

**UNIVERSITY OF EDUCATION, WINNEBA-KUMASI**  
**COLLEGE TECHNOLOGY EDUCATION**

**EFFECTS OF TRADE UNION ON JOB SATISFACTION IN AN**  
**ORGANISATION**



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**UNIVERSITY OF EDUCATION, WINNEBA  
COLLEGE TECHNOLOGY EDUCATION**

**EFFECTS OF TRADE UNION ON JOB SATISFACTION**

**BY**

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**A PROJECT REPORT IN THE DEPARTMENT OF MANAGEMENT STUDIES, FACULTY OF BUSINESS EDUCATION, SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES, UNIVERSITY OF EDUCATION WINNEBA IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION, (HUMAN RESOURCE AND ORGANISATIONAL BEHAVIOUR) DEGREE.**

**AUGUST, 2016**

## DECLARATION

I Gumah Siiba Salifu, declare that this Dissertation, with the exception of quotation and references contained in published works which all have been identified and duly acknowledge, is entirely my own original work, and it has been submitted, either in part or whole, for another degree elsewhere.

Signature:..... Date:.....

**(GUMAH SIIBA SALIFU)**



## SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education.

Signature:..... Date:.....

**(PROF. BASHIRU AHMED)**

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Finally I say thank you to my Mum and Dad for their support and prayer.



## **DEDICATION**

This research is dedicated to my loving mother Nma Jimma, my father Alhaji Salifu Gumah, head of the Batesima Yidana Gate, my wife Madam Afiriwa Gumah and my children Kuwalgi, Malegu and Di – Maleya for their constant support and the entire folks of the Batesima Yidana Gate.



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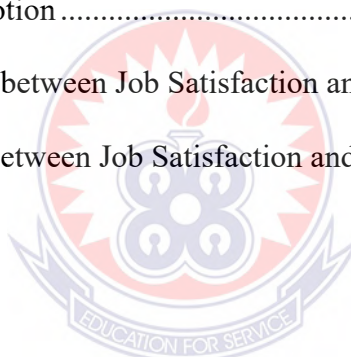
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## ABSTRACT

Trade Union (TU) organizes for protection and promotion of the interest of their members in particular and workers in general. It pursues the broad objective of steady employment, which is something the employer may not be able to generate to the workers. Achievement of this aspiration may, therefore, involve workers in political actions, through their unions, for maintenance of full employment. The general objective of the study was to establish the effects of trade union on job satisfaction in an organization – Gumah Trading Company Ltd and Batesima Yidana Company Ltd. The study accomplished between March and August, 2016. The research used qualitative and quantitative approaches for the stated objective that was adopted. The study was conducted in Bawku. The target population of the study was the management and employees of Gumah Trading Company and Batesima Yidana Company Ltd, a total sample of sixty (60) employees who are in various departments. The researcher used self administered questions as tools to collect data from respondents. The data was analysed and generated especially frequency tables and percentages were used to show the extent to which the respondents agreed or disagreed with the statement in the questionnaire. The study is significant to policy makers as it will provide insightful information on the effects of trade union on job satisfaction in an organization. Additionally, the findings will enable TUs in organization to understand the perceptions of employees on terms and conditions for reasonable collective bargaining agreement. The findings will also strengthen the relationship between the employer and employee during collective bargaining agreement.

## CHAPTER ONE

### INTRODUCTION

#### **Background of the study**

Trade Union contributes largely to the improvement of work relationship in an organization –employee and employer relations. A study by Rantna and Kaur, (2012) section 2(h) of the Trade Union Act, 1926, defines Trade Union as any combination whether temporary or permanently formed primarily for the purpose of regulating the relationship between workmen and employer or between workmen and workmen or between employers and employers or for imposing restrictive condition on the conduct of any Trade or business. In other words a Trade Union or a labour Union is a combination of workers that have bonded together to achieve a common goal for its members , where the leaders of the trade union bargain with employers on behalf of its union members and negotiate labour contracts ( via collective bargaining ) with the employers, which may include negotiations of wages , work rules , complain of procedures , rules governing hiring , firing and promotion of workers , benefits , workplace safety and policies.

Trade Union is formed fundamentally to protect and promote interest of their members, however, focused on their primary functions of protecting the interest of workers against unfair labour practices and improper discrimination between and among work group. From Wikipediah Ghana has approximately 350,000 Trade Unions within a total work force of around Nine (9) million.

The first industrial action in Ghana, at the time of the British Colony, Gold Coast, was a strike by the countries miners in 1919, this lead to a series of successfully collective action by workers; permanent organizations were formed as well. Unions like the Cold and Silver Smith’s Associations, the Colony and Ashanti Union and the

Carpenters and Masons Unions were all formed in 1920. As cited by Gichaba (2011) a recent study carried out in thirty seven (37) universities in United States of America on the influence of union on management practices, ranging from hiring policies, promotion practices, shows that unionization is more positively associated with more formal approach to human resource management. However, the more a trade unions addresses job security issues the more trust is build up between employees and employers and employees are willing to adopt new ways of working ( Ashton and Sung, 2002 )

Job satisfaction is the feeling of pleasure that comes when an individual or groups job needs and pleasure is fulfilled, these include improved working conditions, appreciable wages, job security, good rapport between management and employees. As cited by Ratna and Kaur, (2012) Job satisfaction describes how content an individual is with his or her. Factors influencing job satisfaction include the, management style and culture, employee involvement, empowerment; autonomous work position e.t.c. Job satisfaction is a very important attribute which is frequently measured by organization. Weises (2002) has argued that job satisfaction is an attitude but points out those researchers should clearly distinguish. The objective of cognitive evaluation, which affect (emotion), beliefs, and behaviors. This definition suggests that we form attitude towards our jobs by taking into accounts our feelings, our beliefs, and our behaviors.

The correlation between trade unions and job satisfaction, Laurie (2005) suggests that the nature of the work environment and workplace facilities affect job satisfaction. Handy, (1997). An inspired workplace will result in inspired workers. Borjas (1979) argues that the impact of unionism on job satisfaction will also depend on the strength of Trade Union to maintain” full wage” and non – pecuniary job

reward. Freeman and Medof (1984) the negative relationship between unionism and job satisfaction is a reflection of the role of unions as a “voice” for workers. According to them, unionized workers are encouraged by the union to express their discontent and grievances to the management, thereby raising the level of apparent job dissatisfaction among union members during contract negotiation Greastey, et, al, (2005) stated that the concept of employee satisfaction has been a focal point for research and practices for the last two decades in particular, considered to be a critical issue for organizational performance.

The employee union will always be up in arms against any aspect of under – financing as this would compromise the quality of services and consequently, lowered employee morale and associated unrest. Worldwide teaches (and lectures) Trade Unions have continued to demand that the professional voice of their members be heard and that their experiences and expertise be valued and appreciate rewarded (World Education, 2007) `As cited by Gichaba, M (2011) Industrial unrest or strikes can arise where employees and have failed to agree on their concerns , industrial actions have often been called by representative of trade unions , industrials actions ,therefore represent the climax of unresolved conflicts between employers and employees.

However, this research seeks to examine the effects of Trade Unions on job satisfaction in Ghana.

### **Statement of problem**

The formation of Trade Union in all organization, both private and public organisation is of crucial importance, it is against this backdrop that , the Trade Union congress emphasized that all organization must be encouraged to form Trade

Unions. Freeman (1978, 1980) and Freeman and Medoff (1984) argue that the negative relationship between unionism and job satisfaction is a reflection of the role union as a voice for workers. According to them, unionized workers are encouraged to by the union to express their discontent and grievances to the management.

The general secretary of the Trade Union Congress indicated that, despite of all these difficulties, millions of men and women in Africa and for that matter Ghana maintain the commitment to Trade Union actions or are discovery its benefits. Everything possible must be done to ensure that, the fundamental Trade Union rights of Ghanaians workers are respected. The difficulties of Trade Union activities are far from being reduced in Africa, in 2010, trade union rights continued to be flouted, according to annual survey violation of trade union rights in the world (G.N A, 2011). Strikes data in Ghana shows that salaries and other benefits, victimization of trade union executives, provocative utterances from management (particularly expatriate managers) towards Ghanaian workers, wide disparities in rate of increase in salaries and wages between senior staff and junior staff , late payment of salaries, casual workers not made permanent after working for over ten(10) years, poor human relationship between managers and workers at the enterprise level, delays on the part of registrar of trade unions to issue collective bargaining certificate to unions especially in matters concerning senior staff unionization , unfair labour practices on the part of management for example blocking union activities and mass retrenchment of workers are major causes of strike actions (Baah,2006, p 8)

In 2011, Ghana National Association of Graduate Teachers (NAGRAT) declared a nationwide strike based on what the teachers seemed adamant after assurance from the late president Mills and the education minister to correct anomalies in their salaries following their migration onto the single spine salary structure .(G.N.A,

2011). Statistics on strike in Ghana shows that almost half of all strikes are wage – related. In the past workers embarked on strike action mainly to demand upwards adjustment in pay. But as we have experienced in the recent industrial action, the reasons for the strikes are becoming more complex. In addition to the demand for the pay increase, workers are justifiably demanding that rewards system and salary administration should conform to the cardinal principles of fairness, equity, consistency, logic and transparency. (Trade Union Congress, 2006.). Hoppock (1935), indicates that job satisfaction means the mental, physical and environmental satisfaction of employees, the extent of job satisfaction can be known by inquiring from employees about job satisfaction extents. Young (1984) defined satisfactions as the effective reaction that employees have about their jobs (p.115). According to Young job satisfaction has implication for the individual related to physical and mental health, for the organization related to the acceptance of and good performance on the job, and for society related to quantity and quality of life. The sense of fulfillment and pride felt by people who enjoy their work do it well, various factors influencing job satisfaction and our understanding of the significance of these stems in part from Frederick Herzberg, he called elements such as remuneration, working relationship, status, and job security “hygiene factors” because they concern the context in which somebody works, hygiene factors do not themselves promote job satisfaction, but serve primarily to prevent job dissatisfaction, motivators contribute to the job satisfaction and include

Achievement recognition, the work it selves, responsibility, advancement and growth. An absence of job satisfaction can lead to poor motivation, stress, absenteeism and high labour turnover. Duncan [8] and Hamermesh [15] (1977) have shown that working condition and job satisfaction is systematically related to the



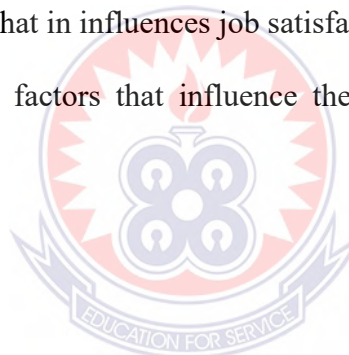
basic individual characteristic and that these relationships lend themselves to intuitive economic explanation. It is against this backdrop that, the study seeks to investigate the effects of Trade Unions on job satisfaction in Ghana.

### **Objectives**

The main objective of the study is to examine the effects of trade union on job satisfaction in Ghana.

Specifically the following sub - objectives would be considered.

1. To evaluate the impact of trade union on job satisfaction in Ghana
2. To assess the relationship between trade union and job satisfaction.
3. Identify factors that influence job satisfaction in an organization.
4. To examine the factors that influence the formation of trade union in an organization



### **Research Questions**

From the above mentioned problem statement, the main research questions that forms foundations of the study are.

- 1 What is the level of impact of trade unions on job satisfaction?
- 2 Is there any relationship between trade union and job satisfaction?
- 3 What are the factors that influence job satisfaction in an organization?
- 4 What are the factors that influence the formation of trade union in an organisation?

### **Scope of the study**

The study will examine closely the effects of trade unions on job satisfaction and factors that influence the formation of trade union, the study will focus on employees and will be limited to employees in Ghana. This will provide a representative view about the outcome of the study.

### **Relevance of the study**

Organizations are set to provide goods and services to customers, this objective of the organization cannot be achieved unless employees of the organization work tirelessly to achieve the set objectives. However, employees will not be able to work to achieve the set objective unless there are adequately remunerated and supported by the management of the organization, employee satisfaction is key to the success of any organization. Trade Unions play a major role in ensuring that employees are adequately remunerated and protected against any unfair labour practices in the hands of management in an organization. Job satisfaction is the feeling of pleasure that comes when an individual or groups job need and pleasure is fulfilled; these include, wages, job security, good rapport between management and employees

It is therefore envisage that the outcome of this research work would contribute largely to examine the effects of trade unions on job satisfaction, it would also assist policy makers and management to improve their relationship with trade unions.

### **Organization of the study**

This study is organized into five (5) chapters, chapter one (1) dealt with background of the study, statement of the problem, objective and scope of the study, chapter two (2) focused on the relevant literature reviewed in relation to effects trade union on job

satisfaction. Chapter three (3) dealt with chosen methodology for the study in relation to research design, population, strategies for collecting data and sampling strategies used. A comprehensive presentation of data, discussion and analysis was made in chapter four (4). The fifth chapter contained summary of findings, conclusion and recommendation.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The chapter will cover the following sub – topics, Trade Union and Job Satisfaction, Influence of Trade Union on Condition of Service, Job Security, Subjective Satisfaction and Summary of the Chapter. Job satisfaction has been very significant in envisaging system solidarity, decreased turnover and employee motivation. Preceding African studies have recognized the most significant human resource tools to manage job satisfaction; these include remuneration, resources, training, the working atmosphere, supportive supervision and recognition. (Mathauner et al , 2006). This result is somewhat consistent with those of the “Uganda Health Workforce Study” where the effects of a number of related factors were assessed to judge their relative importance in predicting job satisfaction. In order of importance, the following were the most significant contributors to overall satisfaction: job matched with workers, skill and experience, satisfactory remuneration, contentment with supervision, convenient work load and job security. (Uganda, Ministry of Health, 2007).

Even in the absence of coverage, members may benefit from union member. For instance they may be using the membership as insurance policy in the sense that, even though the union may not be recognized for bargaining, the individual can call on the union for protection against unfair employer behavior.(Bryson and Freeman, 2006).

A number of scholars and management gurus emphasized on the value of employee satisfaction with its potential influence on organizational performance as much a customer satisfaction (Chen et al, 2006). The existence of union in the workplace emanated from the various factors which worker perceived as inimical to their satisfaction at their workplace. Workers normally find themselves victimized by

power/authority of management in the event of conflict. The evolution of Trade Union has therefore, generally been thought of as a power response by workers to the authority of management (Miller and Form, 1969). Worker try to create common front, a united body to contest the power of management, such contest for power with management is reported to be the result of unproductive collective bargaining (Obeng – Foso, 1999).

### **Trade Union and Job Satisfaction**

Union's reputation for the implementation of standard procedures which benefits the median worker is likely to attract worker with relatively low earnings potential. Therefore, it is worker in the lower half of the potential earning distribution who is likely to queue for union's jobs. To the extent that the demand for union job outstrips their supply, unions employers will pick the best workers from the queue, such that those actually entering the union sector are somewhere in the mid – range of the worker quality distribution (Abowd and Farber, 1983; Farber, 2001). Those who have queued for jobs but are unable to get one will therefore be in the tail of the worker quality distribution. They must seek employment in the non – union sector and their demand for unionization will remain frustrated unless they are successful at organizing a union from the scratch. This spill over of workers who want a union job into the non – union sector is what produce representative gap (Bryson and Gomez, 2003). One might expect such sorting process to have implication for job satisfaction. Those who queued for union jobs and got them are likely to be reasonably satisfied since they entered the sector in the belief that union standardization policies would benefit them. Those who never queued for a union job are those in the top part of the worker quality distribution who have a preference for steeper earning profile and a

more individualistic pay reward structure. These policies which are found in the non – union sector are most likely to benefit these workers. It is those who would have benefited from union standardization policies but were refused admittance of the union sector that are most likely to be dissatisfied since the reward system in the non – union sector worker to their disadvantage. The individual's choice of union membership status is likely related with the sorting process described above. It should be emphasized at outset that, since the demise of the closed shop in the 1980, this choice is a genuinely free one for employees in Britain. Legal changes in the 1990 protect workers against discriminatory action on the ground. Nevertheless , the probability that a worker will become a union member is considerably higher in the union sector than the non – union sector , this is because the net returns to membership are much higher in this sector , Member benefit from collective bargaining in the union sector which is absent in the non – union sector.

These benefits come in the form better pecuniary and non – pecuniary reward than would be available to those workers in the absence of unionization. Although the wage premium has declined a little recently, these rewards are likely to exceed the cost of union dues. Moreover, within the union sector, the returns to collective bargaining tend to be higher where union density is higher. (Steward, 1987) offering a further incentive for individuals to join. There is also reputational pay – off to becoming a union member where it is social custom to become a member (Booth, 1995) union density in the union sector used to be, but thy remains significantly. Finally, the cost of becoming a member is considerably lower in the union sector than in the non – union sector. This is because as Farber (2001) notes, the cost of becoming a member where these is a union present are simple the union dues whereas employees organizing a union in the non – union sector must invest considerable time

and effort if they are to be successful in the face of potential employer and employee apathy and hostility. For all these reasons, the net value of membership is considerably higher in the union sector than it is in the non – union sector. We should therefore expect workplace – level unionization to be a stronger predictor of individual union member. In the British case, workers choice of whether to join a trade union or not happen when move into a workplace, it is rare for workers to become members before they have found a job. Thus, which sector the worker choices at beginning of her working life can play an important part in determine her union status for some time to come , with workers tending to conform to the norm at that first workplace . Diamond and Freeman refer to this as the incumbency effect (Diamond and Freeman 2001). Having made an initial choice, employees rarely switch union membership status while still at the same workplace. When workers leave membership they tend to do so when switching from a union to a non – union workplace that is when they enter an environment where membership is no longer .the norm. Although workplace – level unionization, and membership are correlated the correlation is by no means perfect. Almost 10 per cent of workers in non – union workplace are members. These employees are misallocated in the sense that they will pay union dues but will not receive the collective bargaining or reputational benefits of membership. However they may receive other pay – offs to membership. For instance, their membership may be part of their occupational identification, as in the case with journalist belonging to the National Union of journalist. Alternatively, they may have joined the for professional indemnity reasons. A third possibility is that they are using their membership as an insurance policy in the sense, even though the union may not be recognized for bargaining, the individual can depend on the union for protection against employer behavior. In spite of these potential benefits, we might

infer by their membership that these employees are constrained in the sense that they would prefer employment in the union sector. This may generate job dissatisfaction.

The other misallocated group is non – members in unionized workplace. They are able to seek out employment in the union sector without paying for membership because neither employers nor unions can compel them to join since unions are unable to confine the benefits of collective bargaining to their members , these workers tend to benefit from union activity without paying union dues. Thus their net return to being in the union sector may be particularly high, something that may generate job satisfaction differential when compared with members in the same sector. We have argued above the union reputation for standardizing terms and conditions in favour of the median worker sort's workers into union and non – union sector in a non – random way liable of affect workers job satisfaction in the sector. However, it remains unclear what effect unionization will have on satisfaction once workers have entered the workplace. This will depend on a number of factors. First, it will depend on whether the union's reputation for standardization is merited, that is to say, whether, it is effective in delivering terms and conditions that suits the median worker, if it fails in this regard, and workers blame the union, as oppose to management , for this failure, this is likely to create job dissatisfaction arising from the gap between expectation and outcome. Second, the union may succeed in the same area and not in the other, for example, if the poor conditions are fruitful grounds for union organizing but those conditions are endemic in the industry occupation, it may be easier for the union to seek compensating wage differential in the form of pay rather than spend energy or try to alter the underlying conditions. This may show up as higher membership satisfaction with pay relative to non – pecuniary aspect of the jobs as (Bryson et al. (2004) Find. Third, the voice aspect of union behavior may



generate its own effects on job satisfaction. It is usually assumed that these effects will create dissatisfaction. These effects include the politicizing effects of belonging to an organization committed to making changes: the union's ability to effect change is partly determined by loudness of employee complaining, so employees' voice complains, even if the underlying or genuine job satisfaction is unaffected. Confronted with negative association between members and job satisfaction that typically emerges from data, previous research has clarified that such outcomes could either reflect a causal consistent with the voice hypothesis, or be the symptoms of spurious correlation induced by unobservable individual characteristic or working condition that co – determine satisfaction and unionization.

The discussion in this section indicates these arguments specialize when recognition is added to the picture. For example, it is important to assess from which sector, unionized or not, the negative satisfaction / membership relationship emerges. In the first case , an additional mechanism , besides the use of voice , that can ingenerate a causal effect is the free rider issue : the sole factor of becoming a member produces dissatisfaction , as long as members are aware of being paying fees that benefit non – member. In the non – union sector on the other hand, members' dissatisfaction might reflect their misallocation. Also, the unobservable factor generating spurious correlation might differ across sector. In addition, it will relevant to pay attention to personal attributes (observable and unobservable) of individual who enter the union sector, since they might be information about the existence of queue for such jobs and the way employers chose employees along the queue.

## **Trade Union and Terms of Service**

Unions enhance employee terms of services and job security through monitoring and collective voice. Studies have shown that a positive relationship between trade unions and improved terms of services and job security. When we think of anticipation, we think of the effect of an event of interest on well – being before it actually occurs (Clark, Diener, Georgellis, & Lucas, 2008). In the context of unionism and job satisfaction, one hypothesis may be that non – union members go through a significant decline their perception about work condition over time, which leads them to join or form trade union in the future. This can be captured empirically looking at the coefficient on a series of lead variable (will form the union in the next 12 months in the next 1 – 2 years) in job satisfaction equation. In a analysis of anticipation effect to unionism, an individual fixed effects must be introduced so that any negative effect of lead variable will pick anticipation rather than selection (where those who are inherently unhappy with their jobs are also those who are likely to join or form a union. Failure to take the anticipation effect may bias the union effect in the direction as the selection bias. Seago (2004) found an even larger positive relationship between union in survey of 73 independent studies on unions and productivity revealed evidence that point to a positive and statistically significant association between unions and productivity in the American manufacturing and education sector, of around 10 and 7% respectively. Doucouliagos and Larache, (2003) heat attack recovery rates are higher in hospitals where nurses are unionized than in non – union hospitals. Nurses unions improve care of patients by raising staff to patient ratio, limiting excessive overtime, and improving nurse training in Zambia, academics have not been a social force. Finally, academics in the country number not more than 500. This figure includes expatriate, visiting academics and those on aid. With such low

numbers, it is difficult for academics to act as an effective pressure group. They can only be incorporated in the policy making machinery and political system as individuals. Indeed, a number of academics have in the past been appointed to the cabinet and other senior positions in the public service. Such appointments are earned through a number of ways. Some academics get these appointments after distinguishing themselves as academics or due to their contribution in public debate. Others get appointment through lobbying or political connection to some political power block (Mukwenam, 2000).

It has also been difficult for academics in Zambia to organize themselves into pressure group because up to 1990, the political atmosphere could not allow for the formation of, say, a union to take care of the affair of academic staff. Consequently, there was only the University of Zambia Allied Workers Union representing the interest of non – professional workers up to 1991. The academic and senior administrative and professional staff could only belong to an association called University of Zambia Senior Staff Association (UNZASS). Whose major function has been running of a canteen and bar for its members. Individual academic staff can also belong to professional association within and outside the University. Although these associations can comment on public policy matters within their competences, they are basically concerned with professional matters. The government is, therefore, at liberty to listen to them or not, certain prominent or vocal members of some active association like the Economic Association of Zambia (E A Z) have in the past been silenced by offering them high ranking public position (Mukmena, 2000). Academic staff trade union in Universities have succeeded in preserving a considerable degree of autonomy versus the state in a number of West Africa Countries since independence , enabling them to play significant role in defense of interest of their

members. Cameroon form an exception in the region as it was not until political liberation in 1990s that an autonomous academic staff trade union, Syndicate des Enseignants du Supérieur (SYNES), emerged there. In sharp contrast to other West Africa States, there was no academic staff trade union in Cameroon after independence and reunification in 1961. The Cameroonian autocratic post – colonial regime prohibited teachers in the public service from forming trade unions and managed subordinate the existing trade union to the state for the sake of national reconstruction (Konings, 2003). As elsewhere in Africa, political liberation in Cameroon in the early 1990s created more space for University Teachers to organize and voice the multiple grievances about the deepening crisis in tertiary education and their poor living and working conditions. This led to an unprecedented degree of militancy in their action that has received relatively little attention in the existing literature (Anugwon, 2002).

The leaders of SYNES in Cameroon strongly condemned the inactivity of the existing state – control trade union federation and pledged to contribute the development of militant trade unionism in the country and to serve as countervailing power to the ruling regime. They demanded University reforms, the participatory of SYNES in the decision making process, and a considerable improvement in the living and working condition of its members. They been responding to apparent government insensitivity to their demand by staging a variety of protest actions (Konings, 2003) (P.16). Despite extreme government repression, the SYNES leadership, strongly supported by its membership, did not give up the struggle but undertook a variety of actions to about necessary University reforms, participating in the decision making process and improvement in deplorable working and living conditions of its members (Anungwon, 2002; Koning 2003). Three prominent unions are recognized within the Nigeria.

These are the Academic Staff of University (ASUU), Senior Staff Academic Association of Nigeria Universities (SSANU) and Non – Academic Staff Union (NASU). The major objective of these unions is to protect the welfare of their members. On ASUU, for instance, Iyayi (2002) says the union is a trade union which like other TUs is a combination of workers or employers whether temporary or permanent, the purpose of which is to regulate the terms and conditions of the employment of workers specifically, Iyayi (2002) outlined the principles that guided the ASUU a union as follows: Integrity, transparency and accountability, professionalism, objectivity and hard work, courage, sacrifice and group solidarity. In carrying these principles, the ASUU has been at loggerhead with both government and University Authority. At the level of Government, the union has always based its agitation on three major issues. These include funding of the system, autonomy of the Universities, and condition of service.

The effect of these poor funding is evidenced in the brain drain, a phenomenon which has seriously depleted Universities in Nigeria. The country has lost most of its experienced academics to even smaller African Countries , like Ghana, Kenya, Rwanda and South Africa to mention a few. Even the student enrollment continued to increase from 325,821 in 1990/2000 sessions (Okogie, 2004) to 433,821 in 2000/2001 sessions as reported by the Federal Ministry of Education in 2003, the level of funding has been going down. The ASUU, for instance, has gone on strike several times, namely, in 1992, 1993, 1994, 1996, 1999, 2001 and 2003 to press home its demand for increase funding for the system. Perhaps the government fails to understand the fact that the success of any school depends upon the resources available it. Money is very important in this respect because, by it all other vital element in the school like school building, purchase of equipment, payment of t

## **Union Members and Job Satisfaction**

The relation between union members and job satisfaction has developed into a prominent feature in the corporate bargaining literature. By reference to both pay and non – pecuniary factors, union objective can generally be described as an endeavour for the purpose of maintaining and improving the condition of employment, workers welfare, and satisfaction by influencing the working environment and wages. As cited in Bryson, Cappelleri, & Lucifora, C. (2007). To date non- of the studies of union members effect on job satisfaction have considered the role play by union bargaining coverage. This might not matter where as in United States, membership and coverage are virtually synonymous. But as the data in this paper shows, this is not in Britain. Indeed 26 percent of the employees not covered by union bargaining are members of the union, and almost 40 percent of the employees covered by bargaining are not members of the union. Employees in later category are free – riders in that they may form a collective bargaining coverage without becoming union members. This free – riders rate is considerably higher in United States (Bryson and Freeman, 2006), in spite of the fact that in both countries most collective bargaining occurs at workplace level, rather than sector ally or nationally (Kersley et al., 2006). This is because the union members decision has been a genuinely free one in Britain since the closed shop was outlawed in the early 1090s. What is more, the incentive to free – riders is bolstered by the fact that British union unable to levy an agency cost I bargaining on their behalf. Many studies in the empirical literature confirm the latter assertion by providing evidence of negative relationship between unionization and job satisfaction. However, a number of studies have expressed concern about some underlying assumption as well as some methodological and data deficiencies. For example the lack of statistical information and generally skeptical stance as to use of subjective

well – being data continues to limit empirical knowledge on job satisfaction (Pfeff & Davis – Blake, 1990, Hammermesh, 2001). To be fair , the latter constrains has been addressed as a social scientist as well as management and human resource academics and practioners have admitted job satisfaction into the realm of empirical analysis because of its impact on actual employee behavior. Example include job satisfaction impact on non co – operative behavior , lateness behavior , lower level of employees efforts, job performance , absenteeism, and quits (Futrell, 1977; Freeman ; Weises 1980; Akorlof et al, 1988, Hall & Buttram 1994; Clark, et al, 1998; Hammermesh, 2001) . In the context of job satisfaction as a dependent variable, other studies have examined the impact of age, race, and gender, educational achievement availability of training on employees reported level of happiness at work. (Wright & Hamilton, 1978; Bartle, 1981; Clark 1997; Georgellis & Longe, 2007.

### **Influence of Trade Union on conditions of service**

Union achieve a wage differential over non – union workers , firms respond by increasing capital intensity of production and employing better quality labour, both of which raise labour productivity. However, this route to high productivity needs careful interpretation. It should come as no surprise that unions raise wages because this has always been one of the main goal of union and a major that workers seek collective bargaining. How much union rises, for whom, and the consequences of unionization for workers, firms and economy have been studied by economist and other researchers for a century. (e g Alfred Marshal ). Pears (1999) used the new bureau of labour statistics survey of employers and the national compensation survey to study wage determination and found a union wage premium of 17.4% in 1997. That study was based on observation of 145,054 non agricultural jobs from 17246 different



establishments, excluding the federal government. Kearney and Carnevale (2001) found that the public sector, workers collective bargaining right and 5 - 8% more than those without such right, one well – established finding is that unionized low level employees end more in the public sector than those in comparable position in the private sector. Although union can subbargain for wage increases for their members, public sector wages are often limited by budgets and particularly, by public opinion, (Shapiro 1978; Mitchell, 1988; Kearner and Carnevela, 2001). Good working environment, attractive salary package, participative management and regular promotion are main factors influencing workers to exhibit career commitment (Olanutuusi, 2004). In order to aid identification of the effects of interest we formulate a set of exclusion restriction. In particular m we need to make assumption about variable that affect coverage and/or membership but, conditional on these m have no residual impact on job satisfaction.

To this end, we assume that after controlling for factors such as the establishment industry, size, region, and workforce composition throughout the model equation, some of the workplace characteristics included in  $\xi$  have no independent effect on job satisfaction. In doing so, we exploit our linked employer – employee data to provide identification of the model. Since the two main equations are unconditional one upon the other and their (observable) determinant are likely to be similar, we use the same set of instrument in the two equation. The first variable in this group is establishment age. We hypothesize that in older (more than twenty years) workplaces the chance of union bargaining coverage is larger than in otherwise comparable establishment and this may have a bearing on membership decision. There is considerable empirical support for this hypothesis in Britain. Earlier cohorts of workplace were more likely to recognize unions for pay bargaining than those born



after 1990. (Machin, 2000. Millward et al., 2000). We assume that after controlling for establishment characteristic such as industry and size (that may depend upon establishment age), there is no residual impact of workplace on job satisfaction. Second, we assume that whether a workplace belongs to multi – establishment firm or is stand – alone workplace no independent impact on job satisfaction, net of union coverage, while it matters for workplace unionization. Union coverage has fixed cost for employees (such as the transaction cost in engaging in negotiations and consultation with workers representation) which can be better accommodated in the presence of multiple establishment (Bryson et al., 2004). Trade union may improve communication, leading directly to better plant layout all improve working practices – again gain inefficiency. Primary unions provide information to workers about benefit expectations, rules and procedures, and dispel stigma that might be attached to receiving social benefit, (Budd and Nchall 1997). Unions can also negotiate in their contract layoff recalls procedures base on seniority and protecting firms for other than just cause, as well as help workers build file in case of disputed claim (Budd and Nchall, 1997) – Additionally, the union – wage differential reduces the likelihood that unemployed worker were ineligible for benefit because their pay is too low (Wenger, 2001).

### **Job security**

Union have played a prominent role in the enactment of a broad range of labour laws and regulations covering areas as diverse as overtime pay, minimum wage, the treatment of immigrant workers either by regulating the behavior of employees or by giving access to certain benefits in time of need.

## **Subjective Satisfaction**

The analysis of subjective satisfaction has been the object long – standing debate among economist (Booth 1995; Clark 1996). Besides the standard caveat of cross – individual comparability, it has been debated whether inference may be further complicated by the fact that researchers generally do not know the set of information and characteristic (both personal and work environment) taken into accounts when reporting subjective satisfaction. Union objectives may be broadly categorized as an attempt to improve workers welfare and satisfaction through changes in working environment and wages. Yet a number of papers in the literature have to puzzling conclusion that union members are generally less satisfied than non – unionized workers (Hammermesh 1977; Kochan and Helfman 1981; Meng 1990).

One line of argument put forward to explain these facts has emphasized the role of individual unobserved heterogeneity, suggesting that, those experience lower satisfaction are more likely to join the union and involve in union activities. In other words being a union member per se may bear no relationship to job satisfaction, one the self – sorting of workers has been considered. A similar view consider job satisfaction and workplace heterogeneity, arguing that union workers are generally more dissatisfied, since where discontent is high unions are more likely to set a formal organization – i e, the net benefit of unionization are higher. In both cases, a non random allocation of workers across union and non – union jobs may give rise to reverse causation problems and to the need to control for observed and non observed differences across individual job and workplace.

## Summary

In summary, the evolution of Trade Union has therefore, generally been thought of as a power response by workers to the authority of management and workers try to create common front, a united body to contest the power of management, such contest for with management is reported to the result of unproductive collective bargaining. The aims of the trade union include the reconstruction of the social order, the abolition of the dominating role of profit, the establishment of workers control, the humanization of work and the elimination inequalities in standard of living and condition of life. The worker is represented by a shop steward at the organizational level through to the national officials. The shop steward is an employee who is accepted by management and its members, with their responsibility to act on their behalf in matters of industrial relation at the organization level. It has also been difficult for academics in Zambia to organize themselves into pressure group because up to 1990, the political atmosphere could not allow for the formation of, say, a union to take care of the affairs of academics staff. Consequently, there was only the University of Zambia Allied Workers Union representing the interest of non – professionals workers up 1991. The academics and senior administrative and professional staff could only belong to an association (UNZASS). Whose major function has been running of canteen and bar for its members, individual academic staff can also belong to the University association within and outside the University, although they can comment on public policy matters. The government is therefore is at liberty to listen to them or not.

The literature revealed that, there is positive relationship between union and productivity in the American and Education sector of around 10 and 7% respectively, also hearts attacks recovery rate are higher in hospitals where nurses are unionized

than in non – unionized hospitals. Nurses improve care of patients by raising staff to patient ratio limiting excessive overtime and improving nurse training. Trade Union accounts for improved job satisfaction making for less manning accounts of the total working force, reducing the absence from when is supposed to be in workplace , it is also observed that , the higher the rate of absenteeism is because of the rate of job satisfaction and it is manifested mostly in non – unionized employees. Additionally, worker’s own characteristic such as knowledge of the job, Competences, gender, age, experience, and future expectation, can all have either positive or negative effects on worker job satisfaction, it is realized that relationship among workers as well as with their supervisors can strongly influence their sense of job satisfaction within the organization.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **Introduction**

This chapter provides the methodology of the study. The aim of this chapter is to explain and present a framework used in achieving the research objective, it addresses the following and these include research design, the study population, sample size, data collection tools.

#### **Research Design**

The study adopted survey research design because of the nature of the organisation under study where they hold information with high degree of confidentiality. The study is interested in examining the effects of trade unions on job satisfaction and understanding its consequences for people at work. Descriptive research can either be quantitative or qualitative; it involves the collection of quantitative information that can be tabulated along a continuum in a numerical form. Descriptive studies are aimed at finding out what is observed and survey techniques are mostly used to collect descriptive data, further the survey assisted in data collection and data analysis. This design is appropriate for profiling, segmentation, and estimating, predicting and examining associative relationship.

#### **The Study Population**

The target population was the employees of Gumah Trading Company Ltd and Batesima Yidana Company Ltd, a total of 122 employees of the two organisations. The data was collected from the human resource management of both organizations. Gumah Trading Company has a workforce of 75 employees; while Batesima Yidana Company has 47 employees, totaling 122 employees of both organizations. Mugenda

and Mugenda (2003) define population as a complete set of individuals, cases, or objects with some common observable character.

### **Sampling Techniques**

In this study, the stratified random sampling technique was used. Owing to the divesting in the research population, as reflected by Gumah Trading Company Ltd and Batesima Yidana Company Ltd, it is important to select a number of sampling unit from each stratum in order to ensure better representation of views from all relevant segments. Samples therefore were proportionally allocated to various unit and rank taking into consideration the population within each segment. When developing the questionnaires one had to decide on which kind of variable and ranges for value to consider relevant for each question.

### **Sample Size**

A total number of two and twenty five respondents including management, senior staff, as well as junior staff were selected. Purposive sampling was employed to select trade union officials of Gumah Trading and Batesima Yidana Company Ltd; this is because these groups of respondent who have information about the perceived effects of trade union on job satisfaction. Simple random sampling was used to select the employees, simple random sampling assisted in selecting appropriate sample sizes without any biasness. Mugenda and Mugenda (2003) observed that a sample of 10% is considered for population of interest. Stratified random sampling was used because the population of the interest was not homogeneous. Stratification was based on the union officials, management and junior staff who are unionized, to have more representative view of both management and union officials without compromising on slightly different environment and cultures that exist in these services

### **Data Collection Tools**

The instrument used in collecting data was the questionnaire which made it possible for the respondents to supply the needed data on the study. There were questions about age, sex, working year, workplace position, and unity in the organization, level of education and experience. The questionnaire comprised of both closed and open ended question which were drawn in accordance with the set objective of the study. They were used as a tool to collect data as they are appropriate to collect lots of information over a short period of time. The question was divided into three sections, section one was concerned with general information about respondents, section two contained questions on effects of trade union on job satisfaction.

The Minnesota Satisfaction Question was used to measure an employee's satisfaction with his or her job which was adopted without modification. The validity of the MSQ is its reliability coefficient to test internal consistency.

### **Research Approach**

In this research a combination of qualitative and quantitative approaches were employed. The researcher administered the questions himself by hand after he had explained to the respondents that the research is purely for academic purpose and for that matter respondent responses were to be treated confidentially. The researcher again explained item to most workers as they answered the questionnaires. The rest of the respondents were then allowed a period of two weeks to respond to items after which the questionnaires were retrieved by the researcher. A total number of 125 questionnaires were administered.

## **Questionnaires and Interviews**

The interview is restricted to the questions, their wording and the order as they appear on the schedule with relatively little freedom to deviate from it. Jankowiaz (2002) states that a semi – structure interview is different from a conversation, because the topic and issue to be covered have been determined in advance. Furthermore, the interviewer has previously determined the sample of people whom he or she intend to contact and usually his or he attempt to prevent biases from affecting the data occur before data collection rather than after it. In order to get the required data, interview were conducted. A questionnaire consist of a number of question printed or typed in a definite order on a form or set of forms. The questionnaire is sent to a respondent who are expected to read and understand the questions and write down the reply in space meant for the purpose in the questionnaire itself. The questionnaire is the heart of the primary data collection and technique. Hence, its drafting requires utmost skills. The question must be clear, simple and to the point, they must be organized from the point view of the respondent and be formulated in such a manner as to provide the data in so far as possible in the desired form. For this study the questions were administered directly to the respondent to fill out.

## **Conversational Interview**

To broaden the researcher's prior knowledge, a conversational interview was conducted among selected individuals who have resigned prematurely or retired voluntary and gone out from the institution and join other organization. This strategy was adopted in order to have an open mind. As an introduction to topic, the researcher had a 120 minutes conventional interview with (15) ex – staff of Gumah Trading Company and Batesima Yidana Company. It was believed that they could provide



relevant information towards a more profound comprehension on the : effects of trade union on job in order to interpret feelings and body language, the interview was conducted face to face, this also made it easier for the researcher to remain as open and adaptable as possible to interviewee's nature and priorities. The conversation were initiated with a presentation of the purpose of the study, but after that, both the questions and the answers were open – ended in order to receive a complete picture of the interview. Respondent encourage to speak freely and were instructed as little as possible to make the result more objective, except that whenever, respondents digression were too far from the main subject the researcher interrupted and tried to get the questions back on track. As a result of the conversation it revealed that trade union have a profound positive effects on job satisfaction of employees in an organization. In furtherance to receive information about a specified case or target, a social survey was conducted.

### **Pre Testing of Questionnaire**

The study pre – tested the interview schedule (questions items) with personnel from Gumah Trading Company and Batesima Yidana Company, the rationale behind this exercise was to ascertain the level of understanding of the items in the questionnaire. Also it was found out whether the responses were the type of information needed or whether the respondents were misinterpreting any of the questions. After this exercise some the items in the questionnaire were deleted and were improved.

### **The Ethical Consideration**

Ethical issues were taken into consideration by informing the participant of the purpose of the study and assured them of confidentiality. Permission was also sought from the high hierarchy of the various institutions.

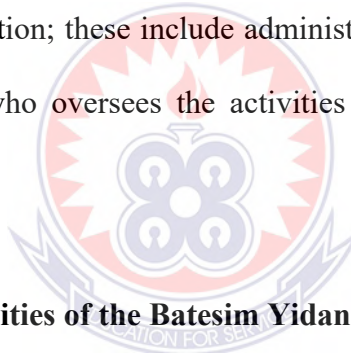
### **Data Handling**

The data was thoroughly examined and checked for completeness and comprehensibility. The data was then summarized, coded, tabulated and analyzed using both descriptive and inferential statistic. Descriptive statistics included the use of mean, standard deviation, frequency distribution and percentages. Presentation of results pie charts, bar graphs, charts and tables. The effect of trade union on job satisfaction was analyzed using person product moment and correlation statistics. To arrive at the intended analysis, the participant's responses were keyed into SPSS and several sets of statistical analysis were performed: frequency table, percentages, mean point value and median.



## **Organisational Profile**

Gumah Trading Company Ltd is a business organization which deals in the production of building materials, these include, iron rods, roofing sheets nails e t c, the organization was formed and registered in 1982 and commenced business in 1983. The company is currently known as Gumah Trading Company Ltd, the head office is in Kumasi with several branches across the country, some of the branches are Bolgatanga, Techiman and the Bawku branch. The company has a workforce capacity of 122 employees in all the three branches. The main activity of the organisation is the production of building materials and distributing the products to other organizations. The organization has four (4) departments that control the day to day activities of the organization; these include administration, operation, finance and the operations department who oversees the activities of the various branches via the branch managers.



## **History and Main Activities of the Batesim Yidana Company Ltd**

Batesima Yidana Company Ltd was established in 1984 and commenced business in 1985, the above mentioned organization deals in the production of poultry products. The organization has staff strength of thirty two employees working in various departments, the organization has four (4) departments, these include; accounting, production, finance and the human resource department. The core activities of the organization of the organization is the production of poultry products and the distribution of the poultry feed

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION

#### Introduction

This chapter presents the output through data gathered using structured questionnaires. This study focused on the effects of Trade Union on Job Satisfaction in an organization. It illustrates the demographic characteristic of the respondents as well as in – depth analysis of the effects of trade union on job satisfaction. The union influence on terms and condition of employment, improvement in salary, and results of the study are put into detailed comparative discussion with similar studies.

#### Demographic Characteristic of the Respondents

A total of 60 employees of Gumah Trading Company were sampled for the study on which males form little over half 53.3%, while females form 46.7% of the respondents. About third 36.7% of the respondents were between 31 -36 age group, 31. % was between 36 – 45 age groups. Below 30 years and 46 – 55 were with 18.3% and 11.7% respectively. Interestingly 1 person representing 1.7% was 56 – 65 age groups. Half of the respondents 50% are holders of degree, only 40% were holders of diploma, 2 respondents were holders of H. N. D. while 3 respondents hold certificate, interestingly 1 respondent hold masters degree representing 1.7% of the sample. However, majority 58.3% worked for above 6 years, 16 employees worked between 4 – 6 years, while 6 respondents worked between 1 – 3 years, only 3 respondents worked for less than 1 year. Most of those who responded were married with significant number 71.7%, quarter 25% were single, only 3.3% were widowed.

### Frequency Table

The results shown in Table 4.1, indicated that, majority (32) of the respondents were male representing 53.3% of the sample, while 28 of the respondents were female representing 46.7% of the sample, out of 60 total valid respondents, it is an indication that majority of the employees who responded skewed towards the male gender.

**Table 4.1. Gender**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	32	53.3	53.3	53.3
Valid female	28	46.7	46.7	100.0
Total	60	100.0	100.0	

The results shown in Figure 4.1, indicated that, majority (43) of the respondents were married representing 71.7%, 15 of the respondents were single representing 25.0% of the sample, while the respondents who were widows represented 3.3% of the sample, out of 60 total valid respondents.



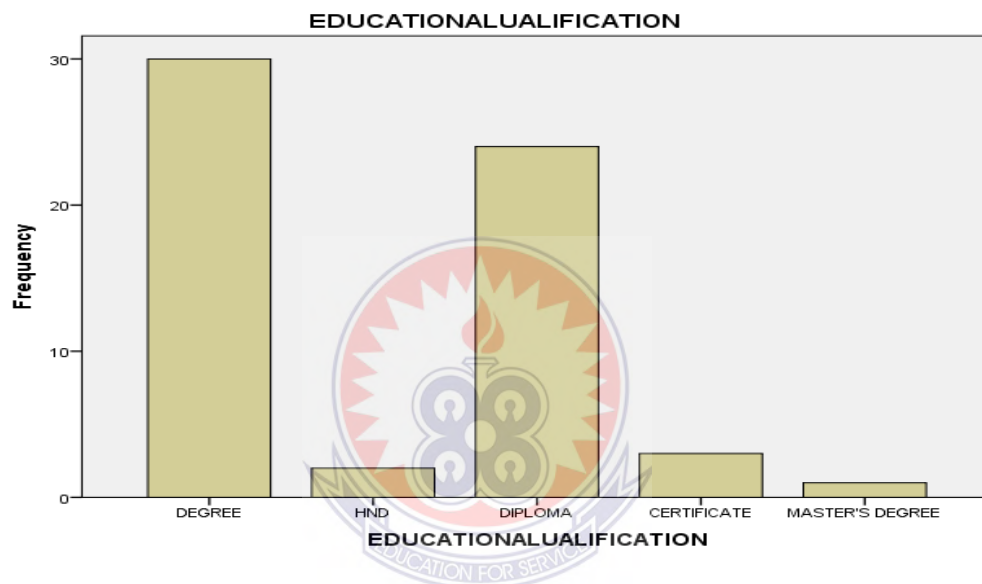
**Figure 4.1 Marital Status**

The results shown in Table 4. 2 indicated that majority (22) of the respondent were between 31 – 35 years, representing 36.7 of the sample, 19 of the respondents were between 36 – 45 years, representing 31.7 of the sample, while 11 of the respondents were below 30 years representing 18.3%, while 1 of the respondents was between 56 – 65 years representing 1.7% of the sample.

**Table 4 2. Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
BELOW 30 YEARS	11	18.3	18.3	18.3
Valid 31 - 35	22	36.7	36.7	55.0
36 - 45	19	31.7	31.7	86.7
46 - 55	7	11.7	11.7	98.3
56 - 65	1	1.7	1.7	100.0
Total	60	100.0	100.0	

The results shown in Figure 4. 2 indicated that majority 30 of the respondents hold degree representing 50% of the sample, 24 of the respondents have diploma, representing 40% of the sample, 3 of the respondents hold certificate, representing 5% of the sample, interestingly 1 person hold master's degree representing 1.7% of the sample, out of 60 total valid respondents, it is an indication that majority of the employees are highly educated, that gives some credence on the study.



**Figure .4. 2 Level of Education**

The results shown in Figure 4. 3 below indicated that majority (35) of the respondents were above 6 years representing 58.3% of the sample, 16 of the respondents were 4 – 6 years representing 26.7% of the sample, while 3 of the respondents were less than 1 year representing 5.0% of the sample, out of 60 total valid respondents, which presents us with the impression that majority of the respondents worked for a reasonable time.



**Figure 4. 3 Duration of work**

**Correlations**

The results shown in Table 4. 3. Indicated that majority (59) of the respondents were permanent representing 98.3% of the sample, while 1 of the respondent was contract representing 7.1% of the sample.

**Table 4.3. Terms of Service**

	Frequency	Percent	Valid Percent	Cumulative Percent
CONTRACT	1	1.7	1.7	1.7
Valid PERMANENT	59	98.3	98.3	100.0
Total	60	100.0	100.0	



The results shown in Table 4. 4 indicated that majority (60) of the respondent were trade union members

**Table 4.4. Member of Trade Union**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	YES	60	100.0	100.0	100.0

The results shown in Table 4. 5. Indicated that majority (32) of the respondents were above 6 years, representing 53.3% of the sample, 19 of the respondents were 4 – 6 years, representing 31.7 of the sample, 6 of the respondents were between 1 - 6 years, while 3 of the respondents were less than 1 year, representing 5% of the sample. It is an indication that majority of the respondent are highly experienced with regards to the activities of trade unions.

**Table 4. 5 Duration of Working**

<b>Working years</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Less Than 1 Year	3	5	5	5
1 - 3 Years	6	10	10	15
4 - 6 Years	19	31.7	31.7	46.7
Above 6 Years	32	53.3	53.3	100
Total	60	100	100	

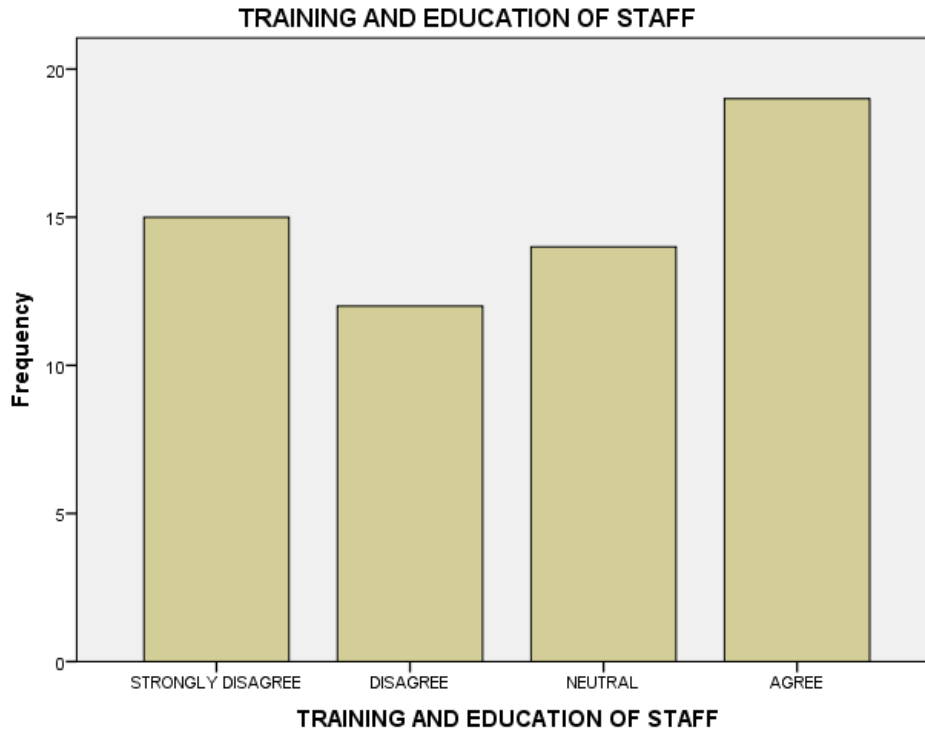
The results shown in Table 4.5.1, indicated that majority (19) of the respondents strongly disagree on improvement in salary and allowances representing 31.7% of

the sample, 17 of the respondent were neutral representing 28.3%, 14 of the respondents agree on improvement in salary and allowances representing 23.3% of the sample, while 10 of the respondents disagree on improvement in salary and allow representing 16.7 of the sample

**Table 4.5.1 Improvements in Salary and Allowances**

<b>Agreements</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
STRONGLY DISAGREE	19	31.7	31.7	31.7
DISAGREE	10	16.7	16.7	48.3
NEUTRAL	17	28.3	28.3	76.7
AGREE	14	23.3	23.3	100
Total	60	100	100	

The results shown in Figure 4.4, indicated majority (19) of the respondents agree on training and education of staff representing 31.7 of the sample, 15 of the respondents strongly disagree on staff training and education representing 25% of the sample, 14 of the respondents were neutral on training and education of staff, while 12 of the respondents disagree on training and education of staff.



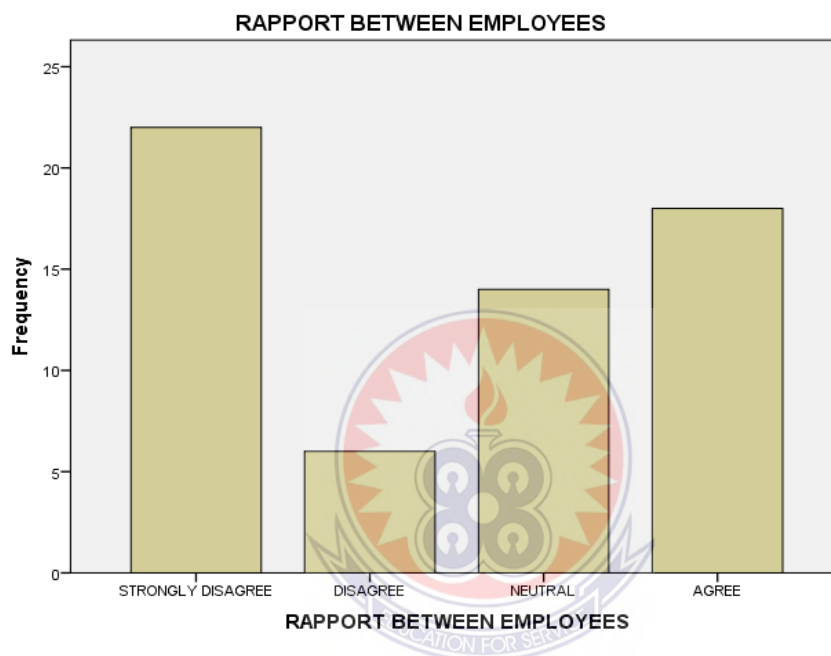
**Figure 4. 4 Training and Education**

The results shown in Table 4.5.2, Indicated majority (26) of the respondents agree on rapport between staff and management representing 43.3% of the sample, 18 of the respondents were neutral on rapport between staff and management, 13 of the respondents strongly disagree on rapport between staff and management, while 3 of the respondents disagree representing 5% of the sample

**Table 4.5.2 Rapports between Staff and Management**

Agreement	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY DISAGREE	13	21.7	21.7	21.7
DISAGREE	3	5	5	26.7
NEUTRAL	18	30	30	56.7
AGREE	26	43.3	43.3	100
Total	60	100	100	

The results shown in Figure 4.5 indicated that majority (22) of the respondents strongly disagree on rapport between employees representing 36.7%, 18 of the respondents disagree on rapport between employees, 14 of the respondents were neutral on rapport between employees representing 23.3% of the sample, while 6 of the respondents disagree on rapport between employees representing 10% of the sample.



**Figure 4. 5 Rapports between Employees**

The results shown in Table 4.5.3, indicated that majority (28) strongly disagree on medical benefits of employees and their spouses, 18 of the respondents disagree on medical benefits of employees and their spouses, representing 30% of the sample, while 4 of the respondents agree on medical benefits of employees and their spouses representing 6.7% of the sample.

**Table 4.5.3 .Medical Benefits of Employees and Spouses**

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY DISAGREE	14	23.3	23.3	23.3
DISAGREE	5	8.3	8.3	31.7
NEUTRAL	17	28.3	28.3	60.0
AGREE	24	40.0	40.0	100.0
Total	60	100.0	100.0	

**Table 4.5.4 . Staff Promotion**

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY DISAGREE	14	23.3	23.3	23.3
DISAGREE	5	8.3	8.3	31.7
NEUTRAL	17	28.3	28.3	60.0
AGREE	24	40.0	40.0	100.0
Total	60	100.0	100.0	

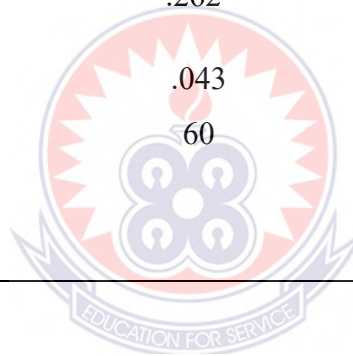
The purpose of this objective is to measure the impact of trade union on job satisfaction in an organization, the areas covered include, safeguarding the rights of employees, stability of employees in an organization, settlement of dispute between management and employees, changing terms of employment, timely payment of medical bills, use of performance appraisal for promotion. Respondents were to respond on five – point likert like scale with 1 as strongly disagree and 5 as strongly agree. The questions on level of job satisfaction was combined and computed as one variable, it was then binned to arrive at the final satisfaction figure. The level of significance was pegged at  $p= 0.01$

**Table 4.5.5 Correlations between Job Satisfaction and Trade Union**

		Safeguarding rights of employees	Staff stability in organisation	Settlement of dispute between employees and management	Changing terms of employment	Timely payment of medical bills	Use of performance appraisal for promotion
Safeguarding rights of employs	Pearson Correlation	1	.062	.396**	.227	.268*	.152
	Sig. (2-tailed)		.640	.002	.081	.038	.248
	N	60	60	60	60	60	60
Staff stability in organisation	Pearson Correlation	.062	1	.170	.130	.314*	.266*
	Sig. (2-tailed)	.640		.193	.321	.015	.040
	N	60	60	60	60	60	60
Settlement of dispute between employees and management	Pearson Correlation	.396**	.170	1	.224	.175	.262*
	Sig. (2-tailed)	.002	.193		.086	.182	.043
	N	60	60	60	60	60	60
changing terms of employment	Pearson Correlation	.227	.130	.224	1	.306*	.143
	Sig. (2-tailed)	.081	.321	.086		.018	.276

	N	60	60	60	60	60	60
Timely payment of medical bills	Pearson Correlation	.268*	.314*	.175	.306*	1	.325*
	Sig. (2-tailed)	.038	.015	.182	.018		.011
	N	60	60	60	60	60	60
Use of performance appraisal for promotion	Pearson Correlation	.152	.266*	.262*	.143	.325*	1
	Sig. (2-tailed)	.248	.040	.043	.276	.011	
	N	60	60	60	60	60	60

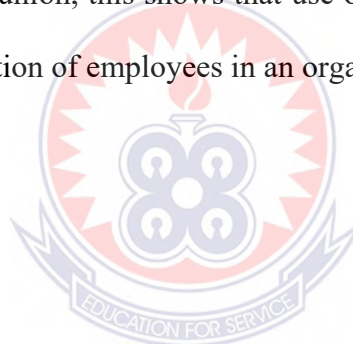
\*\* . Correlation is significant at the 0.01 level (2-tailed).



Extracts from the table on the responses received are as follows, safeguarding rights of employees in an organization, ( $r= 396$ ,  $p=001$ ). This is an indication that, safeguarding the rights of employees has a significant positive correlation with trade union. This shows that when there is effective trade union it helps to safeguard the rights of employees in an organization and improve the level satisfaction of employees. Stability of staff in an organization is the number of years an employees worked with an organization, ( $r=062$ ,  $p=640$ ). This result indicate that stability of staff in an organization has no significant correlation with trade union and thus mean that stability of employees in an organization does not improve on the level of satisfaction of employees in an organization. Settlement of dispute between employees and management was measured and showed a correlation of ( $r= 369$ ,  $p= 0.02$ ). This indicate a positive significant correlation between settlement of dispute between management and employees and trade union, it thus suggest that, trade unions help to settle dispute between management and employees, which enhances the level of satisfaction of employees in an organization. Cordery, (1991), which linked job satisfaction to workers being grouped, in his view employees are grouped and have greater autonomy, then they are likely to show satisfaction. Changing terms of employment, this means the status of employees in an organization, when it changes from contract permanent employment, the results recorded ( $r= 227$ ,  $p= 081$ ). This shows a positive significant correlation between changing terms of employment and trade union, this indicate that effective trade union in an organization help employees change their terms of employment to enhance level of satisfaction of employees in an organization. This result was confirmed by Kersley et al, (2006). Under these circumstances, uncovered members, primary objective may be the improvement of their own terms and conditions, effectively taking on role that, in the covered sector,



would be undertaken by the recognized trade union. Timely payment of medical bills, was measured and recorded ( $r=268$ ,  $p=038$ ). This shows positive significant correlation between timely payment of medical bill and trade union, this implies that trade unions facilitate timely payment of salaries and other fringe benefit of employees in an organization. Spector, (1997) sees job satisfaction as identifying how people deserve to be treated fairly and with respect, according to him, the facet of job satisfaction, like equitable reward and supportive working condition and fellow employees are related to being treated fairly and with respect. Use of performance appraisal for promotion recorded ( $r=152$ ,  $p=248$ ). From the correlation, it can be deduced that there is no significant correlation between use of performance appraisal for promotion and trade union, this shows that use of performance appraisal does not improve level of satisfaction of employees in an organization



**Table 4.6. Correlations between Job Satisfaction and Trade Union**

		Provision of recreational facilities	Provision of protective clothing and tools	Encouraging staff members to join retirements benefits schemes
Provision of recreational facilities	Pearson Correlation	1	.406**	-.038
	Sig. (2-tailed)		.001	.774
	N	60	60	60
Provision of protective clothing and tools	Pearson Correlation	.406**	1	.027
	Sig. (2-tailed)	.001		.836
	N	60	60	60
Encouraging staff members to join retirements benefits schemes	Pearson Correlation	-.038	.027	1
	Sig. (2-tailed)	.774	.836	
	N	60	60	60

Extract from table 12, provision of recreational facilities recorded,  $r=.406$ ,  $p=0.01$ , this suggest a positive correlation between provision of recreational facilities and job satisfaction in an organization. It implies that, where there is a recognized and effective trade union that influences management to provide recreational facilities it helps to improve the level of satisfaction of employees in an organisation.

Provision of protective clothing also recorded  $r=.406$ ,  $p=0.01$ . These results indicate a positive significant correlation between provision of protective clothing and job satisfaction, it is therefore important to note that trade union leaders must liaise with management of provide employees with protective clothing and a suitable environment to improve the level of satisfaction of employees in an organization, this is confirmed by Kearney and Carnevale, (2001). Good working environment, attractive salary package, participative management and regular promotion are the main factors influencing workers to exhibit career commitment.

Encouraging staff members to join retirement benefit scheme recorded  $r=.038$ ,  $p=.777$ , this indicate a negative significant correlation and thus suggest that encouraging staff members to retirement benefit scheme does not improve on the level of satisfaction of employees in an organization.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### Summary of Findings

The study revealed the following major findings

1. Inadequate improvement in salary and other benefits.
2. Not enough safeguarding the rights of employees to fair hearing.
3. Demand for settlement of dispute between employees and management.
4. Lack of timely payment of medical bills and other benefits.
5. Lack of provision of protective clothing, tools and appropriate working environment.
6. Perceived staff stability in the organization.
7. Dissatisfied with rapport between staff and management.
8. Dissatisfied with effective of performance appraisal for promotion.

#### Discussion of Findings

Trade Unions has been seen to lead to improve the level of job satisfaction in other countries, it is therefore important that, employees are allowed to form and join trade unions to improve their level of job satisfaction in an organization. Evidence from the findings indicates that, rapport between employees and management should be improved to boost the confidence of employees and sustained their job satisfaction, to enable employees give out their best to the organization. It also came very clear that, the role of trade unions in labour market is currently becoming a fertile area for research in labour economics.

Timely payment of medical bills and other benefits perceived not to be taken seriously by management of organization, it time trade union leaders consider this

phenomenon, discussed it with management so that payment of medical bill and other benefits can improved and sustained. Trade Unions may improve communication with management leading directly to better plant lay out or improve working practices - a gain in efficiency. Primarily trade unions provide information to workers about benefits expectation, rules and procedures, and dispel stigma that might attached to receiving social benefits (Budd and Michall, 1997).

On issues concerning safeguarding the rights of employees to hearing, a number of employees have scored trade unions higher make, however, there is room for improvement.

Encouraging staff members to join retirement benefits scheme, evidence from the finding shows trade unions leaders do not place much premium on the issue, as such employees have not shown much interest in joining retirements benefit schemes, it is therefore important that union leaders must encourage their members to join retirement scheme within and outside the organization , however , care must be taken to join reputable organization.

## **Conclusion**

The study was set to assess the effects of trade unions on job satisfaction in an organization, the study were conducted amongst the union officials and unionized employees. Data was collected from 60 respondents using self administered questionnaires with closed and open – ended questions. The questions was divided into three sections, sections one was concerned with the general information about the respondents, sections two contained questions on terms of service and section three had questions on job security. Data was analysed using descriptive analysis with subsequent result presented in a graphs and tables. The influence of trade union on

terms and conditions of services and between job securities was weighed on a 5 point likert scale. The unions were rated to score marks on the following, timely payment of medical bills, use of performance appraisal for promotion, rapport between management and employees and provision of protective clothing and tools. Generally there were mixed rating with regards to the aspects that were assessed.

### **Recommendation**

Finding of the study reiterate the critical role played by unions in safeguarding employees rights and interest. It is therefore recommended for employees to join trade unions to gain maximum benefits from their employment, as well to avoid indiscriminate and unfair treatment from managers of organizations. Trade Unions have influence to positive employees general welfare and performance, and should be given room for improvement to ensure sustainable delivery of quality products and services at the organization. The unions should therefore be maintained and strengthened.

Base on the findings, the study also recommended that

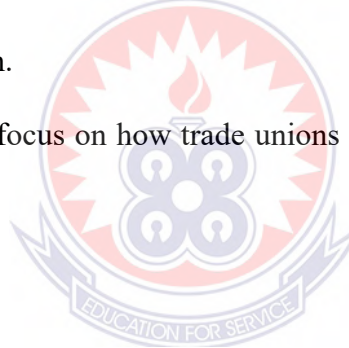
1. Trade Unions must explore other means of working with management to influence the to provide employees with conducive and amiable working environment
2. The physical working environment must be improved, and discussion of employees system of reward and motivation must be clear and known to all workers, as the adage goes “ a healthy mind lives in a healthy body and in effect a healthy environment.
3. Trade Unions should liaise with management to established and sustain rapport between employees and management and between employees.

4. Employees must be given extensive and proper training in relation to the work they are executing in the organization.
5. Additionally, the study also revealed that, salaries, allowances and other benefits due employees must be improve annually to engender motivation and enhance the level of satisfaction of workers

### **Areas for Further Research**

The study recommends the following future empirical studies.

1. Research should focus on the acceptance of trade unions in a private organization.
2. Research should focus on the courses of dissatisfaction among union members in an organization.
3. Research should focus on how trade unions influence management policies in an organization.



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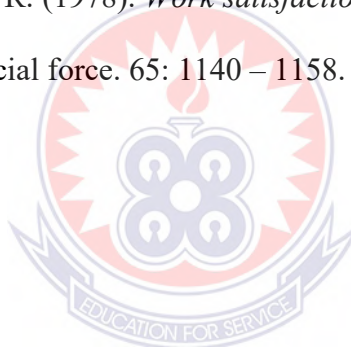
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**APPENDIX**

**UNIVERSITY COLLEGE OF EDUCATION, WINNEBA**

**KUMASI CAMPUS**

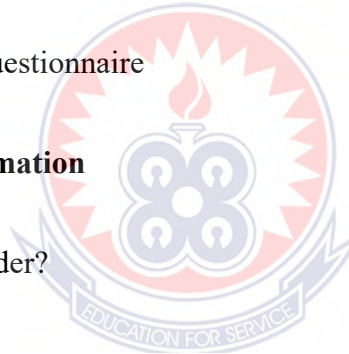
**DEPARTMENT OF MANAGEMENT STUDIES**

The research is being conducted on effects of trade union on job satisfaction. You are kindly requested to complete this questionnaire as part of the study. Your response will be treated confidentially and will be used for only academic purposes

Tick the answer that objectively represent your opinion in the statement provided below and write where applicable.

The Union Members Questionnaire

**Part A: General Information**



- 1) What is your gender?
  - a. Male
  - b. Female
- 2) What is your marital status?
  - a. Single
  - b. Married
  - c. Widowed
  - D. Separated
- 3) Please kindly indicate your age bracket from the choices below
  - a. Below 30 years
  - b. 31 – 35
  - c. 36 – 45
  - d. 46 – 55
  - e. 56 – 65
  - f. 66 – 70
- 4) What is your educational qualification?
  - a. BSC, BED, BBA, BT

- b. HND
- c. Diploma
- d. Certificate A.
- e. Others, specify .....

5) How long have you served the organization?

- a. less than 1 year
- b. 1 year to 3 years
- c. 4 years to 6 years
- d. Above 6 years

6) What are your current terms of service?

- a. Contract
- b. Part Time
- c. Permanent
- d. Temporary



7) Are you a member of a trade union?

- a. Yes
- b. No

8) How long have you been a member of the trade union?

- a. less than 1 year
- b. 1 year to 3 years
- c. 4 years to 6 years
- d. Above 6 years

**PART B.** Effects of trade union on job satisfaction

How would you rate the effects of trade union on job satisfaction in the areas?

Specified in the table below? Please tick in the blank space

Strongly agree [ 5 ] Agree [ 4 ] Neutral [ 3 ] Disagree [ 2 ] Strongly disagree  
[ 1 ]

Role	5	4	3	2	1
Improvement in salary, allowances and other benefits					
Training and education of staff					
Rapport between staff and management					
Rapport between and among employees					
Medical benefits of employees and their spouses					
Staff promotion					
Staff stability in the organisation					

**PART C:**

To what extent does your union contribute to protecting the interest of employees?

Please indicate whether you agree with the statement represented below

Strongly Agree [ 5 ] Agree [ 4 ] Moderate [ 3 ] Disagree [ 2 ] Strongly disagree [ 1 ]

Role	5	4	3	2	1
Safeguarding the rights of employees to fair hearing					
Settlement of dispute between employees and management					
Influencing management to change terms of service of employees from contract to permanent employment					
Timely payment of medical bills and other benefits					
Effective use of performance appraisal for promotion					
Provision of recreational facilities for employees					
Provision of protective clothing , tools and conditions of service					
Encouraging staff members to join retirement benefit schemes					