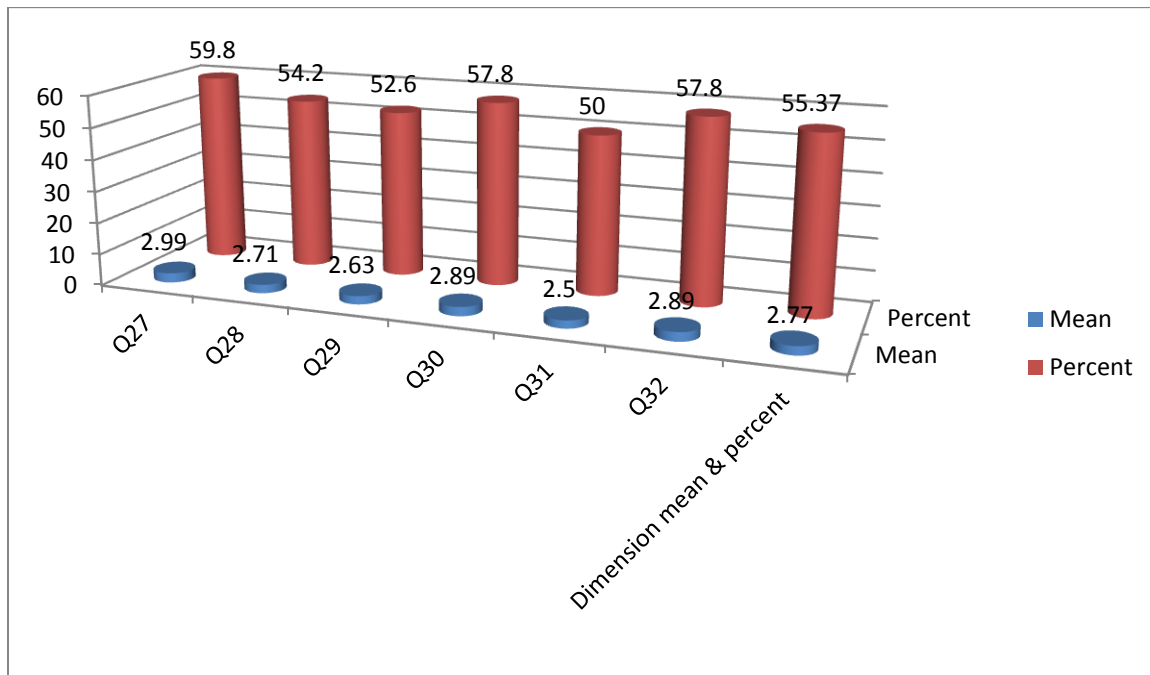
Collective bargaining is vital for labor unions so as to maintain the interests of their members. To develop an effective collective agreement document, the labor union must encourage members to bring employment issues that need a collective bargaining with management or employer. Moreover, the labor union must conduct objective assessment of members' interests and collect adequate information.

In ERCC, the score value of the item related to members' encouragement to bring employment issues that need a collective bargaining has been calculated as a mean value of 2.63 i.e. a lower situation has been prevalent. It seems that the labor union in the corporation does not sufficiently encouraging members to bring employment related issues that need bargaining which helps to ensure the sustainability of collective agreements which will benefit members.

The mean score of the item 'the bargaining system in the corporation is based on objective assessment and adequate information' has been calculated as a mean value of 2.5, which indicated the lowest level of all procedures. Conducting objective assessment and gathering adequate information is helpful for labor unions to play their roles as expected.

However, the objective assessment and gathering adequate information during collective bargaining are the concerns of the respondents. Therefore, improvements are required in implementation of collective bargaining procedures based on objective assessment and adequate information.

Figure 4.9 Collective bargaining procedures



Source: Survey data

4.6 Union Related Problems in the Corporation

The main problem areas in the roles of labor union in maintaining employment conditions in the corporation identified in the survey are:

- The labor union does not have its own publications in order to increase the level of knowledge of its members and to defend its interests. Publications are vital to enhance members' knowledge about the contributions of labor union leaders in maintaining the interests of members.
- Collective bargaining conducted based on objective assessment and adequate information is helpful to the labor union to address the interests of their members. However, the bargaining

system or procedure employed in the corporation is not based on objective assessment and adequate information.

- Succession planning is vital for preparing proactively leaders and managers for tomorrow. Succession planning is not only focusing on managerial positions in which helps employees to become managers, but also identifying successors in critical positions of employees. But, the labor union does not actively participate in the succession plan of the corporation.
- Participating in the strategic issues of an organization can help labor unions to identify the bargaining issues proactively and prepare themselves for bargaining. But, in the corporation, the labor union does not fully participate in the strategic issues of the corporation.
- The labor union does not initiate and highly participate on employee retention mechanisms in the corporation. Labor union participation on employee retention mechanisms is critical not only to achieve the members' interests but also to enhance the performance of the corporation.
- There is no sufficient encouragement of members to bring employment issues that need a collective bargaining. Employees' participation in organizational and workplace decisions helps them enhance their knowledge about and improve organizational performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS & RECOMMENDATIONS

In the previous chapters, the researcher discussed the research problem and its approach of role of labor union in the literature part of this paper. This information is collected from 117 respondents who are members of the labor union of the corporation in three work units and 3 union leaders are interviewed. Now conclusions and recommendations of the study are presented hereunder.

5.1 Summary of Findings

Examining the role of labor union in maintaining employment conditions can be based on the general roles of labor union; labor union involvement in employment conditions; and collective bargaining procedures. Based on this premises, the findings of the research are summarized as follows:

- The overall roles of the labor union, which comprised the above issues of labor union, in ERCC has a mean score of 2.88 which indicated the existence of a just above average degree of labor union roles.
- In the first category of general roles, most of the items have shown an average response, but interestingly (item number 2), with a mean score of 3.53 has shown a good state of labor union roles to maintain members' interests. The general roles of labor union mean score counts 3.04, which reveal more than an average. However, the labor union has not a satisfactory publication in order to increase the level of knowledge of its members and to defend its interests. Employees are not that much encouraged expressing or discussing their personal problems with their superiors.
- The labor union involvement in employment conditions of an organization has its own impact on the performance of labor unions. The overall labor union involvement in employment conditions of the corporation was found to score a value of 2.78 which indicated the need to increase union involvements in employment issues. From the analysis, we can say that, labor union's participation in succession plan of the corporation needs improvement which has a score value of 2.57 and the score value of labor union participation in strategic

issues of the corporation is of 2.58. However, the involvements of the union in some issues such as the participation of labor union in labor decisions minimizes industrial disputes relatively had the highest mean score of 3.04.

- The collective bargaining procedures overall mean score of 2.77 revealed a low value. However, the strong effort made by labor union representatives to ensure the observance of agreements, with a mean score of 2.99 indicated that it is relatively a good procedure existing to make collective agreements which will maintain members' interests.
- From the findings, the bargaining system in the corporation is based on objective assessment and adequate information was at low level. Therefore, improvements are required in implementation of collective bargaining procedures based on objective assessment and adequate information.

5.2 Conclusions

On the basis of findings, the following conclusions were forwarded.

The overall role of labor union in maintaining employment conditions of the corporation is not encouraging. But, the existence of labor union is vital for employees to make their grievances heard, to secure safe workplace, to communicate about changes in the corporation and to protect members from abusive firing.

The general role of the labor union in the corporation is also moderately good at supporting the interests of its members, monitoring the implementation of collective agreements, encouraging members to tap promotion opportunities available. However, the labor union of the corporation needs to improve in the areas of creating favorable conditions to advice their members, and in developing maintaining their own publications.

Labor union involvement in some employment issues in the corporation is satisfactory. The labor union participation in labor decisions helps to minimize industrial disputes which may occur due to the interests of employees. But, the overall situations of the involvement of labor unions in employment issues of the corporation are not good enough.

Though, the labor union involves in every employee affairs in the corporation such as in disciplinary actions and employees' development packages, still it needs further improvement. Besides, the labor union representatives have not as such active participations in succession plan, employee transfer and strategic issues of the corporation.

In order to help employees to acquire the required knowledge and skills, the labor union needs to improve their participation in employees' development packages. Such involvement will improve the capacity of members to conduct a collective bargaining that benefits employees.

The labor union participates in modifications of contracts and procedural agreements in the corporation are important to ensure employment security in the corporation. However, there is still a need of more involvement of unions in the modifications of contracts and procedural agreements taking place in the corporation. On the other hand, unions involved more when new employees are joining the organization which is helpful to them to get new members which in turn increases their member contributions. Labor union is actively participating to improve the financial conditions of its members. .

The participation of the labor union in designing and implementation of employee reward systems and retention mechanisms is minimal. But, as retaining employees is vital for both the labor union and the corporation, the union shall initiate and highly participate in designing retention mechanisms and reward systems. The labor union participates and has a say in employee promotion taking place in the corporation.

Labor unions are organizations of employees who want to secure their members interests. Besides, the labor union is vital to extend and maintain industrial democracy. In this regard, the labor union in the corporation somehow tried to extend and maintain democracy in the corporation. On the other hand, the participation of labor union in labor decisions minimizes industrial disputes. Such a participation or involvement of labor unions helped both the members and the corporation to easily settle disputes. The labor union in the corporation has also good involvement in improving working conditions of employees.

The overall bargaining procedures taken place in the corporation is not as such satisfactory as it is not based on objective assessment and adequate information. However, labor union representatives are strong in some issues like the bargaining positions of the labor union to ensure the observance of agreements was relatively good. On the other hand, collective agreements were not made based on objective assessment and adequate information which had impacts on the quality of the collective agreement document that may affect the members' interests.

The study found that labor union in the corporation was helpful to manage employee grievances; protecting employees from abusive firing; giving advice for members to exercise their rights; securing safe and protected workplace; and communicating changes in the corporation.

Labor union contributes to the overall employment conditions of individual employees of the corporation. However, the researcher feels that there still lies a scope for further improvement in exercising labor union roles to maintain the interests of members in the corporation.

5.3 Recommendations

On the basis of the findings and conclusions reached, the following recommendations were forwarded to tackle problems in the corporation with related to labor union roles.

- ◆ The labor union members in the corporation are almost aged and the new entrants to be a member of the labor union are minimal. Therefore, to attract new and energetic members, union leaders need to have their own publications that will give relevant information for individual employees pertaining to labor unions and benefits of union members.
- ◆ The labor union's participation in succession plan of the corporation is minimal. Therefore, union leaders need to involve more in succession planning that will help members to secure their financial and other positions because of the highest ladder they will be assigned.
- ◆ The labor union involvement in employees' training and development packages is not satisfactory. Therefore, the labor union representatives must enhance their involvement in employees' training and development packages so that they can get capable successors and able negotiators in collective bargaining agreements.
- ◆ The bargaining system in the corporation is not that much based on objective assessment and adequate information. Therefore, union leaders must assess the needs of members and gather adequate information so that collective bargaining will be effective and make members beneficiary.
- ◆ The labor union must actively participate in the strategic issues of the corporation as it may adversely affect the collective bargaining with management.
- ◆ To improve the performance of their members which helps to advance their future careers, labor union leaders must arrange performance related advices.
- ◆ Though labor union is actively participating to improve the financial conditions of employees, it is still depend on the financial positions of the corporation and the performance of employees that generate profit. Therefore, to secure the financial positions of members, labor unions need to focus on the performance of employees.
- ◆ The participation of the labor union in designing and implementation of employee reward systems is minimal. However, if they involve in it highly, the members will be beneficiary especially, those who are hardworking employees will be motivated more.

- ◆ In the retention mechanisms of employees, the involvement of the labor union is minimal. But, as retaining employees is vital for both the labor union and the corporation, the union shall initiate and highly participate in designing retention mechanisms.
- ◆ In order to improve and further enhance their strength to maintain the members' interest, union leaders must work closely with their members and management of the corporation.

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APPENDICES

A-B

Appendix A. Questionnaire

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

Questionnaire to be filled by Ethiopian Road Construction Corporation labor union members:

Dear Respondents:-

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

Objective of the Questionnaire:

This questionnaire is designed to collect information about the Role of Labor Union in Maintaining Employment Conditions in the Ethiopian Road Construction Corporation. The information shall be used as a primary data source in this research which being conducted as a partial requirement of the student researcher's study at Addis Ababa University for completing my Master of Arts degree in Human Resource Management. The researcher is willing to submit a copy of the final report to the labor union and ERCC when it is finalized. Thus, he wants to get your support for collecting the necessary information which is meant for academic use. Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the research project.

General Instructions:

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

Confidentiality:

The researcher would like to assure you that this research is only for academic purpose authorized by the Addis Ababa University. No other person will have access to data collected. In any sort of report the student researcher might publish, he will not include any information that will make it possible to identify any respondent.

Part I: Participant Information

1. Sex: Male Female
2. Which of the following age categories describes you?
Under 25 25-34 35-44 45-54 Above 54 years
3. Number of years you have served for the corporation including Ethiopian Roads Authority:
0-4 5-9 10-14 15-19 Above 19 years
4. Educational Background:
10/12 Grade Complete BA/BSc Degree
Technical school graduate Master's Degree
College Diploma PhD
5. Your current position (job) in the corporation _____
6. In which department/project are you currently working? _____
7. Employment status you have: Permanent Temporary/Contract
8. Number of years you have been a member of the labor union in the Corporation including Ethiopian Roads Authority:
0-2 3-5 6-8 9-11 Above 11 years

Part II: Questions related to the role of labor unions

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

S/N	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>General Roles of Labor Unions</i>						
1.	The labor union encourages employees to express or discuss their personal problems with their superiors.					
2.	The existence of labor union is vital for employees to make their grievances heard.					
3.	Labor union is seen as an important part of the corporation in supporting the interest of the members.					
4.	The labor union tries to protect their members from abusive firing.					
5.	The labor union has strong positions to monitor the implementation of the collective agreement of the corporation.					
6.	The trade union has its own publications in order to increase the level of knowledge of its members and to defend its interests.					
7.	The labor union leaders give me advices on how I can exercise my right and duties within the corporation.					
8.	The labor union is trying to make our work place safe and protected.					
9.	Employees are encouraged to take promotion opportunities available in the corporation.					
10.	The labor union has good performance counseling practices which help members to improve their performance.					
11.	The labor union representatives of the corporation make efforts to identify and utilize the potential of the members.					
12.	Employees are well communicated about changes in the corporation.					
<i>Labor union involvement in employment conditions</i>						
13.	When any employee makes a mistake, fine or ban on the employee can be made in consultation with labor union.					
14.	The labor union in the corporation has a say in employees' development packages.					

15.	Labor union representatives have active participations in succession plan of the corporation.					
16.	The labor union fully participates in strategic issues of the corporation.					
17.	When employees are transferred, the involvement of labor unions is high in the corporation.					
18.	The labor union participates in modifications of contracts and procedural agreements in the corporation.					
19.	When new employees are hired, the involvement of labor unions is high in the corporation.					
20.	The labor union is actively participating to improve the financial conditions of employees.					
21.	The labor union participates in the designing and implementation of employee reward systems.					
22.	When employees are promoted, the involvement of labor unions is high in the corporation.					
23.	Labor union initiates and highly participates on employee retention mechanisms.					
24.	The involvement of labor union to extend and maintain industrial democracy is high.					
25.	The participation of labor union in labor decisions minimizes industrial disputes.					
26.	The labor union has strong involvement in improving working conditions of employees.					
<i>Bargaining Procedures</i>						
27.	Labor union representatives are strong in the bargaining positions of the parties and to ensure the observance of agreements.					
28.	The collective bargaining has made through dialogue and consensus.					

29.	The labor union encourages members to bring employment issues that need a collective bargaining.					
30.	When the labor union does come up with labor issues the management is willing to bargain.					
31.	The bargaining system in the corporation is based on objective assessment and adequate information.					
32.	Collective bargaining helps to promote democracy in the corporation by letting employees to participate in employment affairs.					

Part III. Additional Questions

1. What are the real problems that you observe regarding the role of labor union in maintaining employment conditions in the corporation?

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

Appendix B. Interview Question

INTERVIEW QUESTIONS

**This interview questions will be answered by purposively selected respondents
(Union Leaders)**

1. How do you evaluate the general roles of the labor union to maintain the interests of members?
2. What are the employment issues that the labor union has involved in the corporation?
3. What collective bargaining procedures are employed in the corporation?
4. What opportunities are available for labor union to play their roles appropriately?
5. What are the major challenges that labor unions face in the corporation?