

**STRATEGIES ADOPTED BY TRADE UNIONS IN THE CHANGING NATURE OF
WORKFORCE IN KENYA**

**BY
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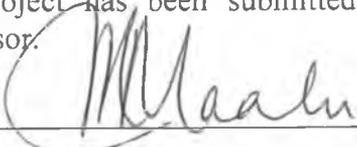
DECLARATION

This project is my original work and has not been submitted for a degree in any other university.

Signed  Date 5-11-2010

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This project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

To my wife Wanjiku, my lovely daughter Wairimu, my dear sons Gitari and Thairu and my brother Maringa. It was through your inspiration and support that I managed to accomplish this task.

AKNOWLEDGEMENTS

The successful completion of this study could not have been achieved without the inspiration of God our father and giver of life. I also want to recognize the contribution of the following persons to whom I would like to acknowledge and express my sincere gratitude.

My special thanks go to my supervisor Mr. Jackson Maalu for his patience, continuous guidance, constructive criticism, advice and lots of encouragement throughout the period of this research project. Thank you for agreeing to supervise my work and accommodating me in your schedule. A big thank you to my colleagues Joyce, Githui, Njenga and Victoria. My special thanks also go to all the union managers for participating in way of responding to my questionnaires. Without your support and goodwill I wouldn't have finished this course.

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May the almighty God bless you all.

ABSTRACT

As organisations explore new ways of doing business by adopting new forms and structures, the result has been a dramatic change in the nature of the workforce with consequent impact of diminishing numbers in trade union memberships. This has challenged the unions in such a big way that they have been made to go back to the drawing boards to come up with solutions on how to survive in such dynamic environmental change which keeps evolving every other day. The union being a social as well as a political outfit, the managers have to juggle various options to ensure that the union movement does not die out.

This research study is based on the cross sectional survey design. The population under study was made up of 50 worker unions in Kenya as at June 2009. The respondents were General Secretaries and their assistants in the various unions. The researcher used the questionnaire approach to collect the data with the help of a research assistant. A drop and pick method was adopted. A total of 34 completed questionnaires representing 68% of the population were returned and analysed.

The results of the analysis show that the strategies that the unions have adopted mostly to cope with workforce changes in Kenya were assertive organizing campaigns at the workplaces in their traditional catchment areas/industry which was engaged by all the unions as shown by a mean score of 5.0 and a standard deviation of 0.172, lobbying employers to retrain and equip workers with necessary skills instead of declaring them redundant shown by a mean score of 4.8 and a standard deviation of 0.496 and lobbying the employer to engage workers on a permanent basis and allowing them to join the unions shown by a mean score of 4.7.

From the study, the factors that were mostly considered by most trade unions when choosing

the strategy to adopt towards the workforce change dynamic were suitability of the strategy against current strategic position and financial feasibility of the union as shown by a mean score of 4.8 in each, organization capabilities to organize workers as shown by a mean score of 4.7 and the experience of managers in the industry and union activities as shown by a mean score of 4.6.

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CHAPTER 1: INTRODUCTION

1.1 Background

Strategy is about winning. The goal of every other organisation is to operate successfully while furthering the agenda of its vision and mission. However, they are faced with enormous challenges and hence the need to align and realign their activities with the turbulences in the environment. Burnes (2004) observes that there is considerable support for the view that the pace of change is accelerating as never before and organisations have to chart their way through an increasingly complex environment. Organisations are having to cope with pressures of globalisation, change in technology, the use of commerce, situations where customers and suppliers can be both competitors and allies and a change in emphasis from quantity to quality and from products to services.

1.1.1 An Overview of Organisational Strategy and Environment

Mitzberg & Lampel (2002) refer to Strategies as patterns, plans, ploys, perspectives or positions that integrate organizations major goals, policies and action sequences into a cohesive whole. Whereas relationships exist among these different definitions, no one takes precedence over the others. In some instances they compete (substitute each other) but more importantly complement each other. Each of the definition adds important elements to our understanding of strategy and encourages us to address fundamental questions about organisations in general. Caution should however be exercised not to confuse strategy with operational efficiency although they both lead to superior performance (Mitzberg & Lampel 2002).

Karter (1989) argues that today's corporate giants need to learn to dance nimbly and speedily as mice if they are to survive in our increasingly competitive and rapidly changing world.

Companies must constantly be alert and on their guard and keep themselves in the know about their competitors intentions. Johnson, Scholes and Whittington (2006) observe that organisations exist in the context of complex political, economic, social, technological, environmental and legal environments. These environments change and are more complex for some organisations than others. How this affects the organisation could include an understanding of historical and environmental effects as well as expected or potential changes in the environmental variables. Many of these variables will give rise to opportunities and others will exert threats to the organisation or both.

Ansoff and McDonnell (1990) observe that successful environmental serving organisations are open systems and use strategies that ensure continued organisational survival in the environment. They further state that a major escalation of environmental turbulence means a change from a familiar world of marketing and production to unfamiliar world of new technologies, new consumer attitudes, new dimensions of social control and above all unprecedented questioning of the firms role in the society. Kay (1993) also observes that successful corporations base their strategy on an effective match between the external relationships of the organisation and its own distinctive capabilities. Accordingly Kay argues that the success of any organisation is often based on the exploitation of the capabilities which it already enjoys and as such strategy should begin with an understanding of what distinctive capabilities are in a particular organisation.

Faced with the changing environment organisations have to adapt their activities and internal configurations to reflect the new external realities. Failure to do this may jeopardize future success of those organisations (Aosa 1998). Grundy (1995) observes that responsiveness and flexibility are increasingly becoming important factors in determining the success of an organisation. Hill and Jones (2001) also observe that the achievement of superior efficiency,

quality innovation and responsiveness enables an organisation to create superior value and attain competitive advantage.

For organisations to be effective and hence successful, they should respond appropriately to changes that occur in their respective environments. Consequently they need strategies that focus on their customers and deal with the emerging environmental challenges strategically. This calls for the organisation to constantly scan the environment so as to identify the trends and conditions that may eventually affect the industry and adapt to them (Thompson and Strickland 1993)

1.1.2 Trade Union Movement in Kenya

The upsurge of trade African labour organisation and trade union growth began after the second world war (Friedland 1974). Trade union movement in Kenya is a child of economic, social and political strifes dating back to the imperialist days (Chege & Morrocchi 2006). It is an important feature of our country's operational dynamics today as it was at inception. It evolved through difficult situations created by the imperial colonialists whose main agenda was to defend the employer to clamp down on emergence of a strong trade union of workers. However change of attitude in the British Labour Policy in her colonies resulted in the enactment of 1937 Trade Unions' Ordinance which stipulated conditions under which Africans could organise themselves into trade unions.

After the publication of the ordinance three unions which included East African Standard Union, the East African Standard Staff Union and the Labour Trade Union of East Africa were registered. In 1940 the ordinance was amended and as a result the number of registered trade unions increased to six from the initial three. With the rising of political tempo immediately after the Second World War, the situation changed rapidly leading to the

formation of African Study Group which was later replaced Kenya African Union (KAU) whose main agenda was to agitate for the return of African land, better wages and conditions and terms of service of Industry.

As the agitation continued more trade unions were formed representing the various interest groups such as the railway workers, the local government workers, the teachers, the people in the transport sector, domestic workers watchmen, building and construction workers and tailors. All these led to the formation of an umbrella union which was never registered but was affiliated to the International Confederation of Labour Union called the Kenya Federation of Registered Trade Unions in 1952.

The movement suffered a great deal at the break of emergency in 1952 as its leaders were accused of being associated with the pro-independence groups such as the Mau Mau and others. At that moment Tom Mboya was elected the general secretary of the Kenya Federation of registered Trade Unions. Soon after the name was changed to Kenya Federation of Labour (KFL).

During the reign of KFL the trade union movement was very exciting and militant. It became the strongest pillar in the fight for freedom in Kenya. More trade unions were registered. It is also during this period that the leadership wrangles almost ruined the movement. The industrial relations were bad and the employer employee relations became worse and splinter groups emerged. However somehow all this was controlled and a most important milestone accomplished the construction of the workers headquarters (Solidarity Building) under the leadership of Tom Mboya.

Immediately after independence the union movement which played a key role in the exercise had to be rescued from imminent collapse caused by the various splinters. The president

appointed a committee to look into the matter. Among the recommendations which were ratified by the president is the disbandment of the Kenya Federation of Labour which saw the birth of a new workers umbrella body, The Central Organisation of Trade Unions (Kenya) in 1965. Since then the labour movement has grown from strength to strength. It has also had its fair share of problems and shake-ups in a very turbulent and unpredictable environment.

1.1.3 Trade Union Movement in the Modern Context

Trade unions throughout the capitalist societies face significant challenges in the current period (ILO, 1997; Hyman, 1999, 2001). Central to this is the challenge associated with the persistence and growth of varied forms of non-permanent waged work conventionally known as temporary work. Temporary work is best seen as an umbrella category that comprises several different forms of labour; namely fixed term contracts, seasonal employment, casual employment, employment with temporary agencies and types of government employment and training schemes. Their persistence and growth can be seen as one aspect of a broader process of labour market fragmentation (Standing 1999)

Klerck (2002) observes that internationally, the current situation is one which labour movements of many countries are under attack and that trade unionism is on the decline in its traditional strongholds. Over the recent decades unions in many countries have faced the challenges associated with labour market restructuring. Unions have been faced with the need to develop new strategies to cope with changes in their environments of operation and new regulatory contexts created by state policies of labour market liberalisation and privatisation (MacKenzie 2008). One of the key manifestations of labour market liberalisation and restructuring has been the widespread growth of non standard or contingent employment arrangements noted elsewhere in this research work.

Many unions and especially in the third world lack the institutional capacity to represent workers. Cervino (2000) observes that the internal organisations of trade unions affect their strategies towards non standard workers. It may therefore be the case that the organisational structure of trade unions is not appropriate for the representation of these workers because they are not strong enough in the sectors or firms where these workers are found or because the different levels of union organisation are not well coordinated to carry out this task. This clearly shows that they either do not have the financial muscle and the accompanying human resource capacity to represent workers and hence quite a challenge to the unions currently.

The drive towards globalisation in search for new markets and cheap labour has significantly affected the unions' ability to carry out their mandate. This is made even more complex by the mix of legislations and cultures. An increasingly prominent aspect of managements' drive to become globally competitive is the casualisation of employment understood not only in the narrow sense of an expansion in the proportion of persons classified as casual workers, but also in the sense of a spread of casual employment conditions in the labour force ie temporary, part-time and a variety of self employed workers (Klerck, 2002). This makes the situation even difficult for unions as they have to contend with market forces to mediate the labour-management relationship. Moreover it is now widely recognised that a key feature of the current restructuring of workforce has been the growth of differentiation in the employment conditions and an increased polarisation of the workforce (Felstead and Jewson 1999). This multiplication of divisions among workers poses a grave challenge to the unions because as fault lines develop amongst workers, union capacities for effective action are severely tested as established foundations for solidaristic social and political action are eroded (Klerck 2002).

Legislations and policies of the various governments pose a great challenge to trade unions too in the disposition of their mandates. This is especially so where the laws are anti union and are punitive making the unions works impossible. Chege and Morrochi (2006) note that the statutes and other legislations are made to ensure that going on strike or any other measure of litigation are unfavourable and cost a lot in terms of money making it difficult for unions to seek legal redress. Various policies have also hindered migration of labour form one region to another. This is compounded by the many requirements that these migrants have to comply with besides their refusal to join any organised labour movements in that country. Rutabanzibwa (2004) notes that labour migration falls within two separate legal frameworks i.e labour / employment and migration. He further observes that in East Africa none of country's regulatory framework appears to facilitate labour migration; instead the frameworks appear to place obstacles that prevent free movement of persons, labour and services. This in retrospect hinders the union in trying to carry out its duty of representing migrant workers.

Technological advancements and mechanisation of work has seen many unions crossing paths with employers. Klerck (2002) observes that the demands of new technology and high quality standards require skilled, dependable and cooperative labour force. The impact of this has been redundancies leading to layoffs and retrenchments. Unions have not taken this kindly and have tried by all means to have the processes tailored in such a way that they accommodate existing workers through training and other means possible to ensure that workers remain relevant. Omolo (2009) notes that mechanization of tea picking in Kenya is an industrial dispute and the only way to resolve this is through the laid down industrial regulations as opposed to use of violence.

Ignorance amongst workers especially in the third world has been one of their greatest undoing and a thorn to the union's ability to organise them. Due to the high levels of poverty in these regions the workers care less about their rights and privileges at the workplace. This compounds the unions work as they not only have to deal with challenges of organising these workers but also making workers know their entitlements and hence a longer route to achieve their objectives. Workers rights are being abused mainly because of ignorance of workers about their rights and employers taking advantage of the workers ignorance (The New Vision 2009). Dribbusch, Bispinck, Klaveren, M. van & Tjijdens (2007) observe that unions face ignorance amongst young workers but may still harvest there too. They note that the younger generation is actually less covered by collective agreements in the European Union.

Employer apathy towards workers and representatives is also a major undoing to the unions. Evidence suggests that employers have not been especially fond of older workers. Employers actually use sweetened early retirement incentives to get older workers to leave (Munnell, Sass and Soto2006). Given the current dispensations where casualisation and outsourcing of non essential services have become the way to go employers have taken it upon themselves to frustrate workers. This has impacted negatively on the unions work and hence challenges greatly their core mandate of representing workers. Often at times is when the employers will refer to the global economic trends to support their case to dismiss or declare workers redundant and hence putting unions in a very unfavourable position.

1.2 Statement of Research Problem

Organisations have to adequately and promptly respond to the changes in the environment for them to offer meaningful services and be successful in line with their missions and visions. This is because they are dependent on the environmental resources and also discharge their outputs to the same environment. Ansoff and McDonnell (1990) bring out the need for organisations to evaluate the level of turbulence in the environment and match their strategies to the level of turbulence so evaluated. High performing firms formulate strategies that help them to reposition themselves in times of change in their operating environment.

Trade unions today find themselves operating in a very different environment from the traditional well defined employee employer relationship set up. The world today has become a global village where workers can take up assignments anywhere in the world. Investors have also expanded their reach in this globalisation era through foreign direct and indirect investments and hence the concept of multinational corporations. The restructuring processes that many organisations have engaged in to remain relevant and profitable have also contributed a lot to the many changes that have taken place in the trade union capacity to organise. The concept of small scale enterprises has infiltrated the work environment ushering in a totally different work dynamic. Many workers especially in the third world are engaged in sole proprietorship where they either employ or run the business on their own.

Several studies have been done on organisations' responses to changes in the operational environment (Kagwathi 2007, Ngige 2006, Mueke 2006, Magutu 2005, Kombo 1997). However these have explored the subject in the context of commercial world. Studies have also been carried out in the trade union context (Alice 2006, Njihia 2002, Karanja 1986). None of these studies however explored the current wave of changing operational dynamics in trade unions. This is the very reason that this research necessary. It will further the debate

in this area and find out how the unions are coping in these times of changing workforce dynamics.

In the circumstances aforementioned organising employees into a trade union has become a very challenging task. This is especially because of the effects of casualisation of the workforce which has become a common phenomenon in the workplace. Casualisation has been brought about by a disjointed workforce emerging as a result of the restructuring processes, the new face of workers in the informal sector and the objectives being pursued by the multinational organisations. More puzzling still is how to organize employees in multinationals from different regions and different political dispensations and cultures.

What strategies have the unions therefore adopted to enable them organise employees and represent their interests to the employers?

1.3 Research Objectives

- i. To identify strategies that the unions have adopted to cope with workforce changes in Kenya.
- ii. To establish the factors that influences the choice and adoption of various strategies by the Trade Unions.

1.4 Significance of Research

Trade unionism as a concept in Kenya is not widely researched and therefore remains ambiguous to many people. Some of the reasons could be because it is thought to belong and in-fact is associated with the lower cadre of employees and the fact that it is portrayed as a negative force in the labour market. In fact it is only when teachers go on strike in Kenya that the trade union strength and muscle is felt when learning gets paralysed. It is also not a taught

subject in our schools. This research is expected to elicit more debate and stimulate more research in this area.

The discussions and findings of this research project will form a point of reference for the unionists. They will be able to follow through the various developments in employee characteristics and see how best the new developments can be assimilated into the union structure. The academia fraternity will also benefit from this research. The anticipation is that researchers in this area can rely on this work to further the agenda as they carry out further research in other aspects of the trade union activities in Kenya.

Through this research, suggestions on further areas that can be studied to augment this research will come out. This will be of significance to anyone who is interested in furthering the trade union discussion in the Kenyan context.

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CHAPTER 2: LITERATURE REVIEW

2.1 The Concept of Strategy

Organisations are open systems. They are dependent on the environment for provision of inputs and disposal of products. All this takes place in very uncertain and dynamic circumstances and environments. Ansoff and McDonnell (1990) propose that organisations should match their capabilities to the environmental requirements. This is the very reason why at some point management should stop and take stock by asking themselves three most important questions i.e. Where are we now, where are we headed to and how do we get there? It is also important to give some timelines within which certain things should be done and also identify the means by which these things will be done. In performing their tasks management must have overcome hurdles and also developed unique ways of doing things. Porter (1996) observes that companies will be relevant and outperform their rivals if they can establish what they can preserve. Strategies are therefore those preservable and unique organization specific means through which they competitively engage in the market place.

Mitzi & Lampel (2002) refer to Strategies as patterns, plans, ploys, perspectives or positions that integrate organizations major goals, policies and action sequences into a cohesive whole. Whereas relationships exist among these different definitions, no one takes precedence over the others. In some instances they compete (substitute each other) but more importantly complement each other. Each of the definition adds important elements to our understanding of strategy and encourages us to address fundamental questions about organisations in general. Caution should however be exercised not to confuse strategy with operational efficiency although they both lead to superior performance (Mitzi & Lampel 2002).

Johnson, Scholes and Whittington (2006) see strategy as the direction and scope of organizations over the long-term which achieves advantage in a changing environment through its configuration of resources and competencies with the aim of fulfilling shareholders expectations.

Strategy therefore involves decision making for organisations to remain viable whatever their mission and vision. Strategic decisions are about long-term, the scope, gaining advantage over competitors, the business environment, the firm's competencies and value and expectations of shareholders. The decisions are complex, made in uncertain situations, will affect operational decisions, require integrated approach and will involve considerable changes.

Strategies are embedded and are derived from the mission, vision and the objectives or goals that the firms aim to achieve (Johnson and Scholes2002). The mission is the lifeline of an organization. It is the reason why any organization exists. It determines what business an organization is in. The vision on the other hand is what is anticipated by the organization for the future. It is the how of an organization. How do managers visualize the future of an organization a few years from a particular moment in time? Is the vision clear, do you see the organization making it in the prevailing circumstances or do you need to do something to improve the clarity and how do you so it? Objectives are the specific time bound achievements that an organization plans realize give an array of activities. They are also synonymous to goals.

Abbot (2000) sees business strategy as setting a course of action which touches on the fundamental assumptions of the business taking into account the competition and the business environment. He argues that few Kenyans businesses have a coherent strategy. What they typically have is a 'to do' list of operational improvements. He further states that statements

of strategy are the overarching insightful principles that drive the long term direction of the enterprise not a task list of for example hire a marketing manager or buy this accounting software combined with some superficial benchmarking of the competition. Strategy has to involve delving down into the essentials of the business, for example asking what business we are in and how we can be profitable in a unique way that sets us out from the rest.

Therefore there is an interdependent relationship between the organisation and its external environment. The organisation obtains inputs from the external environment while the external environment while discharging outputs to the same. This external environment is always changing in an uncertain trend and as a result organisations must configure their resources in a foresight, speedily and flexible way in order to respond to these changes in a timely manner. Therefore for an organisation to be able to interact effectively with its external environment, it must have a strategy and be able to manage this strategy. Rose and Lawton (1999) observe that amid such volatile environments, successful organisations are those that are constantly changing and adapting in order to maintain a strategic fit between internal resources and capabilities and the threats and opportunities it faces from its external environment. Morgan (1986) states that our theories and explanations of organisational life are based on metaphors that leads us to see and understand organisations in distinctive yet partial way. By using different metaphors to understand the complex paradoxical character of organisational life, we able to manage and design organisations in ways that we may not have thought possible before.

Never-the-less Burnes (2004) concludes that knowingly or not, writers are using different definitions of strategy and thus interpreting terms or phrases in the light of their own implicit or explicit definition. However in the use of these various terms, a certain consensus of

opinion does emerge with regard to the basic features of strategic management and strategic decisions. Most of the writers would therefore agree with Johnson and Scholes (1993) who described strategy as;

- i. Covering the full scope of an organisations activities
- ii. The process of matching the organisation's activities to its environment
- iii. The process of matching its activities to its resource capability
- iv. Having major resource implications
- v. Affecting operational decisions
- vi. Being affected by the values and beliefs of those who have power in the organisation
- vii. Affecting the long term direction of the organisation.

2.2 Adaptation Strategies in a Changing Environment

Organizations are environment dependent. No organization can exist without the environment. They depend on the environment for their survival and hence have to scan the environment constantly in effort to identify trends and conditions that could eventually affect the industry and adapt to them. (Thompson and Strickland 1993). Failure to do this will lead to a strategic problem characterized by maladjustment of the organizations outputs and demands of the external environment.

Organizations must be flexible to respond rapidly to environmental changes. Therefore for organizations to be effective and successful, they need to respond appropriately to the changes that occur in their respective environments. Consequently they need strategies that focus on their customers and deal with the emerging environmental challenges.

Responses of any organization can be both strategic and operational. Strategic decisions are likely to affect operational decisions. The link between overall strategic and operational

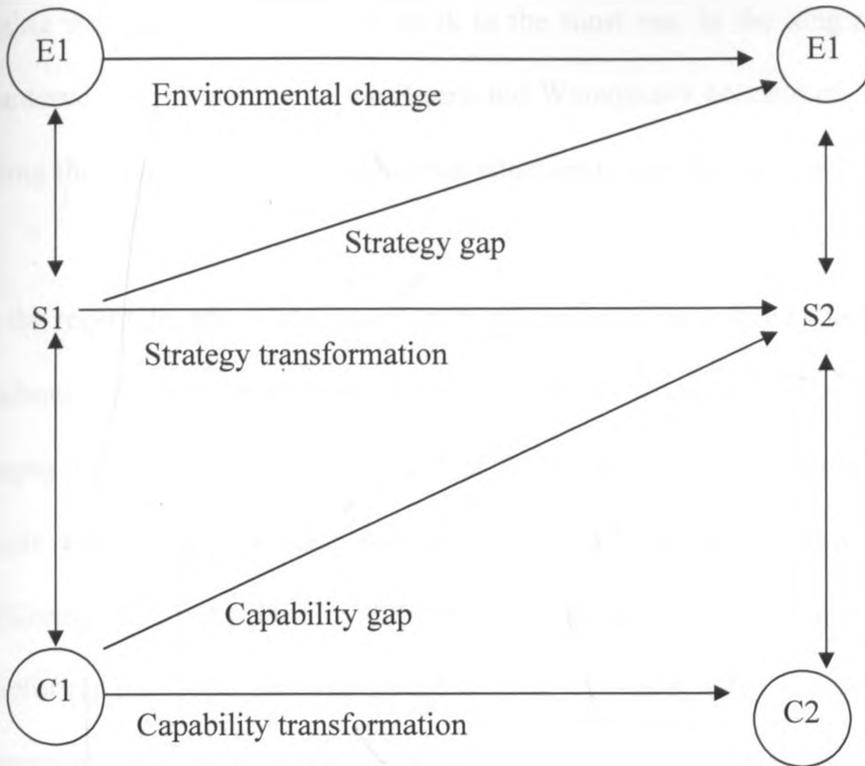
aspects of the organization is important because if operational aspects of the organization are not in line with strategy, then no matter how well considered the strategy is it will not succeed. It is at the operational level that real advantage can be realized (Johnson and Scholes, 2002)

Ansoff and McDonnell (1990) have developed ways of measuring the changes in the external environment if an organization has to stay successful. The strategy has to match the changes in the environment. The environment constrains the managers with strategies to use due to turbulence within it. Ansoff and McDonnell further argue that change has been the central occupation of most managers. The turbulence comes from the unaccustomed and unfamiliar sources; from foreign technologies, from competitors from governments and the ecological changes. An increasing number of such changes pose major threats and opportunities to the organization including obsolescence of organizations technologies, major loss of market share, drastic increase in cost of doing business, and a chance to get a major jump on competitors or a ground for entry into a new industry.

There is no guarantee that successful managers of yesterday will be successful in today's liberalization, privatization and globalization filled environment. A shift in the environment can lead to inconsistency between organization's strategy, its internal capability and the environment. This is illustrated below.

Figure 1

Managing Organization's Adaptation to the Environment



Adopted from Ansoff and McDonnell (1990)

- E1 - Present environment
- S1 - Present strategy
- C1 - Present organizational capability
- E2 - New environment
- S2 - New Strategy
- C2 - New organizational capability.

In an environment of turbulence level E1, the organization can operate successfully with strategies at S1 and internal capabilities C1. If the environment turbulence moves to level E2, then the effective strategies become S2. Failure by an organization to align its strategy with the environment will mean that it is operating in the new environment with the old strategy. Consequently this will create a strategic gap. At the same time the organization needs to adjust its internal capabilities to C2 in order to match with the new strategy and the environment. Failure to do this will create a capability gap meaning it is operating with a new strategy but hanging on to the old capabilities. These internal capabilities are composed of

functional and general management capabilities. In some situations an organization may find itself operating with success using its internal capabilities in the new environment without changing strategies. This can only work in the short run. In the long run a problem will be encountered. This is similar to the Peters and Waterman's concept of 'irrational rationality'; applying the right solution even when the situation means that it is no longer appropriate.

Over the recent decades trade unions in many countries have faced challenges associated with the labour market restructuring. They have been faced with the need to develop new strategies to cope with changes in their environments of operation and new regulatory contexts created by the state policies of labour market liberalisation and privatisation (MacKenzie, R. 2008). One of the key manifestations of labour market liberalisation and restructuring has been the widespread growth of non-standard or contingent employment arrangements yet union strategies of engagement with such workers remain limited and inconsistent (Heery, 2004 and Malo, 2006). Some observers suggest unions may be seen as less relevant to the new demands and experiences of flexible workforce. Others point to the importance of the need to offset the numerical declines in traditional members and more importantly to prevent the undermining of terms and conditions by the use of contingent workers as compelling unions to engage with and indeed make themselves relevant to this increasingly important section of the workforce.

COTU (K) identifies union membership organisation, recruitment and retention as one of its key focus areas in their strategic plan for the period 2007 to 2012. They plan to implement strategies to organize casual, temporary and contract workers while campaigning for formalisation of the sector.

2.3 Types of Adaptation Strategies Adopted By Trade Unions

Waddington and Whiston (1996) observe that trade unions capacity to represent workers outside their traditional constituency depends on their ability to develop new strategies. Sewel and Penn (1996) concur that this is indeed possible and posit that several studies have proved that. Thus in some cases trade unions have been able to obtain the support of white-colour workers, women and part time workers by the provision of services demanded by these workers. This confirms therefore that strategy can make a difference (Hyman, 1994). Cervino (2000) identifies three adaptation strategies as total inclusion, partial inclusion and exclusion strategies.

In total inclusion, trade unions' strategy is directed to the defence of the interests of the non-standard/ atypical workers with the same intensity and strength as interests of their traditional constituency (Cervino 2000). Trade unions' policies, therefore, would give the same importance to both groups of workers. The defence of the general welfare of the working class would predominate over the short-term interests of the standard workers. Moreover in periods of economic crisis, unions would accept the reductions in the benefits of traditional constituency in favour of atypical workers.

For the partial inclusion, the defence of non-standard workers would occupy a secondary place in the unions' policies (Cervino 2000). The main priority of trade unions would be the defence of their core constituency. The defence of interests of atypical workers would not be total but limited to concrete issues.

In exclusion strategies, the defence of atypical workers would be excluded from the unions' policies or would occupy a strictly residual place in them (Heery and Abbot 2000). This is

especially so if it is expected that the inclusion of these workers will not be of any benefit to the union in terms of numbers or other bargaining chip as the unions are also in competition. Cervino (2000) notes that in such circumstances there are no incentives nor is there institutional and organisational context.

Cervino (2000) notes that Trade unions' strategies depend on the incentives that they have to represent atypical workers, on the one hand and on the institutional and organisational context on the other. The analysis of trade unions' strategies must consider both factors simultaneously; otherwise such analysis would be incomplete. Therefore it could be the case that the trade unions have sufficient incentives to defend atypical workers but not the appropriate institutional and organisational contexts to do so. Conversely while such contexts may be favourable, trade unions may have no incentives to represent them.

2.4 Strategy and Trade Union Effectiveness in a Changing Environment

The world is changing fast, and these changes affect the position of workers and the unemployed. Globalisation, outsourcing, privatisation, capital mobility and restructuring of the welfare state cause employment and income insecurity (Kloosterboer 2007). Historically, trade union movement has played the crucial role of fighting for decent wages, workplace health and safety, working hours, equal rights and a safety net for those who cannot work. This is the legacy any trade union leader inherits and it is their duty to do all they can to make sure the organisations they have taken over continue to bring about social justice.

The leaders must therefore make sure that these organisations are ready to organise workers in the expanding service sectors, take on multinational corporations, create solidarity among people with diverse backgrounds, forge coalitions with other organisations and engage young

people in trade union movement. These are not easy times for trade union movement. Kloosterboer (2007) observes that trade union leaders cannot just sit back and blame globalisation, or structural economic changes, or hostile governments, or the supposed reluctance of young people to be part of trade unions. The focus should be on what can be done to adapt the trade unions to the changing circumstances. The movement must reinvent itself in order to deal with challenges of the 21st century. This will have to be done through real decision making on resource allocation, recruitment and training policies and strategic alliances which are not easy decisions.

Historically, African labour unions were an important driving force of anti-colonial liberation struggle before they transformed into transmission belts for ruling parties and governments after independence. In exchange they received secure jobs for their members and privileges for their leaders. However a rude awakening was caused by the debt crisis in the eighties and the ensuing economic liberalization which led to massive job losses in the formal economy and strong decline in trade union membership (Shillinger 2005). Many governments reformed their labour laws to the disadvantage of workers and Trade Unions and hence the break up of close ties with the governments.

In the absence of state sponsorship unions must become more effective in the workplace or suffer the inevitable consequences. This calls for adoption of strategies that will assure the effectiveness of these organisations. Boxall & Haynes (1997) define strategy in this context as a framework of critical enacted choices about the ends and means of an organisation. This describes strategy in terms of union-worker relations and union-employer relations. It therefore is apparent that the unions must make choices relying on industrial strategy unsupported by corporatism or political sponsorship. Where there are changes in the

environment, unions must survive in the workplace and their world is defined by decentralised bargaining with and within the workplace.

While there is debate over the extent to which union movements articulate working-class solidarity and enlarge class consciousness, most research observes that the primary needs of workers centre around such fundamental concerns as better pay and conditions, increased influence over what they regard as relevant workplace decisions, and protection against arbitrary management decisions (Boxall & Haynes 1997). Therefore regardless of whether or not workers are instrumentally or ideologically motivated, the view is taken that unions are effective when they meet the expectations of their members in respect of equitable outcomes in the areas mentioned above. However notions of union effectiveness must increasingly recognise the problem of knowledge escalation in advanced capitalist societies. Workers along with firms may experience dramatic changes in their environments meaning their interests shifts from regulation of their traditional jobs to one of acquiring the knowledge and skills to undertake substantially new jobs. Unions should therefore look out for long-term interests of their members. It is advisable for trade unions to sponsor strong skill formation focussed on long-term employer needs.

Unions in many countries have seen their memberships decline during past years (Shillinger 2005). In addition their position has weakened as a result of globalisation, erosion of workers rights and increasing labour market flexibility. Unions have responded to these changes differently. They include assertive organising campaigns at the workplace, engaging in strategic research, strengthening their local position locally and launching internationally coordinated campaigns. Kloosterboer (2005) observes that while these strategies may not have entirely solved the problems facing trade unions, some unions and local coalitions have

been successful in increasing membership and improving the conditions of lowly paid workers especially in the growing service sector.

2.5 The New Workplace and the New Worker

Trade Unions have had a difficult time in the recent past in terms of membership and density mainly because of poor management and lack of information in the public domain on trade unions (Chege & Morrocchi 2006). This is arguably imminent in the drop of the number and days taken in strike actions. Chege & Morrocchi further observe that both the government and the employers have combined to restrict union freedoms by legislative and organisational means. This is evident elsewhere across many countries both developed and the developing ones (Campbell, 2005 and Schillinger 2005).

Given these circumstances, an opportunity has presented itself to moderate union leaders to develop discourses and policies based on moderation and collaboration at the expense of militancy and combativity. Based on these developments, a re-invigorated employer's ideology based on organisational commitment, entrepreneurial values and the dominant power of the market has emerged (Danford, Richardson & Upchurch 2003). This ideology has created new atmosphere in the workplace. The new workplace is based on de-collectivised and fragmented workforce in which production and management techniques focus on business needs of the employer and seek to intensify work under the guise of employee involvement and customer consciousness and hence reduced room for trade union to manoeuvre and plan strategically. As such a crisis of representation has occurred in terms of constrained ability of trade unions to face the challenges of fragmented workforce, decentralised employment regulation and the rise of newer and more dynamic sections of the economy.

This newness in worker attitudes overshadows the traditional collectivism and emphasises individual interest at the expense of class solidarity and is based on propositions such as the notion that the international economy is led by new information technology where 'knowledge' work takes precedence over the traditional functions of labour and that the individual is liberated in the process from external pressure. It is also evident that workers have accepted the need for emotional labour, customer consciousness and entrepreneurial values and have re-invented themselves as new model workers and are ready and willing to abandon collective solidarity with their peers in favour of goals of the employer. They are in need of more agility and possess aesthetic qualities designed to please the consumer. The new worker is therefore a product of more sophisticated human resource management procedures of recruitment, selection and training which mould self-reliant workers and may sometimes be gender-oriented (Danford, Richardson & Upchurch 2003).

The emergence of psychological contract between the employer and the employee also contributes to the erosion of traditional collectivism and brings out the face of individual interest. In this scenario the old ideas of collective dependency on the employer for welfare and job security are abandoned in return for employability of the new worker and a drift to personal rather than collectivised contracts and a new sense of individual responsibility career develops (Danford, Richardson & Upchurch 2003).

2.6 The Rise of Non-Standard Workforce and Its Effects on Trade Unions Capacity of Representation

Cervino (2000) notes that atypical work is more easily described by what it is not than by what it is. It covers a host of forms of work which deviate from the standard including temporary jobs, part-time jobs, self-employment and many other forms. Reference to standard

work is with regard to full-time and permanent jobs. Much of the literature maintains that the rise in atypical employment has been responsible for the crisis in trade unions due to the difficulties that trade unions have faced in attracting the support of workers other than their traditional constituencies.

Katz et al (2003) observe that over the recent decades trade unions have faced and continue to face considerable challenges presented to them by labour market restructuring and the subsequent shifts. They further note that the labour market has changed to include large numbers of workers who have not been traditionally included within the trade union movement. This has necessitated the need for unions to organise in new sectors in order to retain power and influence. Trade unions have also lost the ability to use traditional notions of 'class solidarity' as a defining union identity on which to build solidarity. This has raised the all important question of how unions are seeking to engage groups of workers who not only have a contingent status as workers but also who are 'atypical' of trade union movement.

Internationally, the current conjecture is one in which the labour movements of many countries are under attack, trade unionism is on the decline in its traditional strongholds and management has seized the initiative in both the restructuring and of production and the transformation of industrial relations (Klerck 2002). An increasingly prominent aspect of managements' drive to become globally competitive is the casualization of employment understood not only in the narrow sense of an expansion in the proportions of persons classified as casual workers, but also in the broader sense of a spread of casual conditions of employment within the labour market. Klerck (2002) further notes that the rise of the so-called 'flexible' workforce – i.e. temporary, part-time and variety of self employed workers

marks the movement from a dominant pattern in which internal labour markets shielded workers from market forces, to a new employment relationship where pressure from product and labour markets are used to mediate the labour –management relationship.

Working class fragmentation is not a new phenomenon. Hyman (1992) outlined a U- Curve of unionisation which reflects variations in employment status and labour market position. Employees with professional qualifications or higher levels technical skill may perceive little need for trade union support while the growing number of workers in precarious employment lacks the resources and cohesion for collective organisation. Unions have historically been strongest among intermediate categories of employment such as semi-skilled operators. The labour movement is thus flanked by two significant groups of non-unionised employees: the rising middle layers of skilled, white collar and semi-professional workers and the increasing number of people in no-standard employment. The latter can potentially form a bridge between marginalised and unemployed members of working class and the relatively more privileged workers in permanent, full-time employment. The active incorporation of non-standard workers into the unions is thus of great political significance (Klerk, 2002).

The objective of the working class unions is the defence of working class as a whole. Available literature on trade unions reveals that before the economic crisis of the 1970s the economic and political context made it easier for unions to achieve this objective. In this respect one of the economic factors emphasised by the literature is the role played by the fordist system of production which essentially consisted of mass production of standard products through the division of labour into simple tasks. Unskilled workers worked in large numbers in big factories. The homogeneity of working conditions among workers made it

easier for unions to implement policies for workforce as a whole and facilitated the development of a sense of collective class consciousness and solidarity among workers (Cervino, 2000). Moreover, the political context also favoured the unions. During that period, trade unions enjoyed the public recognition of the states and were seen as the crucial elements in the maintenance of ideal economic policies.

However new economic situations that developed after the oil crisis in the seventies altered the landscape and it became much more difficult for unions to defend the whole working class. The fordist model could not work as it produced rigidities in the labour market that made it difficult for firms to adapt to changes. Accordingly there was urgent need to develop alternative production methods that would allow firms to adapt to the economic fluctuations. Flexibility established itself as the principal characteristic demanded from the production system (Cervino 2000). Cervino further observes that firms have always had to adapt to the changing context, but the particular experience of the 1980s seems to have given rise to a widely shared expectation that strong turbulences and uncertainties will become a permanent feature of economic life for the foreseeable future.

The significance of this situation is that the different measures developed to establish flexible systems of production are making it harder for unions to fulfil their function of representing workers (Cervino 2000). In fact some writers have argued that the new forms of production have reduced the influence of unions in firms and have generated an anti-union culture among entrepreneurs. However trade unions' power has also declined as a result of changes in the composition of the labour force brought about by flexibility. As is well known, the trade unions' traditional constituency comprises male, blue-collar workers in standard employment. However there has been general rise in atypical jobs implying new working

conditions, new demands and needs from this new clout of workers who are different from the traditional union members. Likewise the decentralisation of production from big firms to small firms has favoured the segmentation of workers. Normally the most insecure jobs are concentrated in small firms, while workers with better working conditions are employed in the big firms. This makes it much more difficult for unions to represent workers because in some countries unions have very influence limited in small firms.

Atypical employment affects women and young workers. This complicates the capacity of trade unions to win their support as both groups show low levels of union membership. Considerable research has demonstrated that women are less likely than men to join a trade union, while young workers represent the cultural and ideological change that has taken place during the last decades (Visser, 1992, Regini, 1992). According to some authors, the former collective consciousness of workers has been replaced by a more individualistic mentality (Zoll, 1996). The result has been the loss of ideological identification with unions and the emergence of an instrumentalist attitude toward these organisations. This change in workers mentality does not imply a reduction in their support for unions, but rather a change in the meaning of such support. None the less trade unions are in danger of losing members if they do not adapt to workers' new types of demands (Cervino, 2000).

As a result of all these changes, there is widespread consensus in the literature that the trade unions' capacity of representation is in a crisis. This crisis is reflected in the generalised fall in membership rates of unions and the fact that their constituency principally consists of male industrial worker rather than other different groups of workers (Klerck 2002). Trade unions therefore are turning into organisations of particular type of workers and not the working class as a whole as they used to be.

2.7 Factors Considered By Trade Unions While Making Strategic Choices

Research findings in many fields have maintained that trade unions' policies are directed exclusively towards defending the interests of their members, rather than those of other groups of workers. This perspective however does not consider the possibility that trade union leaders may have interests other than the defence of their members. These interests could be of both ideological and organisational in kind (Cervino 2000).

The stated objective of class based oriented unions is the defence of the entire class. Therefore, the adherence to this ideological objective may be an important incentive for unions to represent atypical workers as otherwise trade unions would be betraying one of their basic principles (Sabel, 1987). Moreover unions also seek their organisational growth and consolidation and therefore they will have greater interest in representing atypical workers if this would serve to boost their power or at least prevent this from declining. This could be the case if the number is large enough to strongly increase the trade unions' power if such workers support these organisations or if while atypical workers represent only a relatively small group, their support could give a union a comparative advantage with respect to another rival union or if these workers challenge the role played by unions in the industrial relation system or if the exclusion of workers from the union' policies threatens to lead to a loss of support of the most ideologically committed members of the union.

However, Cervino (2000) notes that incentives alone do not explain the trade union strategies toward atypical workers. The representation of these workers is possible when the incentives are greater than their costs and when appropriate context exists to develop such strategy. These are directly related to institutional and organisational factors.

2.7.1 Institutional and Organisational Factors

Institutional and organisational factors are also very important for one to understand trade union strategies toward atypical workers (Cervino, 2000). There are both internal and external factors that are considered in coming up with these strategies. The internal factors are derived from the institution and the external ones have to do with other organisations other than the unions.

Internal Factors

Strategies towards atypical workers will depend on how they affect the interest of the members of the trade union (Hyman, 1994). The representation will be difficult if union members see that strategy as a threat to their own working conditions. This would happen if the defence of atypical workers implies sacrifices from union members. On the contrary the representation will be easier if it is compatible with the defence of their members. Cervino (2000) observes that organisation of the trade union may also affect their strategy toward atypical workers. It may be the case that the organisational structure of the trade union is not appropriate for the representation of the these workers, because they are not strong enough in the sectors or firms where these workers are found or because the different levels of union organisation not coordinated enough to carry out this task.

External Factors

The existence of competition among unions may also influence their strategies toward atypical workers. Competition among unions leads these organisations to concentrate on the defence of the interests of their members and therefore the possibility of representing atypical workers would be reduced in the context of union competition. However in some circumstances this competition seems to favour atypical workers (Cervino 2000).

The willingness of employers to negotiate with trade unions is also an important factor for consideration on strategy formulation on representation of atypical workers. Their representation will be easier when they are more disposed to negotiate with unions. On the contrary if the employers are unwilling to negotiate the working conditions of atypical workers, then it would be more difficult for unions to represent workers. The economic context also affects the trade unions capacity of representation. A favourable economic climate makes it easier for unions to defend the conflicting interests of workers. The opposite is also true.

Therefore, strategies of trade unions toward atypical workers depend on the combination of incentives on the one hand and on the institutional and organisational contexts. The inclusive strategy would be ideal when trade unions have incentives to represent atypical workers and when the institutional and organisational factor makes such a strategy possible. Partial inclusive strategy would be developed when unions have incentives to defend the interests of atypical workers but institutional and organisational contexts prevent this defence from being total. In this case their representation would be partial. An exclusive strategy on the other hand would occur when trade unions have no incentive to represent atypical workers or alternatively, they have the incentives but the appropriate institutional and organisational factors do not exist.

2.7.2 Legal Legislations

Johnson and Scholes (2002) note that organizations operate within some defined legal systems. These spell out what they can or cannot do. In fact they are required to register with some authority to acquire legal status and be able to transact business. These legal systems are themselves not immune to the environmental shifts and therefore changes also occur

within them necessitating conformity from those elements that depend on such systems. In some instances legislations are deliberately designed to enhance, control or curtail the activities of the elements that depend on them (Chege and Morrochi 2006). It is therefore important for those in charge of the strategy formulation process to be aware of these legal implications before they adopt strategies to guide the organization in attainment of the mission. Unions especially find themselves in very precarious positions given the globalization effects and the shifts in labour dynamics. The leaders therefore need to be well informed of what is happening in their area of operation to be able to represent the workers well.

2.7.3 Suitability of Strategy

Here the concern is mainly whether the strategy addresses the circumstances in which and organization is operating ie the strategic position. Suitability can be thought of as the rationale of a strategy and whether it makes sense in relation to strategic position of an organization (Johnson and Scholes 2002). Therefore suitability has to do with how the organization is exploiting the opportunities in the environment and avoiding threats, capitalizing on organizations strengths and avoiding or remedying weaknesses and addressing expectations. For unions this stark reality just as in any other organization. Environment is everything and the main drive in any strategy should be to derive maximum benefits from the opportunities while mitigating against any known and potential weaknesses (Ansoff and McDonnel 1990).

2.7.4 Acceptability of Strategy

This has to do with performance. Acceptability is concerned with the expected performance of a strategy which could be return, risk and stakeholder reactions. Johnson and Scholes

(2002) note that strategies are meant to steer an organization into the future and therefore they should be gauged against attainment of certain objectives and avoidance of wasteful activities or exposures that may cause financial losses to organizations. It is therefore incumbent upon the leadership of organizations to ensure that they only go for what will benefit the organization and preserve what the organization stands for.

2.7.5 Feasibility of Strategy: Financial and Human Resource Feasibility

Feasibility is concerned with whether the organization has the resources and competencies to deliver a strategy. It is very important for leadership in organizations to determine their capacities before embarking on and adopting a strategy. The most essential of these include the financial resources, the human resources and equipment. Johnson G, Scholes K & Whittington R, (2006) observe that any organization wishing to introduce changes in its systems to conform to some environmental realities has to assess whether it has what it takes in terms of resource base before embarking on them, otherwise it will not succeed. Trade unions are therefore forced to assess their circumstances in these times of turbulence in their operational areas to assess their capacities before they can adopt strategies to ensure survival and relevance. A case in point is the unions desire to organize workers across regions and cultures which brings out the need to assess whether they are financially able and also if they have the right expertise to organize workers across such cultures. They also need to evaluate their capacity in terms of physical facilities.

2.7.6 Experience, Culture and Politics

This has to do with individual judgment and influence of organizational culture. The choice of strategy will therefore be based on experience and cultural and political processes of the organization. It is argued that the awareness of strategic issues is not necessarily an analytical process, rather people get a 'gut feeling' based on their previous experience or received

wisdom. This awareness incubates as various stimuli help build up a picture of the extent to which circumstances deviate from what is normally to be expected in terms of performance measures or reaction to quality of service or products (Johnson and Scholes 2002).

Strategic decisions emerge as the outcome of managerial experience a social, political and cultural context where individual and collective experiences of managers play an important role. This is reflected on how organizations go about development and adoption of strategy eg groups of senior managers and the board members remove themselves from day to day responsibilities to tackle strategy issues facing their organizations. Many techniques may be used in such meetings but will draw heavily on different experiences, interests and views of these managers.

It is therefore not a surprise that any strategies that unions will settle upon will heavily be influenced by seasoned trade unionists that have experienced the evolution of the trade union movement.

2.7.7 Mimicry and Institutionalization of Strategy

Similar organizations have similar strategies within organizational fields. This has led to institutionalization of strategies eg in the accounting profession, in schools, in universities and many others. This is based on the fact that the organizational experience of the managers involved are similar and hence the convergence of strategies (Johnson G, Scholes K & Whittington R, 2006). Organizations will also tend to mimic successful strategies while mainly striving to acquire legitimacy and recognition. This has been witnessed in colleges and universities that carry on research and also in accounting where firms will seek recognition by taking steps that others have taken in this field to excel. Trade Unions by their very nature will also be forced to mimic the actions of others to achieve recognition and gain legitimacy.

2.7.8 Evolutionary Ideas

This has to do with more emphasis on emergence of a strategy through tentative steps, driven as much by people from within the organization as the people at the top of it (Johnson and Scholes, 2002). There are no formalities. The argument is that innovation tends to arise from below. It is not top down planning that creates innovation rather it is activities within an organization. New ideas stem from entrepreneurial behaviour rather than through plans. Innovations evolve in tandem with the environment itself such that as the environment changes so do markets and new ideas emerge. Some get picked and others don't and so the ideas and innovations are part of the very environment in which they exist and hence the concept of evolution.

In the light of this organizations will take on evolutionary ideas that work to their benefit. Trade unions in this context will take on those opportunities that are beneficial to them and especially in these times of change in their operational contexts.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

This research study is based on the cross sectional descriptive survey design. This is in line with the fact that the research study is purposed to collect standard data from all respondents in the study at the same time. This design provided a comprehensive basis for analysis as primary information specific to the survey was collected.

3.2 Population

The targeted population comprised workers' trade unions in Kenya at the time of this research study. The total number of workers' trade unions registered with the registrar of trade unions at the time of this survey in 2009 was 50 (Registrar of Trade Unions). This population comprised 34 trade unions being affiliated to the Central Organisation of Trade Unions of Kenya (COTU-K) and 16 not being affiliates of COTU (K).

3.3 Sample

Initially the researcher had opted to do a census survey guided by the number of registered workers unions and the anticipated level of non- response. However out of the 50 questionnaires sent out, the researcher received 34 completed questionnaires back. Therefore the researcher analysed a sample of the entire population to obtain the various statistical parameters that have been used to make interpretations and draw conclusions regarding the strategies adopted by unions and the factors considered in adopting these strategies.

3.4 Data Collection

The researcher collected primary data because there was limited secondary data owing to the fact that this area has not been studied a lot in Kenya as noted elsewhere in this research study. This data was collected with the aid of mail interview questionnaires. The

questionnaires included both open ended and closed questions to solicit information related to the research problem. Preset multiple choice questions to choose among the variables and Likert scale responses to gauge the opinions of the respondents about particular statements were also used. The questionnaire was divided into 3 parts. Part A was designed to obtain general information, part B was questions on perceptions of trade unions of changes in the workforce, part C was on Strategic responses and strategies adopted by trade unions in a changing workforce environment. The questionnaire was administered through drop and pick method and also through post. This method was intended to minimize the biases of face to face interview and also seek independent opinions without running the risk of the researchers influence.

3.5 Data Analysis

Data collected was tabulated and coded. The coding was done in such a manner as to allow the researcher to sort and analyse the answered questionnaires received from the respondents. This enabled the researcher to develop summaries, look for areas of congruence in strategy adoption and aid the application of statistical techniques. The statistical package for social sciences (SPSS) was used to extensively analyse the data.

Descriptive statistics such as mean, standard deviation, frequencies and percentages obtained from the data summaries formed the basis of analysis. The measures of central tendency, mean and standard deviation were used to identify the strategies that unions have adopted in these times of changing workforce dynamics in Kenya.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter presents the analysis of the data from the field and interpretations. From a study population of 50 respondents from workers trade unions, 34 respondents responded which comprised of 68% response rate. The analysis has been presented in tabular format populated with outcomes of the statistical package for social sciences (SPSS) indicating the various measures of central tendency such as mean and standard deviations upon which the interpretations and conclusions have been made. Other analytical tools such as percentages have also been used. The analysis is guided and informed by the research objectives of finding out the strategies that unions have engaged to counter the workforce changes and the factors that the unions consider when coming up with the strategies.

4.2 Profile of Respondent Unions

4.2.1 Years in Operation by Trade Unions

Experience comes with time that has been spent on a certain task. In this respect the number of years that a union has represented workers plight is a clear indication that they have a grasp on the goings on in the particular industry that they operate in. It is for this reason that the researcher sought to find out how long the unions have been in operation in order to determine if they actually understand the nature of workforce change and hence the various strategies they have adopted to address the changes be they positive or negative.

The trade union movement in Kenya is quite an old phenomenon. The unions played a very big role in the struggle for independence in Kenya and no wonder the close relationship between the trade unions and the struggle for liberation from the colonialists in Kenya.

However due to the emerging economic, social political, technological and ecological dynamics, new unions have been registered in the recent past to try and counter or bridge the gaps that exist following on the mandate of the unions through the years. The researcher sought to establish how well the unions understand the issue of the changing workforce given the dynamism of the environment they are operating in. The researcher did this by seeking information on how long the unions have been in operation. This although not the only parameter, would contribute a lot to the researcher's quest since the longer the time the union has been around the more the experiences they have gone through.

Table 1: Number of Years in Operation

	Frequency	Percent
5-10 years	4	11.8
10-15 years	7	20.6
15-20 years	9	26.5
above 20 years	14	41.2
Total	34	100.0

Source: Research Data

According to the findings, the majority of the unions (41.2%) had been in operation for over 20 years, 26.5% of the unions had been in operation for 15-20 years, 20.6% of the unions had been in operation for 10-15 years, while 11.8% of the unions had been in operation for 5-10 years. These findings imply that all these unions were well versed with the strategies adopted in the changing nature of workforce as all of them had been in operation for a period of 5 years and above.

Friedland (1974) observes that the upsurge of African labour organization and trade union growth began after the Second World War. Chege & Morrochi (2006) also observe that the trade union movement in Kenya is a child of economic, social and political strives dating back to the imperialist days. They go on to note that the main aim of the movement was to represent the plight of workers but operating under very difficult situations especially because

they were seen as forces of incitement against the employers by the colonialists. However the British labour policy towards her colonies changed resulting to enactment of the 1937 Trade Unions' Ordinance which stipulated the conditions under which Africans could organize themselves into trade unions. It is therefore evident and the research confirms and corroborates the fact that the trade union movement in Kenya is an old phenomenon as supported by the findings of 41.2% of the sampled unions being in operation for over 20 years in Kenya.

4.2.2 Sectors Represented by the Unions

Just like any other subject, the subject of trade unions is classified to give it more meaning and help in focussing their efforts in certain directions to ensure achievement of objectives and optimization of resources. This classification has been influenced by the various sectors of the economy since many workers are identified and recruited into the union following this arrangement. Each sector has a workforce of a particular nature. The researcher therefore sought to establish the number of unions in each sector. This information was important in establishing where people work and hence establish how the workforce changes have affected the membership in unions in these sectors. The researcher therefore sought information on the number of unions in each sector to establish the facts above.

Table 2: Industry Represented By the Unions

Industry	Frequency	Percent
Manufacturing	7	20.6
Service	11	32.4
Aviation	3	8.8
Construction	2	5.9
Transportation	2	5.9
Entertainment	2	5.9
Banking	1	2.9
Hospitality	2	5.9
Mining	1	2.9
Others	3	8.8
Total	34	100.0

Source: Research Data

From the study, most of the unions that responded to the questionnaire were in the service industry as shown by 32.4%. It also shows that out of the 34 respondents, 20.6% of them were in the manufacturing industry. The unions that were in aviation industry and in other industries such as communication industry were shown by 8.8% each, those that were in construction, transportation, entertainment and hospitality industry were shown by 5.9% each, while the unions that were in the banking industry and mining industry were shown by 2.9% each.

The analysis therefore portends that the majority of workers in Kenya are employed in the service and manufacturing industries given the number of unions, (32.4% and 20.6%) respectively. This also implies that much of the workforce changes have taken place in these sectors. It therefore follows that this is where the unions focus most of their efforts in trying to educate the workers about their rights and privileges.

Technological advancements and mechanisation of work has seen many unions crossing paths with employers. Klerck (2002) observes that the demands of new technology and high quality standards require skilled, dependable and cooperative labour force. The impact of this has been redundancies leading to layoffs and retrenchments. Unions have not taken this kindly and have tried by all means to have the processes tailored in such a way that they accommodate existing workers through training and other means possible to ensure that workers remain relevant. Omolo (2009) notes that mechanization of tea picking in Kenya is an industrial dispute and the only way to resolve this is through the laid down industrial regulations as opposed to use of violence. It is therefore evident and the research findings corroborate this as the only asset that employees have been left with is perfecting their skill and providing any service as long as they get employment.

Momanyi (2006) notes that guards at Radar have to undergo a six weeks intensive training course in the capable hands of qualified trainers, under the direct supervision of the Managing Director the training ensures that the recruits are fully conversant with their responsibilities and procedures involved in efficiently carrying out their duties.

4.2.3 Size of Unions

Naturally the word size creates the picture of extent, reach or influence in our minds. The size of objects and subjects tell you a lot regarding them. Union leaders know that for unions to make a meaningful impact in their mandates the size will matter a lot. Therefore it follows that for unions voice to be heard and for them to influence decisions about the workers they represent they have to have the requisite numbers. The sizes of the unions are also indicators of how important unions are considered to be in various environments and also how quickly changes will be embraced. The researcher therefore sought to collect data on the membership in various unions by asking respondents to indicate a range within which their membership falls.

Table 3: Unions' Membership.

	Frequency	Percent	Cumulative percentage
1-5, 000	13	38.2	38.2
5, 001-10, 000	5	14.7	52.9
10, 001-15, 000	5	14.7	67.6
15, 001-20, 000	2	5.9	73.5
above 20, 000	9	26.5	100
Total	34	100.0	

Source: Research Data

From the study, the majority of the unions (38.2%) of the unions had 1-5,000 members. It also shows that 26.5% of the unions had above 20,000 members and that the unions that had 5,001-10,000 members and those that had 10,001-15,000 members were shown by 14.7% each, while 5.9% of the unions had 15,001-20,000 members.

This analysis implies that the trade union movement in Kenya is strong and especially so in the service and manufacturing sectors. The results also imply that unions have quite considerable effect on the various decisions that employers make and that their input is valued by various sectors of the economy pointing to the fact that their representation is crucial in the various forums affecting workers such as the current phenomena of workforce changes.

Klerck (2002) observes that internationally, the current situation is one which labour movements of many countries are under attack and that trade unionism is on the decline in its traditional strongholds. Over the recent decades unions in many countries have faced the challenges associated with labour market restructuring. Unions have been faced with the need to develop new strategies to cope with changes in their environments of operation and new regulatory contexts created by state policies of labour market liberalisation and privatisation (MacKenzie 2008). The research findings therefore confirm the assertion above that the trade unionism on the decline because of the workforce changes as corroborated by findings that majority of unions' membership is actually below 5000 represented by 38.2% of the sampled respondents.

4.2.4 Affiliation

For effective participation in various forums, individuals and organizations have to come up with strategies on how to go about their businesses. For unions to be effective and be able to front the workers' agenda they need to forge a common front. This happens when unions themselves come up or join forums that will ensure the views of every other union are considered and evaluated accordingly. This in Kenya happens through affiliation to the workers umbrella body the Central Organization for Trade Unions (COTU-K). There are also

other affiliations to international forums to ensure that the unions are kept abreast with what is happening in the world and especially regarding the subject of changing workforce which is a common phenomenon across the globe. The researcher therefore sought to establish this fact by seeking data on how many unions are affiliated to Central Organization for Trade Unions (COTU-K) and other bodies.

Table 4: Affiliation to Cotu – K

	Frequency	Percent
Yes	26	76.5
No	8	23.5
Total	34	100.0

Source: Research Data

COTU (K) identifies union membership organization, recruitment and retention as one of its key focus areas in their strategic plan for the period 2007 to 2012. Therefore, the study sought to establish whether their trade unions were affiliated to the Central Organization of Trade Unions of Kenya (COTU-K). From the findings most of the respondent unions (76.5%) were affiliated to the Central Organization of Trade Unions of Kenya (COTU-K), while 23.5% of the unions were not affiliated.

4.2.5 Other affiliations and membership

The study also sought to find out whether the unions had other affiliations and memberships. From the study, some of the trade unions were in other affiliations and memberships such as members of ITF (international transport federation), international garments and leather workers federation, east African Trade Union Council (EATUC) and also members of new unionism.net.

From the analysis it proper to conclude that unions in Kenya have a forum through which they air their concerns and make contributions regarding the plight of workers. It is also

implied that unions in Kenya are in touch with what is happening in the global arena given the other affiliations. This analysis also means that the union movement in Kenya is quite organized and that they have a common agenda in the national and international forums.

4.3 Strategic Responses by Trade Unions

4.3.1 Introduction

Due to the various changes that have taken place in the workforce in Kenya and elsewhere which have had negative impact on the unions' activities, unions have taken some general strategic decisions and have adopted various strategies towards the changing workforce. The study therefore required the respondents to indicate strategic directions that their unions have taken and the extent to which their unions have engaged the various strategies to counter the workforce changes.

4.3.2 Strategies Adopted By Trade Unions

As the dynamic of workforce changes, unions have been forced to go back to the drawing boards and review their strategies with the aim of coming up with strategies relevant to the current environmental changes. This has been occasioned by falling numbers in membership, many workers opting out of the unions and also the governments push towards liberalisation giving employers a freehand in recruitment processes which hurt the very core of the union. The researcher therefore sought to collect data on the various strategies that unions have engaged to deal with these adversaries and remain relevant to deliver their mandate. The respondents were required to indicate the extent to which their unions engaged in each of the strategies as indicated in the table below.

Table 5: Strategies Adopted By Trade Unions in the Changing Nature of Workforce

Strategies	Mean	Std. Deviation
Assertive organizing campaigns at the workplaces in your traditional catchment area/industry	5.0	0.172
Assertive organizing campaigns at the workplaces in non-traditional catchment area/industry	3.4	0.954
Forming a new union where the existing one cannot cater for the needs of a particular kind of a workforce	1.3	0.760
Using regional and global approaches to compare notes with other unions on the issue of workforce changes to have a common agenda	3.9	0.686
Taking on strategic research on the changes to assess the impact and consequently make decision	3.6	0.991
Lobbying the employer to engage workers on a permanent basis and allowing them to join the unions	4.7	0.799
Jointly with others lobbying the government to legislate against casual and temporary employment arrangements	4.5	1.052
Reaching out to young workers, the educated and women through campaigns	4.5	0.563
Reaching out to the informal sector through campaigns and education on the strength and purpose of the unions	4.2	1.156
Lobbying employers to retrain and equip workers with necessary skills instead of declaring them redundant	4.8	0.496

Source: Research Data

From the study, the strategies that were mostly engaged by most unions towards workforce changes were assertive organizing campaigns at the workplaces in their traditional catchment areas/industry which was engaged by all the unions as shown by a mean score of 5.0 and a standard deviation of 0.172, lobbying employers to retrain and equip workers with necessary skills instead of declaring them redundant shown by a mean score of 4.8 and a standard deviation of 0.496 and lobbying the employer to engage workers on a permanent basis and allowing them to join the unions shown by a mean score of 4.7. The results also show that unions are engaging in many other strategies as indicated by mean scores of between 4 and 4.5 for these others.

This implies that as earlier asserted the governments push towards a free market economy has given the employers a free hand to engage workers on casual, temporary and contractual

basis and consequently dictating the circumstances under which the workers join unions as opposed to workers making that decision on their own. The results also imply that the threat of environmental changes are real as indicated by redundancy brought about by changes in the way things were done in the past. It is also implied that the unions have a big role to play as advocates of the workers because if workers do not have a unified voice, the redundancies will continue and workers will continue getting a raw deal as they will be employed as temporary and casuals in many instance. This would affect their economic freedom and few of them will join the unions.

Waddington and Whiston (1996) observe that trade unions capacity to represent workers outside their traditional constituency depends on their ability to develop new strategies. Sewel and Penn (1996) concur that this is indeed possible and posit that several studies have proved that. Thus in some cases trade unions have been able to obtain the support of white-colour workers, women and part time workers by the provision of services demanded by these workers. This confirms therefore that strategy can make a difference (Hyman, 1994). Kloosterboer (2007) observes that trade union leaders cannot just sit back and blame globalisation, or structural economic changes, or hostile governments, or the supposed reluctance of young people to be part of trade unions. The focus should be on what can be done to adapt the trade unions to the changing circumstances. The movement must reinvent itself in order to deal with challenges of the 21st century. The research data therefore confirms the assertions of the many scholars that for unions to make it in this dynamic environment they have to adopt modern strategies as indicated by many organisations deciding to do massive awareness campaigns as opposed to waiting for workers look for information on their own to make the decision of whether to join the union.

4.4 Factors Influencing Adoption of Strategies by Trade Unions

Strategies are plans, ploys or unique specifications adopted by organizations in order to accomplish their mandate. In the background there are forces that cause organizations to take on these unique plans guided by the objectives that organizations are aiming to accomplish. These are the factors that influence the adoption of strategy. In this study the researcher wanted to find out what influences the unions choice and adoption of strategy towards the workforce changes in Kenya. The researcher therefore sought to collect data regarding the factors considered by various unions in adopting various strategies by requesting respondents to indicate the extent and the level of consideration their unions gave to the factors indicated in the table below.

Table 6: Factors Influencing Adoption of Strategies by Trade Unions

Factors	Mean	Std. Deviation
Organization capabilities to organize workers	4.7	0.589
Benefits accruing from recruiting the non-unionized workers	4.0	0.603
Organizational culture and politics of the union	4.4	0.746
Doing what others have done successfully (mimicking and institutionalization of strategy)	3.4	0.849
Experience of mergers in the industry and union activities	4.6	0.660
Financial feasibility of the union	4.8	0.387
Human resource feasibility of the union	4.3	0.589
Legal/legislation systems by the government	3.5	0.662
Technological advancements locally and globally	3.3	1.001
Performance expectations (acceptability of the strategy)	4.5	0.749
Suitability of the strategy against current strategic position	4.8	0.459

Source: Research Data

From the study, the factors that were mostly considered by most trade unions when choosing the strategy to adopt towards the workforce change dynamic were suitability of the strategy against current strategic position and financial feasibility of the union shown by a mean score

of 4.8 in each, organization capabilities to organize workers as shown by a mean score of 4.7, and the experience of managers in the industry and union activities as shown by a mean score of 4.6. There are other factors also that unions look at as shown by a mean scores of between 4 and 4.5.

This implies that unions are very careful when choosing the strategies to adopt. They consider the current strategies and the environment and look at the financial muscle of the union in order to ensure that they do not take on something that they may not have funding for or something that is not relevant to their current context in terms of their operating environment. There is also strong inclination to the understanding of the managers as to the environment in which the unions operate in. Therefore it is also implied that the managers have to clearly understand the nature of the workforce dynamic before taking on any decisions on what is to be done.

The stated objective of class based oriented unions is the defence of the entire class. Therefore, the adherence to this ideological objective may be an important incentive for unions to represent atypical workers as otherwise trade unions would be betraying one of their basic principles (Sabel, 1987). Moreover unions also seek their organisational growth and consolidation and therefore they will have greater interest in representing atypical workers if this would serve to boost their power or at least prevent this from declining. Therefore the research findings do actually confirm this position as a majority of the sampled unions indicate that the suitability of the strategy in the circumstances of workforce changes and financial resources are considered as the ones that are mostly considered by unions when formulating their strategies towards non standard workers. In actual fact the unions will consider if the strategy will stop the decline of union viability and boost the bargaining power at the same time through numbers and financial muscle.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings, gives conclusions and recommendations based on the objectives of the study. The objectives of this study were to identify strategies that the unions have adopted to cope with workforce changes in Kenya and also to establish the factors that influence the choice and adoption of the various strategies by the trade unions.

5.2 Summary of Findings

From the findings, the study shows that majority of the unions (41.2% of the sample) had been in operation for over 20 years while 26.5% of the respondent unions had been in operation for 15-20 years. The findings also show that most of the unions that responded to the questionnaire were in the service industry as shown by 32.4%. It also shows that out of the 34 respondent unions, 20.6% of them were in the manufacturing industry. From the study, the majority of the unions (38.2%) had 1-5,000 members many of whom affiliated to the Central Organization of Trade Unions (COTU-K) with 76% of the respondents being members of COTU - K. The study also found out that some of the trade unions were in other affiliations and memberships such as ITF (International Transport Federation), IGLWF (International Garments and Leather Workers Federation), East African Trade Union Council (EATUC) and also members of new unionism.net.

The study also established that the major strategic direction taken by the unions to counter the changes was encouraging workers to join union through education and training as indicated by a mean score of 5 and a standard deviation of 0.176 of respondents. From the study, the strategies that were mostly engaged by most unions towards workforce changes were assertive organizing campaigns at the workplaces in their traditional catchment areas/industry

which was engaged by all the unions as shown by a mean score of 5.0 and a standard deviation of 0.172, lobbying employers to retrain and equip workers with necessary skills instead of declaring them redundant shown by a mean score of 4.8 and a standard deviation of 0.496 and lobbying the employer to engage workers on a permanent basis and allowing them to join the unions shown by a mean score of 4.7. The results also show that unions are engaging in many other strategies as indicated by mean scores of between 4 and 4.5 for the others.

From the study, the factors that were mostly considered by most trade unions when choosing the strategy to adopt towards the workforce change dynamic were suitability of the strategy against current strategic position and financial feasibility of the union shown by a mean score of 4.8 in each, organization capabilities to organize workers as shown by a mean score of 4.7, and the experience of managers in the industry and union activities as shown by a mean score of 4.6. There are other factors also that unions look at as shown by a mean score of between 4 and 4.5 for the others.

5.3 Conclusions

This study therefore concludes that the strategy that the unions have adopted to cope with workforce changes in Kenya was by encouraging workers to join union through education and training. Other strategies engaged by the unions towards non-standard workers were assertive organizing campaigns at the workplaces in their traditional catchment areas/industry, lobbying employers to retrain and equip workers with necessary skills instead of declaring them redundant and lobbying the employer to engage workers on a permanent basis and allowing them to join the unions. The study also concludes that the factors that influence the choice and adoption of various strategies by trade unions were suitability of the strategy against current strategic position, financial feasibility of the union and organization capabilities to organize workers.

5.4 Recommendations

From the outcome of the responses analyzed it is very clear that many of the union managers know the problem of the challenges being posed by the workforce changes and appreciate it. However their responses are lacking in the area of research into the problem. Therefore the researcher recommends that the unions take keen interest and go ahead to commission research into these changes and their effects on the sustainability of the union movement so that it can continue carrying out its all important mandate of ensuring the workers are being respected and their rights observed.

5.5 Suggestions for Further Study

This study focused on workers trade unions only. This research should be extended to other unions such as employers and union networks and membership bodies and Associations. This would ensure there is more insight to the problem under study. This research also adopted a census approach yet it was not possible for all unions to participate. A case by case study would help bring out some of the unique findings about specific trade unions because they would be more in-depth and more detailed.

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DATE..... OCTOBER 07, 2009

TO WHOM IT MAY CONCERN

The bearer of this letter DAVID K. GITARI

Registration No: D61/8613/2006

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


UNIVERSITY OF NAIROBI
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MBA OFFICE
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DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM

APPENDIX I

Questionnaire

Section A:

Basic information

1 Date.....

2 Name of the union.....

3 Title of the respondent.....

4 Type of union

Workers () Employers () Other (Specify).....

5 Number of years in operation. **(please tick in the space provided)**

Time in years	
1-5	√
5-10	
10-15	
15-20	
Above 20	

6 Industry/industries represented by the union. **(please tick in the space provided)**

Industry	
Manufacturing	√
Service	
Aviation	
Construction	
Transportation	
Entertainment	
Agriculture	
Banking	
Hospitality	
Mining	
Other(specify)	

7 Number of registered members. **(please tick in the space provided)**

Members	
1 – 5,000	√
5,000 – 10,000	
10,000 – 15,000	
15,000 – 20,000	
20,000 – 25,000	
Above 25,000	

8 Is your union affiliated to the Central Organisation of Trade Unions of Kenya (COTU-K)?

Yes () No ()

9 Other affiliations and membership

Part B

Perception of Trade Unions on changes in the workforce

- 10 Listed below are the environmental changes that have taken place both in the private and public sectors that have impacted on the unions' ability to organise workers. **On a scale of 1-5; 1 being least extent and 5 being very large extent**, please indicate by **circling appropriately** the **extent** to which they have affected your union's ability to organise and represent workers interests to the employers.

Least extent ← → very large extent

Environmental change	Extent of change effect on union ability to organise				
Restructuring of organisations	1	2	3	4	5
Internationalisation of businesses	1	2	3	4	5
Legislation changes/amendments	1	2	3	4	5
The emergence of <i>jua kali</i> sector in Kenya	1	2	3	4	5
Business process outsourcing	1	2	3	4	5
Technological advancements	1	2	3	4	5
Down sizing/Right sizing/Retrenchment	1	2	3	4	5
Level of workers Education (either way, high or low)	1	2	3	4	5
Family set ups and values regarding employment	1	2	3	4	5

- 11 Listed below are the **forms and changes that the workforce** has undergone given the environmental changes outlined in question 9 above. **On a scale of 1-5; 1 being least prevalent and 5 being the most prevalent**, please indicate by **circling appropriately** the level of prevalence of these changes in the industry that your union serves.

Least prevalent ← → Most prevalent

Workforce changes	Level of prevalence				
Casualisation of work force	1	2	3	4	5
Increased contract based employment	1	2	3	4	5
Temporary employment	1	2	3	4	5
Increased consultancy as opposed to employment	1	2	3	4	5
More highly educated workers as opposed to less educated menial workers	1	2	3	4	5
More menial workers as opposed to desk workers	1	2	3	4	5
More couples and women being involved in work as opposed to traditional male dominated workforce	1	2	3	4	5
More young and middle aged workers being engaged	1	2	3	4	5
Self-employment	1	2	3	4	5

Section C

Strategic responses and strategies adopted by trade unions in the advent of the changing nature of the workforce.

- 14 Listed below are the major strategic directions being taken by unions at this time that the workforce is evolving and changing to take different forms in Kenya and the world. On a scale of 1-5; **1 least extent and 5 being to a very large extent**, please **indicate by circling** the extent to which your union is engaging in each one of them to counter the changes.

Least Very large


Strategic direction	Extent of engagement				
	1	2	3	4	5
Encouraging workers to join the union through education and training	1	2	3	4	5
Disregarding the plight of workers and making no efforts to reach out to them.	1	2	3	4	5
Reaching out to them only when you feel they will give the union an edge in their activities otherwise not concerned	1	2	3	4	5

- 15 Listed below are strategies that unions are adopting towards **non - standard workers (those workers who are not permanently employed, Casuals, those on consultancy, those on short - term contracts and the self employed)**. On a scale of 1-5; **1 being least engaged and 5 being most engaged**, please indicate by **circling appropriately** the extent to which your union is engaging each these strategies?

Least engaged Most engaged


Strategy	Extent of engagement by the union				
	1	2	3	4	5
Assertive organising campaigns at the workplaces in your traditional catchment area/industry.	1	2	3	4	5
Assertive organising campaigns at the workplaces in non-traditional catchment area/industry.	1	2	3	4	5
Forming a new union where the existing one cannot cater for the needs of a particular kind of workforce.	1	2	3	4	5
Using regional and global approaches to compare notes with other unions on the issue of workforce changes to have a common agenda.	1	2	3	4	5
Taking on strategic research on the changes to asses the impact and consequently make decision.	1	2	3	4	5
Lobbying the employer to engage workers on a permanent basis and allowing them to join the unions.	1	2	3	4	5
Jointly with others lobbying the government to legislate against casual and temporary employment arrangements.	1	2	3	4	5
Reaching out to young workers, the educated and women through campaigns.	1	2	3	4	5
Reaching out to the informal sector through campaigns and education on the strength and purpose of the unions.	1	2	3	4	5
Lobbying employers to retrain and equip workers with necessary skills instead of declaring them redundant	1	2	3	4	5

- 16 On a scale of 1-5; **1 being least extent and 5 being vey large extent**, please indicate by **circling appropriately** the extent to which your union stand to gain from recruiting the **non - standard** workers (the unemployed, the self employed, those on temporary employments, the casuals and those in consultancy)

Workforce	Extent of union's benefit				
	1	2	3	4	5
Unemployed	1	2	3	4	5
Self employed	1	2	3	4	5
Temporary workers	1	2	3	4	5
Consultants	1	2	3	4	5
Casuals	1	2	3	4	5
Workers on short-term contracts	1	2	3	4	5

- 17 On a scale of 1 – 5; **1 being the least influence and 5 most influence**, please indicate by **circling appropriately level of influence** you would consider the following factors to have on your union's decision to recruit the non-standard workers (the unemployed, the self employed, those on temporary employments, the casuals and those in consultancy)?

Factor	Level of influence				
	1	2	3	4	5
Willingness of the employer to negotiate with the trade union	1	2	3	4	5
The economic context in which the union is operating	1	2	3	4	5
The reaction of other members of the union on standard employment	1	2	3	4	5
The unions ability and structure in terms of finances and reach	1	2	3	4	5
The unions competitive edge against other unions	1	2	3	4	5
The challenge of remaining relevant given the course or mandate of the union	1	2	3	4	5

- 18 Listed below are the factors that trade unions consider when choosing the strategy to adopt towards the **non – standard and non-unionized workforce**. In a scale of 1- 5; **1 being least considered and 5 most considered**, please indicate by circling appropriately the level of consideration given to each one of them by your union especially at this time of workforce changes.

Factor	<div style="display: flex; justify-content: space-between; align-items: center;"> Least ↔ Most </div>				
	Level of consideration in choosing strategy				
Organisation capabilities to organize workers	1	2	3	4	5
Benefits accruing from recruiting the non-unionised workers	1	2	3	4	5
Organisational culture and politics of the union	1	2	3	4	5
Doing what others have done successfully (Mimicking and institutionalisation of strategy)	1	2	3	4	5
Experience of managers in the industry and union activities	1	2	3	4	5
Financial feasibility of the union	1	2	3	4	5
Human Resource feasibility of the union	1	2	3	4	5
Legal /Legislation systems by government	1	2	3	4	5
Technological advancements locally and globally	1	2	3	4	5
Performance expectations (Acceptability of the strategy)	1	2	3	4	5
Suitability of the strategy against current strategic position.	1	2	3	4	5

APPENDIX II

Listing of Registered Trade Unions

1. Amalgamated Union of Kenya Metal Workers (AUKUMW)
2. Bakery, Confectionery, Manufacturing & Allied Workers Union (BCMAWU)
3. Banking, Insurance and Finance Union (BIFU)
4. Communication Workers Union (COWU)
5. Dockworkers Union (DWU) Workers in the port of Mombasa.
6. Kenya Airline Pilots Association (KALPA)
7. Kenya Building, Construction, Timber, Furniture & Allied Industries Employees Union (KBCTFAIEU)
8. Kenya Chemical and Allied Workers Union (KCAAWU)
9. Kenya Electrical Traders & Allied Workers Union (KETAWU)
10. Kenya Engineering Workers Union (KEWU)
11. Kenya Game Hunting & Safari Workers (KGHASW)
12. Kenya Hotels & Allied Workers Union (KHAWU)
13. Kenya Jockey & Betting Workers Union (KJBWU)
14. Kenya Local Government Workers Union (KLGWU)
15. Kenya Plantation & Allied Workers Union
16. Kenya National Private Security Workers Union (KNPSWU)
17. Kenya Petroleum Oil Workers Union (KPOWU)
18. Kenya Plantation & Agriculture Workers Union (KPAWU)
19. Kenya Railway Workers Union
20. Kenya Scientific Research International Technical & Allied Institutions Workers Union (KSRITAAIWU)
21. Kenya Shipping, Clearing & Warehouses Workers Union (KSCWWU)
22. Kenya Shoe & Leather Workers Union (KSLWU)
23. Kenya Quarry & Mine Workers Union (KQMWU)
24. Kenya Union of Commercial, Food & Allied Workers Union (KUCFAW)
25. Kenya Union of Entertainment & Music Industry Employees (KUEME)
26. Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals & Allied Workers Union (KUDHEIHA)
27. Kenya Union of Journalists (KUJ)
28. Kenya Union of Printing, Publishing, Paper Manufacturers & Allied Workers (KUPRIPUPA)
29. Kenya Union of Post Primary Education Teachers (KUPPET)
30. Kenya union of Sugar Plantation Workers (KUSPW)
31. Seafarers Workers Union (SWU)
32. Tailors & Textiles Workers Union (TTWU)
33. Transport & Allied Workers Union (TAWU)
34. Universities Academic Staff Workers Union (UASU)
35. Union of Research Institute Staff of Kenya (UNRISK)
36. Kenya Association of Building and Civil Engineering Contractors
37. Kenya National Union of Teachers **KNUT**
38. Central Organization of Trade Unions (Kenya)
39. Kenya Tea Growers Association
40. Kenya Union of Employees of Voluntary Associations Trade Unions and Allied Organisations
41. Kenya Guards and Allied Workers Union

42. Kenya National Sugarcane Growers Union
43. Union of Kenya Civil Servants
44. Kenya National Union of Private Schools Teachers
45. Aviation and Allied Workers Union
46. Kenya Property Developers and Owners Association
47. Kenya Business Persons and Owners Association
48. Universities Non – Teaching Staff Union
49. National Union of Water and Sewerage Employees
50. Long distance Truck Drivers and Allied Workers Union