

**PERCEIVED INFLUENCE OF TRADE UNIONS ON TERMS
AND CONDITIONS OF SERVICE AND JOB SECURITY OF
EMPLOYEES AT KISII UNIVERSITY-KENYA**

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Declaration and Recommendation

Declaration

This Research Project is my original work and has not, wholly or in part, been presented for an award of a diploma or degree in any other university.

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Recommendation

This Research Project has been submitted with my approval as the official University Supervisor.

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Acknowledgement

I greatly appreciate the opportunity to pursue my Masters degree at the University Of Nairobi, Kisumu campus. I sincerely appreciate my Lecturers and fellow Masters Students for their friendship and for creating a pleasant learning environment, I will always be indebted to all of them and I thank the **ALMIGHTY GOD** for guiding me.

Dedication

This Research Project is dedicated to my loving mother Lucy Bosire, husband Erick Onsongo and Daughter Cheryl Anne Kerubo for their constant support materially and socially.

Abstract

Trade Unions organises for protection and promotion of the interests of their members in particular and workers in general. It generally pursues the broad objective of steady employment, which is something the employer may not be able to guarantee to the workers. Achievement of this aspiration may, therefore, involve workers in political action, through their unions, for maintenance of full employment. The general objective of the study was to establish the perceived influence of trade unions on terms and conditions of service and job security of employees at Kisii University. The study accomplished between March and July, 2013. The researcher used a descriptive research design basing on the use of qualitative and quantitative approaches for stated objectives that was adopted. The study was conducted at Kisii University located in Kisii town. The target population for this study was academic and non academic staff in Kisii University under KUSU, KUDHEIA and UASU, a total sample of 809 employees who are in different departments were used. The researcher used self administered questionnaire as research tool to collect data from the respondents. The researcher, with the help of supervisor used Content Valid Index (CVI) which is a scale developed by computing or rating the relevant items in the instrument or questionnaire by checking their clarity, the researcher ensured the degree of consistency/stability, the researcher checked for reliability in relevance, clarity and ambiguity of items in the instrument. The data was analyzed using descriptive statistics especially the mean scores, frequency tables and percentages

were used to show the extent to which the respondents agreed or disagreed with the statements in the questionnaire. Data presentation was presented in tables and charts.

The study is significant to policy makers as it will provide insight information on the perceived influence of the Trade Unions in championing for continued improvement of terms and conditions of service for university employees. Additionally, the findings will enable TUs in universities to understand the perceptions of employees to the unions to make informed decisions on employees' terms and conditions of service for reasonable Collective Bargaining Agreements. The findings will also strengthen the relationship between the employer and employee during Collective Bargaining Agreements negotiations. The study was conducted amongst the Kisii University UASU, KUDHEIA and KUSU Chapter Officials and unionized employees.

List of Abbreviations/ Acronyms

CBA(s)	Collective Bargaining Agreement(s)
CUE	Commission for University Education
COTU-K	Central Organization of Trade Unions of Kenya
HPW	High performance work
HRM	Human Resource Management
ILO	International Labour Organisation
R&D	Research and Development
TU(s)	Trade Union(s)
UASU,	University Academic Staff Union
KUSU	Kenya University Staff Union
KUDHEIA	Kenya Union of Domestic Hotels, Educational institutions and Allied workers.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the study

A trade union is an organization of workers that have banded together to achieve common goals in key areas, such as working conditions. According to Prof Web (2003), a trade union is a continuous association of wage earners for the purpose of maintaining and improving the conditions of employment, Unions Act (Cap.233), defines a trade union as an association or combination, whether temporary or permanent, of more than six persons, the principal objects of which are under its constitution the regulation of the relations between employees and employers. A trade unions leadership bargains with the employer on behalf of its members on terms and conditions of employment. This may include negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the entire membership and the employer and, in some cases, on other non-member workers (Thomas and Daryl, 2012).

Most studies on the impact of trade unions on employee job performance compare performance (say productivity) among otherwise similar firms or workplaces that differ according to the influence of trade union activity to management. An ingenious alternative approach compares productivity according to the governance of the firm (Hsu, M.K 2003). The plywood mills in Washington State in the USA are of three types: classical text book (non-management), traditional management, and

cooperative mills owned and managed by the workers. When total factor productivity was compared between cooperative and unionised employee management in mills, productivity was 14% higher in the unionised employees' performance (wood, 1997). It is suggested that the higher productivity in cooperative mills reflected greater industriousness and lower levels of supervision than in management mills. This seems consistent with the findings of Johnson (1997) that workplaces with high performance work practices like voice and self-managed teams had higher productivity than the more traditional management workplaces like the management of plywood mills.

For a Trade union to realise its goals, it has to work in harmony with other unions and strive to foster good relations with the Universities' Councils, who are the employers of its members. The Union appreciates the fact that the employer is like 'a goose that lays golden eggs and, therefore, needs to be treated well for more egg yields'. The Government of Kenya is the main financier of public universities. A substantial percentage of the financing represents staff remuneration. The Employee union will always be up in arms against any aspect of under-financing as this would compromise the quality of service and, consequently, lowered employee morale and associated unrests. Worldwide, teachers' (and lecturers') trade unions have continued to demand that the professional voices of their members be heard, and that their experiences and expertise be valued and appropriately rewarded (Worlds of Education, 2007).

Industrial unrests or strikes can arise where employees and employers have failed to satisfactorily agree on their concerns; industrial actions have often been called by representative trade unions. Industrial actions, therefore, represent the climax of unresolved conflicts between employers and employees. In this regard, strikes have

traditionally been called by support and employees within the universities. To effectively manage industrial relations and transform universities into entrepreneurial and development institutions, the three arms (i.e., the employee unions, University Management and Government) need to work together for their common good through synergistic partnership. The university will only be able to achieve its mandate of learning and teaching, research, outreach and community service if all system components are functioning synergistically(Pencavel,1977).

From an extensive study of the world's best service companies, Frei, F. (2008) observed that investing in what makes employees reasonably able and motivated to achieve excellence is much more important than employee self-sacrifice, which is rarely a sustainable resource. The emerging challenge for institutions is how to better appreciate the wealth in continuous learning, and the subsequent modification of behaviour in tandem with the dynamic global and national scenarios in higher education.

The Trade Union organises for protection and promotion of interests of their members in particular and workers in general. It generally pursues the broad purpose of steady employment, which is something the employer by himself may not be able to guarantee to the workers. Achievement of this aspiration may, therefore, involve workers in political action, through their unions, for maintenance of full employment.

Kisii University management have traditionally been perceived as being ultimately seeks to protect the vision/ mission statements of the trade unions and reality inevitably result in emotional fallouts exemplified by self-protection, cynics, anger and despair, Goleman (1998) further notes that a firm, whose profits are won at the

price of violating the implicit shared values of its labour force, pays an emotional price of shame, guilt and a sense of tainted rewards. Where employees have returned to, it may be rightly assumed that their productivity is often at its lowest ebb. The current study set to assess the role played by trade unions with specific reference to the Uasu, Kusu and Kudheia, Kisii University Chapter, in improving terms and conditions of service and job security of employees at Kisii University.

1.1.1 The Concept of Perception

Like most concepts within the social science disciplines, perception is defined as an act of being aware of “one’s environment through physical sensation, which denotes an individual’s ability to understand” (Chambers Dictionary). Nelson and Quick (1997) defines perception as the process of interpreting information about another person. Rao and Narayan (1998) define perception as a process whereby people select, organise, and interpret sensory stimulations into meaningful information about their work environment. Michener *et al.*, 2004: 106 argues that perception is the process by which we form impressions of other people’s traits and personalities.

A recent study carried out on perceptions of employees on trade union in European Union countries indicates that a substantial majority of employees realises a need for strong trade unions to protect their pay and working conditions and this perception appears to be more influenced by individual characteristics than either structural or institutional context (Thomas and Daryl, 2012). Additionally, among these employees the extent to which positive attitudes converts into actual union membership appears to be critically dependent on a union-friendly institutional structure (Thomas and Daryl, 2012). According to Macaulay and Wood (1992) Scottish hospitality industry workers indicated a positive perception of trade unions and a high level of interest in union membership and this is because of employer hostility to trade unions.

1.1.2 Influence of Trade Unions

A recent study carried out in 37 universities in United States of America on the influence of unions on management practices, ranging from hiring policies to

promotion practices show that unionization is positively associated with a more formal approach to human resource management. There is, however, a shift from performance-based payment systems and performance appraisal functions in unionized settings. The results also indicate that union firms are more selective of new hires by adopting a formal probationary period for new employees. Last, the estimates suggest that the impact of unions on training programs varies with the nature of the programs (Ignace and Dennis, 2008).

1.1.3. Job Security

Unions have played a prominent role in the enactment of a broad range of labour laws and regulations covering areas as diverse as overtime pay, minimum wage, the treatment of workers, health and retirement coverage, civil rights, unemployment insurance and workers' compensation, and leave for care of new-borns and sick family members. Common to all of these rules is a desire to provide protections for workers, either by regulating the behaviour of employers or by giving workers access to certain benefits in times of need (Davis, 1986; Amberg, 1998; Weil, 2003). Over the years, these rules have become mainstay's global workplace experience, constituting expressions of cherished public values (Freeman and Medoff 1984; Gottesman 1991).

A significant negative relationship exists between job tenure and career commitment of the respondents (Popoola and Oluwole, 2007). This was corroborated by Meyer and Irving (1994) who found a significant negative relationship between job tenure and career commitment of the respondents. The findings imply that the less experienced the workers are, the stronger the career commitment in their present jobs. If employees do not trust management over job security, then they are unlikely to commit themselves to achieving organizational goals (Stuart and Lucio, 2001). In the

absence of security, workers will fear that they may innovate themselves out of a job (ILO, 2004). Conversely, the more a trade union addresses job security issues, the more trust is built up between management and employees, and the more likely employees are willing to adopt new ways of working (Ashton and Sung, 2002). As employees are trained to undertake new tasks and/ or as their skill levels increase, so do their job security become greater as their value to the organization increases (Ashton and Sung, 2002; Healey 2003; Stiles and Kulvisaechana, 2003).

Unions try to obtain a higher wage for their members than would be offered in the absence of the union which, other things equal, results in workers taking a greater share of profits at the expense of the firm. This monopoly face of unions might lead to deteriorating management employee relations where it leads to management adopting anti-union strategies, intensifying conflict, while the union mobilization needed for the union to have monopoly power may lead to anti-management views on the part of the workforce (Gallie et al., 1998; Kelly, 1998). Pay bargaining may have similar effects in the public sector where wage demands must be satisfied, along with competing claims for resources, from fixed budgets set by university management and vice chancellors. On the other hand, union voice can lead to improved employment terms and conditions of work and job security through effective communication between management and employees and the resolution of employee grievances (Freeman & Medoff, 1984). In theory, then, union effects on employee terms and conditions and job security depend on the weight unions attach to their monopoly and voice roles. Indeed, this is the starting point for some who maintain the future of unions may lie in them placing greater emphasis on their voice role (Rubinstein, 2001; Wachter, 2003). However, the relationship between union activity and employment

relations is mediated by a range of factors making union effects more contingent on institutional arrangements within and beyond the workplace.

Bargaining arrangements mediate the relationship between unions and perceptions of employment relations for various reasons. Fernie and Metcalf (1995: 401) argue that 'the benefits from having a union representing the bulk of the labour force in a workplace flow from greater voice and representativeness and less fragmentation of workplace employee relations'. Gains may come through avoidance of inter-union rivalry in the bargaining process that can result in 'leapfrogging' claims, while single unionism has the added benefit of avoiding 'competitive militancy' between unions (Dobson, 1997). Analyzing employer perceptions of employment relations in the Workplace Industrial Relations Survey (WIRS) 1990, Fernie et al. (1994: 17) found 'multi-unionism contributes to inferior relations between management and labour'. Whether fragmented bargaining arrangements engender poorer employee perceptions of employment relations depends, in part, on whether workers are complementary or close substitutes for one another. If workers are close substitutes, employers could use fragmented bargaining arrangements to 'divide and rule' them (Horn & Wolinsky, 1988). If they are highly complementary this eventuality does not arise and separate unions or bargaining arrangements may promote better relations by providing voice arrangements for different groups of workers.

1.1.4 Terms and Conditions of Service

Kisii University unions represent the interest of staff for unionisable cadres of staff. Whereas by the terms of Recognition Agreement between the Employer and the Union, the Employer having recognized the union as properly constituted and sole

labour organization capable of representing the interest of staff. A Collective Bargaining Agreement is signed between the unions and the employer for the purpose of implementation between the two parties and serves as a memorandum of agreement between the Employer and the Union in matters of Terms and Conditions of Employment. Interpretation of the agreement or any part is vested in the Joint Negotiating Committee of the Employer and the Union, subject to the right of arbitration by the Industrial Court.

The Terms and Conditions of Service at Kisii University are: Engagement, probation and tenure of employment. hours of work/duty, leaves, salary scales and salary incremental dates, Protective clothing/gear, tools and conditions of work, education and training ,medical benefits, promotions, retirement age and union rights whereby the university is expected to respect the rights of the union as per the recognition agreement.

Kisii University staff are paid allowances such as, house allowance, risk allowance, subsistence, acting, allowance, extraneous, special duty, dental and eye care allowance, mileage and settling allowance. Staff also enjoys benefits such as medical benefits, burial assistance for immediate family members, fee waiver and staff education fund for their spouse and children.

1.1.5 Kisii University

Kisii University was founded in 1965 as a Primary Teachers' Training College It is situated approximately 2 km from the Kisii Town Centre off Kisii – Kilgoris Road. The College continued up to 1983 when it was upgraded to a Secondary Teachers' College to offer Diploma programmes. The Government of Kenya mandated Egerton

University to take over the College as its campus in 1994. In 1999, the Faculty of Commerce established Bachelor of Business and Management as its first degree program within the campus to run alongside Post Graduate Diploma in Education (PGDE), which was phased out in the year 2001. On 23rd August 2007, Kisii University was established through a Government Legal Notice No.163 of 2007 as a constituent College of Egerton University. In February, 2013 the university gained a full-fledged status through a charter on 6th February 2013. The University has a total 809 employees whereby 120 are teaching staff under UASU, 300 non-teaching staff under KUSU and 380 supportive staff under KUDHEIA.

Kisii University employee's interests are taken care of by three trade unions namely UASU, KUSU, and KUDHEIA. Majority of the employees are either on permanent and pensionable or on contractual terms (CBAS of UASU, KUSU and KUDHEIA of 2012).

The study was conducted amongst the Kisii University UASU, KUSU and KUDHEIA Chapter Officials and unionized employees. The study conducted in July, 2013.

1.2. Research Problem

Unions enhance employee terms of service and job security through monitoring and collective voice. Studies have shown a positive relationship between trade unions and improved terms of service and job security.

Green et al. (1999) used nationally representative samples in Britain to analyse both the incidence and intensity of trade unions. Related work by Arulampalam and Booth (1995a) suggested that these positive trade union effects held more strongly for women than men. Booth et al. (2003) also suggested that the payoff to such training is

greater for trade union workers than non-motivated. For motivated men, the post-training wage was 21% higher than the pre-training wage, but the corresponding increase for non-trade union was only 4%.

According to Morrel et al (2001) trade unions account for improved job satisfaction making for less manning amounts of the total working force, reducing the absence from work when one is supposed to be in the work place. Tonui (2007) observed that the higher rate of absenteeism is because of the low rate of job satisfaction and it is manifested mostly in non-unionised employees.

Kisii University unions represent staff in staff disciplinary committee, University training committee and staff welfare committee. The unions also champions for improved remuneration and promotions. Unions improve employment terms of service and job security through effective communication between management and employees and the resolution of employee grievances (Freeman & Medoff, 1984).

There are three trade unions in Kisii University; The university academic staff union (UASU), Kenya University Staff Union (KUSU) and Kenya union of domestic hotels, educational institutions and allied workers (KUDHEIA).

Notwithstanding the positives that trade unions bring with them, there is a steep decline in number of trade unions and few members are interested in joining the few that remain. On the other hand, many unionised employees have had stiff penalties meted on them including having their services terminated while some have stagnated on same positions for a long time. This study focuses on employees of Kisii University to try to unearth what could be the underlying reason for this trend. In

particular, we will try to answer the question: What is the influence of trade unions on terms and conditions of service and job security at Kisii University?

1.3 Research Objectives

- (i) To establish perceived influence of trade unions on terms and conditions of Service of employees at Kisii University.
- (ii) To determine perceived influence of trade unions on employees job Security at Kisii University.

1.4 Value of the Study

The study is significant to policy makers as it will provide insight information on the perceived influence of the Trade Unions in championing for continued improvement of terms and conditions of service for university employees. Additionally, the findings will enable Trade unions on employees' terms and conditions of service for reasonable Collective Bargaining Agreements. The findings will also strengthen the relationship between the employer and employee during Collective Bargaining Agreements negotiations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter will cover the following subtopics; trade unionism, influence of trade unions on terms and conditions of service and job security.

2.2.1 Trade unionism

According to Hyman (1975), more radical aims of trade unionism include the reconstruction of the social order, the abolition of the dominating role of profit, the establishment of workers' control, the humanization of work and the elimination of inequalities in standards of living and conditions of life. The worker is represented by the shop steward at the organizational level through to the national officials. The shop steward is an employee who is accepted by management and the union as the lay representative of the union and its members, with the responsibility to act on their behalf in matters of industrial relations at the organization level (Hyman, 1975; Salamon, 1992).

All over the world, universities are recognized as centres of excellence, where knowledge is not only acquired, but also disseminated to those who require it. They are formal institutions set up by the society to be centres of learning, rich ideas and ideals. In its strict sense, Benjamin (2001) is of the opinion that universities are ivory towers, where instructions are given and received without harassment and undue influence from the outside world. Consequently, the universal idea of the university is

a community of scholars, free to pursue knowledge without undue interference from any quarters (Banjo, 2000). In the same vein, Hannah (1998) postulates that universities are enterprises that produce and distribute a public good, which is knowledge. Salter (1983) agreed that knowledge production is the focus of universities and that the production of knowledge has always focused on teaching and research.

Co-operation between Trade Unions and universities can build a bridge from national to workplace level and vice-versa. Mutual know-how and trust can lead to work place development projects that promote both organizational and individual learning. The problems of the developing workplace are based on cultural, structural and functional (power) structures in the workplace (Krueger and Mas, 2002) If the presence of a union in a workplace or firm boosts pay, financial performance is likely to be worse unless there is a roughly equivalent union effect on productivity. Any such impact on profitability may lead to higher consumer prices and is likely to cause lower investment rates, contributing to economic sense, although when the product market is monopolistic it might, under some circumstances, be benign (Krueger and Mas, 2002) a simple transfer from capital to labour with no efficiency implications. Productivity matters a lot: increased productivity is the source of higher living standards for employees, more profits for capitalists and lower prices for consumers. Similarly, investment in physical and human capital is a crucial source of economic dynamism at the level of the firm as well as for the aggregate economy. Consequently, the manner in which industrial relations institutions in general and

unions in particular, affect productivity, financial performance and investment is keenly important (Krueger and Mas, 2002).

Krueger and Mas, 2002 observes that it is widely argued that current trends of 'globalization' and 'post-Fordism' exert a destructive effect on trade unions across the world. According to the most extreme versions of this viewpoint, 'post-Fordism' transforms TUs into out-dated institutions. The term 'post-Fordism' is generally used to refer to developments like: the organizational and technological changes that have taken place in industry; the influence of current international competition; changes in the labour market; the emergence of new forms of personnel management; the replacement of public property by private property; an increasing number of small companies (particularly in the services sector); and the perceived spread of a new individualistic ideology. All these factors are seen as tending to reduce trade union membership and influence.

Seago (2004) found an even larger positive relationship between unions in a survey of 73 independent studies on unions and productivity revealed evidence that points to a positive and statistically significant association between unions and productivity in the American manufacturing and education sectors, of around 10 and 7%, respectively (Doucouliagos and Laroche, 2003). According to Michael and Seago (2004) heart attack recovery rates are higher in hospitals where nurses are unionized than in non-union hospitals. Nurse unions improve care of patients by raising staff-to-patient ratios, limiting excessive overtime, and improving nurse training.

In Zambia, academics have not been a social force. Firstly, academics in the country number not more than 500. This figure includes expatriates, visiting academics and

those on aid. With such low numbers, it is difficult for academics to act as an effective pressure group. They can only be incorporated into the policy making machinery and political system as individuals. Indeed, a number of academics have in the past been appointed to the cabinet and other senior positions in the public service. Such appointments are earned through a number of ways. Some academics get these appointments after distinguishing themselves as academics or due to their contributions in public debates. Others get appointments through lobbying or political connections to some political power blocks (Mukwena, 2000).

It has also been difficult for academics in Zambia to organize themselves into a pressure group because up to 1990, the political atmosphere could not allow for the formation of, say, a union to take care of the affairs of academic staff. Consequently, there was only the University of Zambia Allied Workers Union representing the interests of non-professional workers up to 1991. The academic and senior administrative and professional staff of UNZA could only belong to an association called University of Zambia Senior Staff Association (UNZASSA), whose major function has been the running of a canteen and bar for its members. Individual academic staff can also belong to professional associations within and outside the university. Although these associations can comment on public policy matters within their competence, they are basically concerned with professional matters. The government is, therefore, at liberty to listen to them or not. Certain prominent or vocal members of some active associations like the Economics Association of Zambia (EAZ) have in the past been silenced by offering them high ranking public positions (Mukwena, 2000).

Academic staff trade unions in universities have succeeded in preserving a considerable degree of autonomy versus the state in a number of West African countries since independence, enabling them to play a significant role in the defence of interests of their members. Cameroon forms an exception in the region as it was not until political liberalisation in the early 1990s that an autonomous academic staff trade union, Syndicate des Enseignants du Supérieur (SYNES), emerged there. In sharp contrast to other West African states, there were no academic staff trade unions in Cameroon after independence and reunification in 1961. The Cameroonian autocratic post-colonial regimes prohibited teachers in the public service from forming trade unions and managed to subordinate the existing trade unions to the state for the sake of national reconstruction (Konings, 2003). As elsewhere in Africa, political liberalisation in Cameroon in the early 1990s created more space for university teachers to organize and voice their multiple grievances about the deepening crisis in tertiary education and their poor living and working conditions. This led to an unprecedented degree of militancy in their actions that has received relatively little attention in the existing literature (Anugwom, 2002).

The leaders of SYNES in Cameroon strongly condemned the inactivity of the existing state-controlled trade-union federation and pledged to contribute to the development of militant trade unionism in the country and to serve as a countervailing power to the ruling regime. They demanded university reforms, the participation of SYNES in the decision-making process, and a considerable improvement in living and working conditions of its members. They have been responding to apparent government insensitivity to their demands by staging a variety of protest actions (Konings, 2003).

Despite extreme government repression, the SYNES leadership, strongly supported by its membership, did not give up the struggle but undertook a variety of actions to bring about necessary university reforms, participation in the decision-making process and improvements in deplorable working and living conditions of its members (Anungwom, 2002; Konings, 2003).

Three prominent unions are recognized within the universities in Nigeria. These are the Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU) and Non-Academic Staff Union (NASU). The major objective of these unions is to protect the welfare of their members. On the ASUU, for instance, Iyayi (2002) says the union is a trade union, which like other TUs, is a "combination of workers or employers, whether temporary or permanent, the purpose of which is to regulate the terms and conditions of the employment of workers". Specifically, Iyayi (2002) outlined the principles that guided the ASUU as a union as follows: integrity, transparency and accountability, professionalism, objectivity and hard work, courage, sacrifice and total commitment; internal democracy, teamwork and group solidarity; as well as patriotism, anti-imperialism and working class solidarity. In carrying out these principles, the ASUU has been at loggerheads with both the government and university authorities. At the level of government, the union has always based its agitation on three major issues. These include funding of the system, autonomy of the universities, and conditions of service.

The effect of poor funding is evidenced in the brain drain, a phenomenon which has seriously depleted universities in Nigeria. The country has lost most of its experienced academics to even smaller African countries, like Ghana, Kenya, Rwanda and South

Africa, to mention a few. Even when the student enrolment continued to increase from 325,299 in 1999/2000 session (Okogie, 2004) to 433,821 in 2000/2001 session as reported by the Federal Ministry of Education in 2003, the level of funding has been going down. The ASUU, for instance, has gone on strike several times, namely, in 1992, 1993, 1994, 1996, 1999, 2001 and 2003 to press home its demand for increased funding for the system. Perhaps the government fails to understand the fact that the success of any school depends upon the resources available to it. Money is very important in this respect because, by it, all other vital elements in the school like school buildings, purchase of equipment, payment of teachers' salaries and allowances, and running expenses can be obtained (Aghenta, 1984).

The issue of university autonomy and academic freedom has also been a vexed matter between governments and the ASUU. The Federal Republic of Nigeria in 2004 had recognized that the internal organization and administration of each institution (of higher learning) shall be its own responsibility; and that the traditional areas of academic freedom for the institutions are to select their students, except where the law prescribes otherwise, appoint their staff, teach, select areas of research and determine the content of courses. However, the government has always hidden under the clause, which states that "Government shall continue to respect this freedom as long as these areas are in consonance with national goals". The question is; what constitutes "consonance with national goals"?

The third contentious issue between the government and the ASUU is that of conditions of service for the academics. This covers areas like salary and allowances, retirement and pension, appointment, discipline and promotion of staff. It has been

asserted that what academics are paid in Nigeria represented 0.0005% of the pay of their colleagues in Botswana (Onyeonoru, 1996) and even in Ghana (Asobie, 1996).

All Trade unions in Kenya are required to operate under the guidance of one umbrella union called the COTU K. The COTU K is recognized by the ILO. This is the representing organ of union matters to the Government. There exists a tripartite committee that is made up of the UASU, the FKE and the Government of Kenya. The Government is expected to play a mediating role, yet at the same time it is also an employer. In case of an industrial dispute, the parties present their disputes to the arbitrator (i.e., ML & MD), failure of which the parties head to the Industrial Court of Kenya.

2.1.2. The influence of Trade unions on terms and conditions of service.

Unions achieve a wage differential over non-union workers, firms respond by increasing the capital intensity of production and employing better quality labour, both of which raise labour productivity. However, this route to higher productivity needs careful interpretation. It should come as no surprise that unions raise wages because this has always been one of the main goals of unions and a major reason that workers seek collective bargaining. How much union raise wages, for whom, and the consequences of unionization for workers, firms and the economy have been studied by economists and other researchers for over a century (e.g., Alfred Marshall). Pierce (1999) used the new Bureau of Labour Statistics survey of employers and the National Compensation Survey to study wage determination and found a union wage premium of 17.4% in 1997. That study was based on observations of 145,054 non-

agricultural jobs from 17,246 different establishments, excluding the federal government.

Kearney and Carnevale (2001) found that in the public sector, workers with collective bargaining rights earn 5-8% more than those without such rights. One well-established finding is that unionized low level employees earn more in the public sector than those in comparable positions in the private sector. Although unions can bargain for wage increases for their members, public sector wages are often limited by budgets and, particularly, by public opinion (Shapiro, 1978; Mitchell, 1988; Kearney and Carnevale, 2001). Good working environment, attractive salary package, participative management and regular promotion are the main factors influencing workers to exhibit high career commitment (Olatunji, 2004).

Trade unions can enhance employee terms and conditions of service through monitoring and collective voice, factors that raise employee welfare. Collective voice is in most cases demonstrated through CBAs between the employer and the employee (represented by the trade union). Pencavel (1977) emphasized the important role played by unions in monitoring work. Pencavel (1977) arguments are related to, and anticipate the voice and agency arguments: “the trade union may be interpreted as the employees’ auditor of management, checking that the employer is fulfilling his part of the labour contract. Or when the union is given a role of overseeing terms and conditions of service and in disseminating wage payments to workers, its officials become the monitors of the employees. The degree to which these monitoring activities achieve a close association between productivity and rewards will determine the efficiency of the organization”.

The collective voice provided by a union may improve efficiency within an organization. First, a collective voice is an information source on preferences of workers that should result in an effective mix of wages and personnel policies. For example, there is the standard public good (i.e., non-rival consumption) argument for a collective voice to achieve the right level of provision of health and safety; without such a voice it was underprovided.

The collective voice may improve morale, motivation and cooperation. For instance, firm specific skills learned on the job require cooperation, and this may be forthcoming if unions lessen rivalry among individuals. Likewise, unions may provide greater security against arbitrary decisions on matters like dismissal or redundancy. Consequently, teamwork may be enhanced. A collective voice may provide a mechanism to improve the employment contract, encouraging or discouraging, for example, performance related pay or a less rigid workweek. These collective voice arguments are the centrepiece of the Harvard School approach to the possibility that unions may raise productivity. A works council or some other form of consultative arrangement might do just as well. The consequences that flow from such collective voice will, in turn, also tend to raise labour productivity.

Trade unions may improve communications, leading directly to better plant layout or improved working practices – a gain in efficiency. Primarily, unions provide information to workers about benefit expectations, rules and procedures, and dispel stigmas that might be attached to receiving a social benefit (Budd and McHall, 1997). Unions can also negotiate in their contracts layoff recall procedures based on seniority and protection against firing for other than a just cause, as well as help workers build

files in the case of a disputed claim (Budd and McHall, 1997). Additionally, the union-wage differential reduces the likelihood that unemployed workers were ineligible for benefits because their pay is too low (Wenger, 2001).

2.1.3 Job security

Unions have played a prominent role in the enactment of a broad range of labour laws and regulations covering areas as diverse as overtime pay, minimum wage, the treatment of immigrant workers, health and retirement coverage, civil rights, unemployment insurance and workers' compensation, and leave for care of new borns and sick family members. Common to all of these rules is a desire to provide protections for workers, either by regulating the behaviour of employers or by giving workers access to certain benefits in times of need (Davis, 1986; Amberg, 1998; Weil, 2003). Over the years, these rules have become mainstays of the American workplace experience, constituting expressions of cherished public values (Freeman and Medoff 1984; Gottesman 1991).

A significant negative relationship exists between job tenure and career commitment of the respondents (Popoola and Oluwole, 2007). This was corroborated by Meyer and Irving (1994) who found a significant negative relationship between job tenure and career commitment of the respondents. The findings imply that the less experienced the workers are, the stronger the career commitment in their present jobs. If employees do not trust management over job security, then they are unlikely to commit themselves to achieving organizational goals (Stuart and Lucio, 2001). In the absence of security, workers will fear that they may innovate themselves out of a job (ILO, 2004). Conversely, the more a trade union addresses job security issues, the

more trust is built up between management and employees, and the more likely employees are willing to adopt new ways of working (Ashton and Sung, 2002). As employees are trained to undertake new tasks and/ or as their skill levels increase, so do their job security become greater as their value to the organization increases (Ashton and Sung, 2002; Healey 2003; Stiles and Kulvisaechana, 2003).

2.2 Theoretical Framework

The study will utilize Bandura's Social Learning Theory; the theory posits that people learn from one another, via observation, imitation, and modelling. The theory has often been called a bridge between behaviourist and cognitive learning theories because it encompasses attention, memory, and motivation. People learn through observing others' behaviour, attitudes, and outcomes of those behaviours. "Most human behaviour is learned observationally through modelling: from observing others, one forms an idea of how new behaviours are performed, and on later occasions this coded information serves as a guide for action." (Bandura). Social learning theory explains human behaviour in terms of continuous reciprocal interaction between cognitive, behavioural, and environmental influences.

Bandura believed in "reciprocal determinism", that is, the world and a person's behaviour cause each other, while behaviourism essentially states that one's environment causes one's behaviour, Bandura, who was studying adolescent aggression, found this too simplistic, and so in addition he suggested that behaviour causes environment as well. Later, Bandura soon considered personality as an

interaction between three components: the environment, behaviour, and one's psychological processes (one's ability to entertain images in minds and language). Social learning theory has sometimes been called a bridge between behaviourist and cognitive learning theories because it encompasses attention, memory, and motivation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains the methods that were used in the study. It addresses the research design, target population, sample design, data collection, data analysis and presentation of results.

3.2 Research Design

This study adopted a survey research design because of the nature of institutions under study where they hold information with high degree of confidentiality. This design is appropriate in gathering information from a cross section of respondents. Further the survey approach assisted in data collection and data analysis. This design is appropriate for profiling, defining, segmentation, estimating, predicting, and examining associative relationships.

3.3 Target Population

The target population for this study was the academic and non-academic staff in Kisii University under KUSU, UASU & KUDHEIA 809 employees who are in different departments. Mugenda & Mugenda (2003) define population as a complete set of individuals, cases or objects with some common observable characteristics

3.4 Sample Design

Purposive sampling was employed to select trade union officials of Kisii University chapter. This is because these groups of respondents who have information about perceived influence of trade union in Kisii University. Babbie(1990). Simple random sampling was used to select the employees. Simple random sampling assisted in selecting appropriate sample sizes without any biasness. Mugenda & Mugenda (2003) observes that a sample of 10% is considered representative for population of interest. Stratified Random Sampling was used because the population of interest was not homogeneous. Stratification was based on the union officials, the teaching and non-teaching staff who are unionised.

Table 3.1: Population and sample size used in the present study

Categories	Population	Sample Size	Sampling Technique
Chairmen of UASU, KUSU & KUDHEIA	03	03	Purposive
University Management	06	06	Purposive
UASU Members	120	12	Proportionate Stratified Sampling
KUSU Members	300	30	Proportionate Stratified Sampling
KUDHEIA Members	380	38	Proportionate Stratified Sampling
Total	809	89	

Source: Kisii University Personnel records, 2013

3.5 Data Collection

The researcher used self-administered questionnaire as research tool to collect data from the respondents. This approach is consistent with a phenomenological approach and it is the most appropriate for this research because it enabled the researcher to collect as more data as possible. Primary data was collected.

The questionnaire comprised of both closed and open ended questions which were drawn in accordance with the set objectives of the study. They were used as a tool to collect data as they are appropriate to collect a lot of information over a short period of time.

The study used primary data which was obtained through self-administered questionnaires with closed and open-ended questions (see appendix I). As much as possible, a 5-point likert scale was used to collect the data. The questionnaire was divided into three sections. Section one was concerned with the general information about respondents. Section two contained questions on the terms of service and section three contained questions on job security. The questionnaire was administered through drop and pick.

3.5.1 Validity of the study and reliability of research instrument

Mugenda and Mugenda (1999) define validity as the accuracy and meaningfulness of inferences, which are based on the research result. For example, its the degree to which results obtained from the analysis of the data actually represents the phenomena under study. Reliability is a measure of the degree to which a research

instrument yields consistent results or data after repeated trials (Mugenda and Mugenda,1999).

Inorder to test reliability, the following steps were followed;

- The answered questionnaires were scored manually.
- The same questions were administered to the same group of subjects after a period of two weeks.
- A comparison between answers obtained in 2 and 4 above was made.

A parsons' product moment formula for the test-retest was employed to compute the correlation coefficient inorder to establish the extent to which the content of the questionnaire was consistent in eliciting the same responses every time the instrument was administered. Acorrelation of about 0.801 was considered high enough to judge the instrument as reliable for the study.

The need to test the content validity of the research instruments is inevitable. This was to serve to ascertain that the item produced was actually relevant to the objectives of the study. The validity was determined by experts in research as stressed by Cohen (1989).

3.6 Data Analysis and presentation of results

The data was thoroughly examined and checked for completeness and comprehensibility. The data was then summarized, coded, tabulated and analyzed using both descriptive and inferential statistics. Descriptive statistics included the mean, standard deviation, frequency distribution and percentages. Presentation of results was done by use of pie charts, bar charts, graphs and tables. The influence of trade unions on terms and conditions of service and between trade unions and job security was analyzed using Pearson product moment correlation statistics.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analyses and results of the present study. It illustrates the demographic characteristics of respondents as well as an in-depth analysis of trade unions' influence on their terms and conditions. The unions' contribution to employee job security is also presented. Results of the present study are put into perspective in light of a detailed comparative discussion with similar studies

4.2 Data Analysis and Results

4.2.1 Demographic characteristics of respondents.

A total of 89 employees from Kisii University were interviewed. Results show that most respondents were male (61%). Female employees accounted for on 39% (Figure 1). Most of those interviewed were married with a significant number being single. Very few were either widowed or separated (Figure 2). The age structure of respondents was normally distributed as illustrated in Figure 3. Most of the interviewed staff were age between 46 - 55 years followed by those ranging from 36 – 45 years old. The numbers were low on either side of the distribution (very few young / old respondents).

Figure 1: Gender composition of interviewed employees from Kisii University

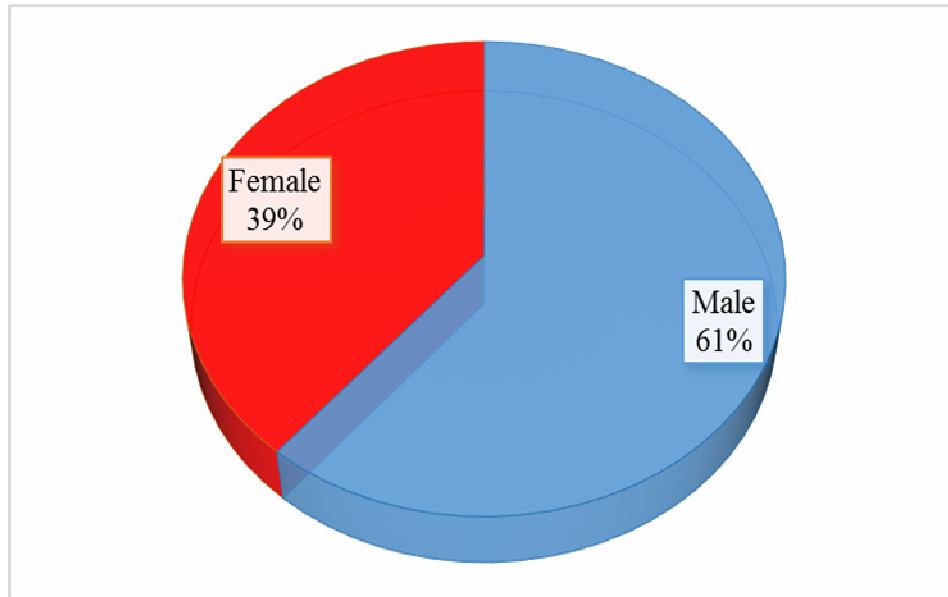


Figure 2: Marital status of interviewed employees from Kisii University

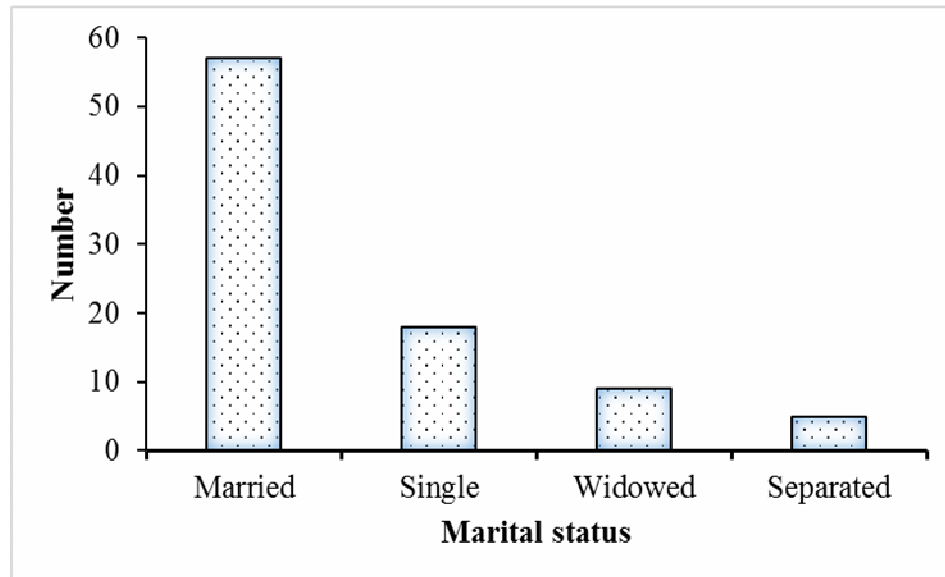
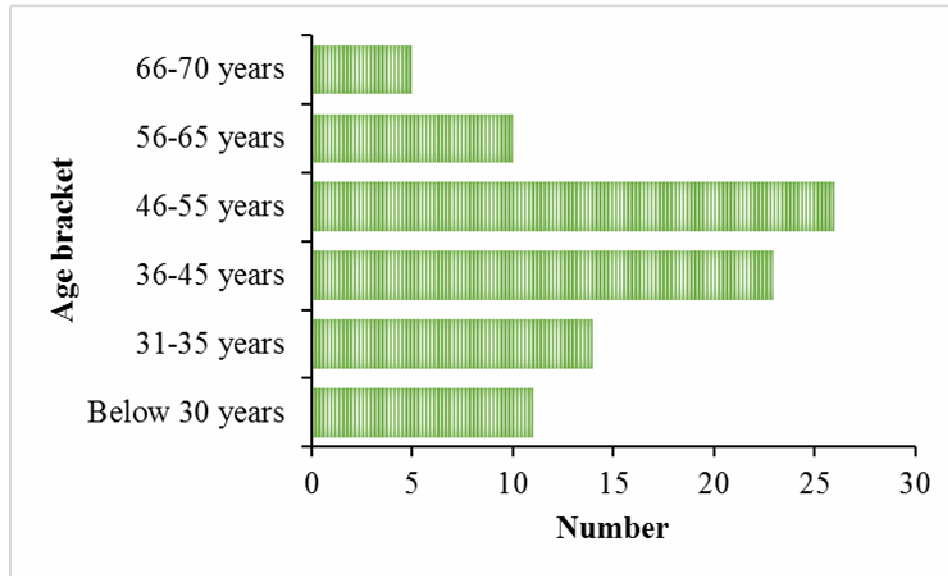


Figure 3: Age structure of interviewed employees from Kisii University



The sampled population represented a spectrum of tertiary level educational qualification (Figure 4). Most of the respondents had either Undergraduate (22%) or Masters Degrees (18%). A few (115) had a Doctoral degree while only 2% had not attained tertiary education. The bulk of those interviewed had worked for between 4 – 6 years (34%) or for more than 6 years (27%). A good number (19%) had work experience of less than a year. Only 16% of the respondents had worked between 1 – 3 years (Figure 5). The respondents belonged to 3 trade unions namely UASU, KUSU and KUDHEIA. Thirty percent of the respondents belonged to UASU while the latter two unions shared the rest equally at 35% (Figure 6). The interviewed staff had union membership for periods ranging from 1 -6 years as depicted in Figure 7.

Figure 4: Education level of interviewed employees from Kisii University

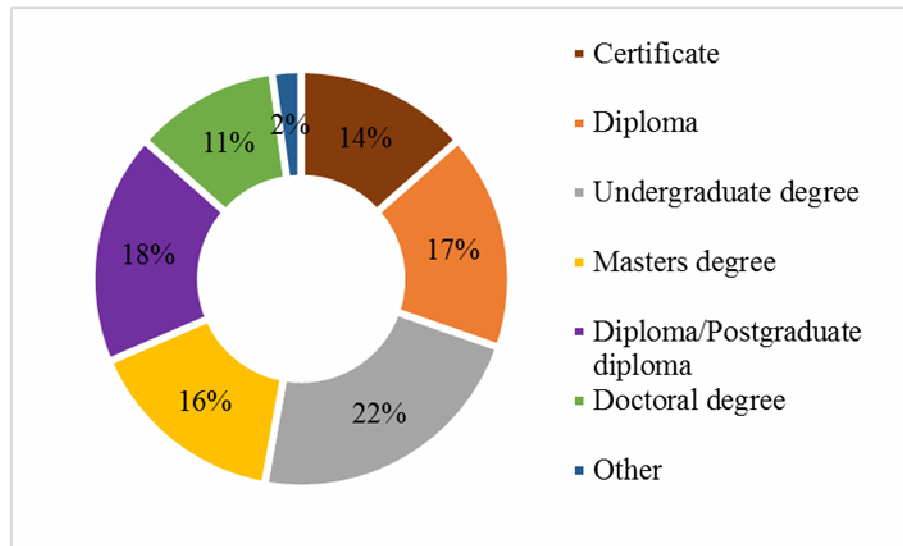


Figure 5: Duration in employment of interviewed employees from Kisii University

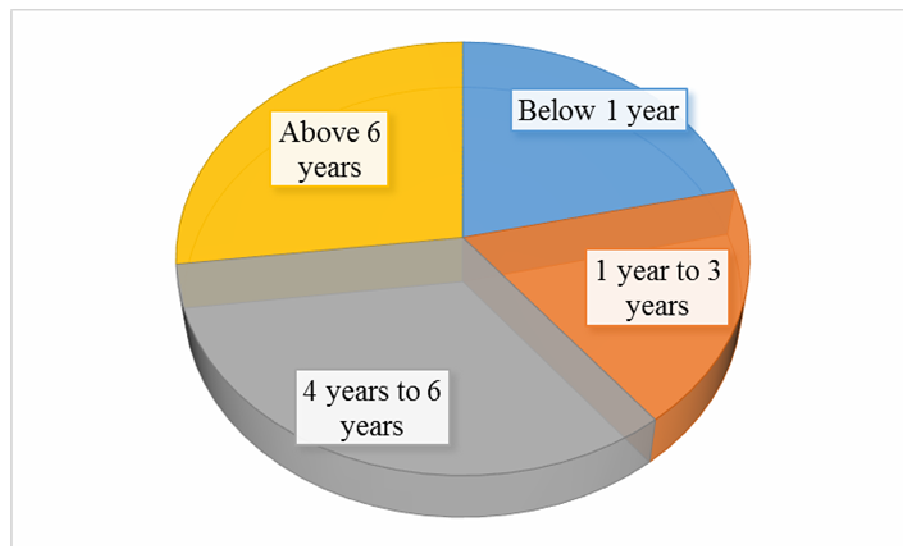


Figure 6: Relative Union membership of interviewed employees from Kisii University

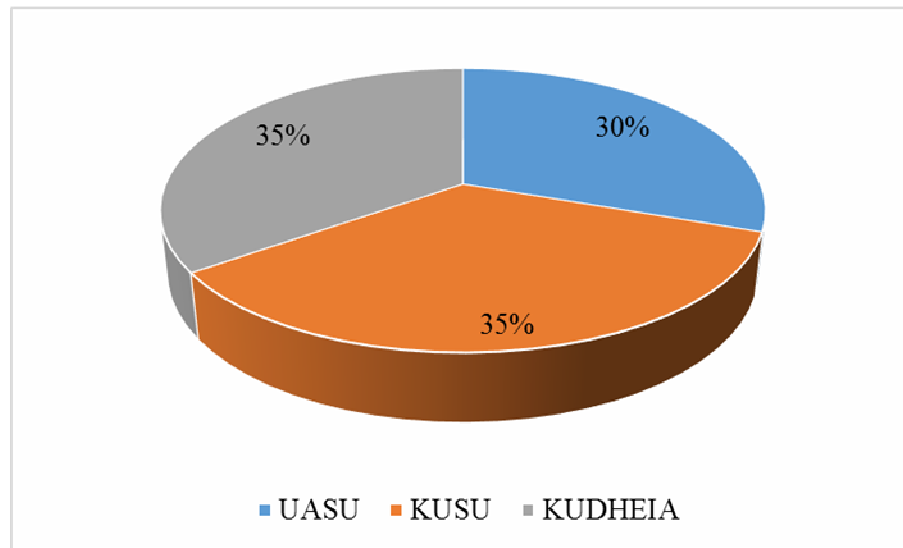
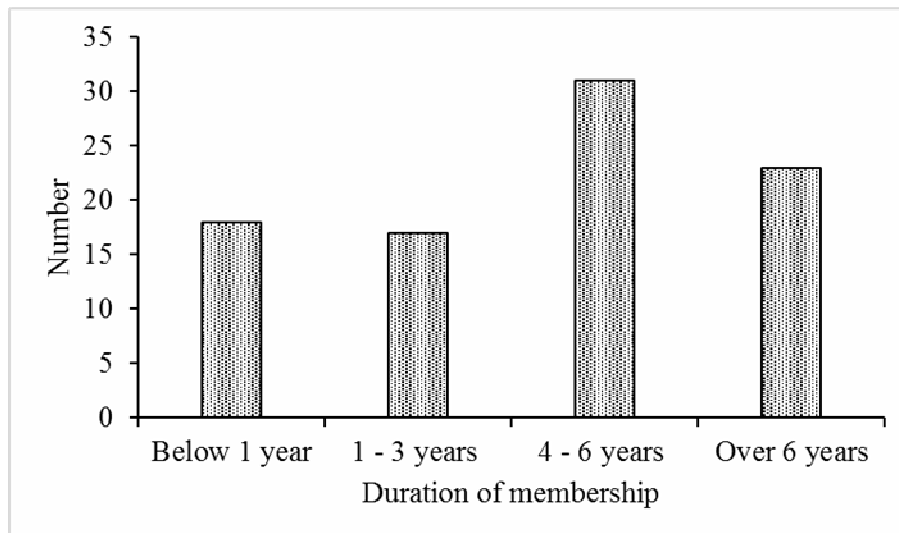


Figure 7: Duration of membership in unions of interviewed employees from Kisii University



4.2.2 Influence of trade unions on terms and conditions

The study sought to establish the influence of trade unions on terms and conditions of employees at the Kisii University. The 89 respondents interviewed were asked to rate

the influence of the unions on a number of aspects. They could either strongly agree, agree, neutral, disagree or strongly disagree. These rates had scores of 5 to 1 from strongly agree to strongly disagree. All responses for the different aspects were weighted and ranked. A multiple regression model showed a significant ($p < 0.05$) influence of trade unions on terms and conditions (Table 2). The information obtained is as summarized in Table 3. The unions were rated to score highly on their influence on the improvement of salaries and allowances of members. Their influence on staff promotion, education and training of staff members, protective clothing, tools and conditions of work and staff medical benefits were rated fairly. However most respondents felt that the unions had very little influence on the recognition and merit awards of staff who are deserving.

4.2.3 Unions' contribution to improved job security

Respondents in the present study were also asked to give their opinion on the contribution of trade unions to various aspects regarding their job security. Rating was done as already described in section 5.1.2. A regression showed a significant influence ($p < 0.05$) on improved job security. Results are summarized in Table 5. The unions were particularly highly in relation to their contribution to safeguarding the right of employees to fair hearing during appeals after unfair dismissal and persuading management to change terms of service of employees from contract to permanent and pensionable terms. On the other hand, the weighted response on interviewees indicated that the trade unions gave little in negotiating with management in terms of redundancy using the formula of last in first out.

Table 4.1: Multiple regression results on the responses on measures of terms and condition of service

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	7.8458	3.56417	2.201	0.011*
Improvement in salary and allowances	-0.01281	0.09222	-0.139	0.012*
Staff promotion.	0.28459	0.22029	1.292	0.023*
Education and Training of staff members	-0.16992	0.2713	-0.626	0.026*
Protective clothing, tools and conditions of work	0.09258	1.36975	0.068	0.034*
Staff medical benefits	-0.45377	0.24425	-1.858	0.046*
Recognition and merit awards on staff who are deserving	-0.04336	0.10287	-0.421	0.048*

Significance codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.204 on 6 degrees of freedom Multiple R-squared: 0.8585,

Adjusted R-squared: 0.8356 F-statistic: 2.801 on 24 and 32 DF, p-value: 0.006358

Table 4.2: Results of the responses on measures of terms and conditions of service

Influence of trade union on terms and conditions	WEIGHTS (W)					$\sum Wf$	$\sum f$	$\frac{\sum Wf}{\sum f}$ (mean \pm SD)
	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree			
	5	4	3	2	1			
	FREQUENCIES (F)							
Improvement in salary and allowances	53	21	11	2	2	388	89	4.36 \pm 0.92
Staff promotion.	38	23	9	10	9	338	89	3.80 \pm 0.88
Education and Training of staff members	33	30	9	8	9	337	89	3.79 \pm 1.1
Protective clothing, tools and conditions of work	25	33	16	7	7	326	89	3.66 \pm 1.33
Staff medical benefits	29	30	16	4	10	331	89	3.7 \pm 1.41
Recognition and merit awards on staff who are deserving	18	20	30	10	11	291	89	3.27 \pm 1.56

$\sum Wf$ = Weights*Number of respondents

$\sum f$ = Total number of respondents

SD = Standard deviation

Table 1.3: Multiple regression results on the responses on measures job security

	Estimate	Std. Error	t value	Pr(> t)
Safeguarding the right of employees to fair hearing during appeals after unfair dismissal.	-0.94904	0.36722	-2.584	0.014*
Persuading management to change terms of service of employees from contract to permanent and pensionable terms.	0.01916	0.03833	0.5	0.021*
Ensuring that staffs are confirmed immediately after the probation period	-1.27322	0.55688	-2.286	0.029*
Negotiating with management in terms of redundancy using the formula of last in first out.	-0.27973	0.40989	-0.682	0.031*
Requesting management to renew contracts of those employees who are on contract.	1.7993	0.54548	3.299	0.002*
Encouraging staff members to join retirement benefit scheme.	-0.03436	0.26096	-0.132	0.041*

Significance codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 1.204 on 5 degrees of freedom Multiple R-squared: 0.867,

Adjusted R-squared: 0.886, p-value: 0.003479

Table 4.4: Results of the responses on measures of job security

Unions' contribution to improved job security	WEIGHTS (W)					$\sum Wf$	$\sum f$	$\frac{\sum Wf}{\sum f}$ (mean \pm SD)
	Strongly agree	Agree	Moderate	Disagree	Strongly Disagree			
	5	4	3	2	1			
	FREQUENCIES (F)							
Safeguarding the right of employees to fair hearing during appeals after unfair dismissal.	55	23	7	2	2	394	89	4.43 \pm 1.12
Persuading management to change terms of service of employees from contract to permanent and pensionable terms.	60	15	9	3	2	395	89	4.44 \pm 1.55
Ensuring that staffs are confirmed immediately after the probation period	51	15	12	5	6	367	89	4.12 \pm 1.67
Negotiating with management in terms of redundancy using the formula of last in first out.	19	17	25	17	11	283	89	3.18 \pm 0.99
Requesting management to renew contracts of those employees who are on contract.	45	18	17	4	5	361	89	4.06 \pm 1.13
Encouraging staff members to join retirement benefit scheme.	40	17	20	6	6	346	89	3.89 \pm 0.55

$\sum Wf$ = Weights*Number of respondents

$\sum f$ = Total number of respondents

SD = Standard deviation

4.3 Discussion

4.3.1 Population description

Although the interviewed staff were male dominated (61%) neither gender accounted for more than two thirds. These observation gives an indication of gender mainstreaming at the institute which is line with the current constitution that advocates affirmative action to ensure no person is discriminated to hold public office based on gender. Family, society and culture shapes who we are, the roles we play the responsibilities we have. Gender shapes our expectations of ourselves and others. All of which change from generation to generation and vary from place to place with ethnicity and status. Despite variations there is persistent inequality between women and men. The fact that this is not the case at Kisii University may be a result of deliberate efforts by the employer to do gender mainstreaming as well the oversight role of trade unions. Most of the respondents were married. The age structure shows a reproductive with most responds being 35 to 55 years old.

All those that were interviewed belong to a trade union. This in itself show a recognition by the employees the important roles played by trade unions. These are respectively: a service function; a representation function; a regulatory function; a government function; and a public administration function. In the present study, the responds gave their views on the performance of trade union in several aspects broadly categorized as 1. Their influence on terms and conditions of service and 2. Their contribution to employee job security.

4.3.2 Influence of trade unions on terms and conditions of service

Results show that among others, respondents gave prominence to the role played by trade unions towards improvement in salary and allowances. More than 80% rated this as the most important role of their unions. It should come as no surprise that unions raise wages, since this has always been one of the main goals of unions and a major reason that workers seek collective bargaining. How most unions raise wages, for whom, and the consequences of unionization for workers, firms, and the economy have been studied by economists and other researchers for over a century (Pierce,

1999). The research literature generally finds that unionized workers' earnings exceed those of comparable nonunion workers by about 15%, a phenomenon known as the "union wage premium." H. Gregg Lewis found the union wage premium to be 10% to 20% in his two well-known assessments, the first in the early 1960s (Lewis 1963) and the second more than 20 years later (Lewis 1986). Freeman and Medoff (1984) in their classic analysis, *What Do Unions Do?*, arrived at a similar conclusion.

The influence trade unions on staff promotion, education and training of staff members, protective clothing, tools and conditions of work and staff medical benefits were also rated highly by the interviewed staff. Unions function as labor cartels. A labor cartel restricts the number of workers in a company or industry to drive up the remaining workers' wages, just as the Organization of Petroleum Exporting Countries (OPEC) attempts to cut the supply of oil to raise its price. Companies pass on those higher wages to consumers through higher prices, and often they also earn lower profits. Economic research finds that unions benefit their members but hurt consumers generally, and especially workers who are denied job opportunities.

4.3.3 Unions' contribution to improved job security

The study established that unions contribute greatly to improved job security at Kisii University. On a scale of 1 to 5, all the studied aspects relating to employee job security scored above average. Four out of the 6 aspects had a score greater than. This is an acknowledgement of the critical role unions play in safeguarding job security of its members. Data collected showed that safeguarding the right of employees to fair hearing during appeals after unfair dismissal was the most important role (getting over 88% approval of respondents). Even when the labor union and management of an organization settle on terms for employment, disputes still can occur. Union members may have disagreements with their supervisors over various issues, or the management team may claim that union members are not performing as agreed. For situations like these, labor unions devise grievance mechanisms to resolve the dispute. In addition to providing members with conflict resolution training, these mechanisms often include arbitration and mediation (Shapiro, 1978; Mitchell, 1988; Kearney and Carnevale, 2001).

Respondent also agreed that unions help in persuading management to change terms of service of employees from contract to permanent and pensionable terms, ensuring that staffs are confirmed immediately after the probation period and requesting management to renew contracts of those employees who are on contract. Unions are the principal means for workers to organize and protect their rights on the job. Unions give workers a voice with employers and provide a means to gain a measure of security and dignity on the job. Most unions maintain a paid professional staff to manage their activities. Unions pursue strategies and activities that serve the interests of their members. These include representing members and negotiating with employers, recruiting new members and engaging in political action when necessary to support policies that improve working conditions for all workers (Mitchell, 1988).

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Unions are organisations that represent people at work. Their purpose is to protect and improve people's pay and conditions of employment. They also campaign for laws and policies which will benefit working people. Unions exist because an individual worker has very little power to influence decisions that are made about his or her job. By joining together with other workers, there is more chance of having a voice and influence.

5.2 Conclusion

The current study was set to assess the role played by trade unions with specific reference to the UASU, KUSU and KUDHEIA, Kisii University Chapter, in improving terms and conditions of service and job security of employees at Kisii University. The study was conducted amongst the unions' officials and unionized employees July, 2013. Data was collected from 89 respondents using self-administered questionnaires with closed and open-ended questions. The questionnaire was divided into three sections. Section one was concerned with the general information about respondents. Section two contained questions on the terms of service and section three had questions on job security. Data was analysed using descriptive statistics with subsequent results presented using graphs and tables. The influence of trade unions on terms and conditions of service and between trade unions and job security was weighted on a 5 point Likert scale. The unions were rated to score highly on their influence on the improvement of salaries and allowances of

members and their contribution to safeguarding the right of employees to fair hearing during appeals after unfair dismissal. Generally the unions were rated above average in the aspects that were assessed.

5.3 Recommendations

Findings of the study reiterate the critical role played by unions in safeguarding employees' rights and interests. It is therefore recommended for employees at the university to join unions to gain maximum benefits from their employment, as well to avoid charges that can be levied as agency fees for non-unionized workers.

The trade union has influence to positive employee general welfare and performance, and should be given room for improvement to ensure sustainable delivery of quality products and services at the University. The Union should, therefore, be maintained and strengthened.

The findings of this study would be useful to the employees, the management of the University and all stakeholders in employee welfare policy formulation also as reference material for future research.

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APPENDICES

Appendix I: Introduction Letter

No.....

Dear Sir/ Madam,

I am a Postgraduate student at the University of Nairobi-In partial fulfilment of the requirements for the conferment of the Master of Business Administration- Human Resource Management degree, I am conducting a research titled “**PERCEIVED INFLUENCE OF TRADE UNIONS ON TERMS AND CONDITIONS OF SERVICE AND JOB SECURITY OF EMPLOYEES AT KISII UNIVERSITY**”.

I wish to request you to kindly assist in providing the required information, by filling in the questionnaire provided below, as your views are considered important to this study.

Please note that any information given will be treated with utmost confidentiality and will only be used for the purposes of this study.

Thank you.

Yours faithfully,

Sharon Matama Gichaba

Appendix II: Research Questionnaires

The following represent your general information and background. Please indicate a tick in the blank spaces.

The Union members Questionnaire

No.....

Part A: General Information

1. What is your gender

a.) Male []

b.) Female []

2. What is your marital status

a.) Single [] b.) Married []

c.) Widowed [] d.) Separated []

3. Please indicate your age bracket from the choices below

a.) Below 30 years []

a.) 31-35 years []

b.) 36-45 years []

c.) 46-5 years []

d.) 56-65 years []

e.) 66-70 years []

4. What is your highest academic qualification

a.) Certificate []

- b.)Diploma []
- c.)Under Graduate degree []
- d.)Masters degree []
- e.) Diploma/Postgraduate Diploma []
- f.) Doctoral degree []
- g.)Any other (Specify).....

5. Kindly indicate your current grade.

- a.) I-IV []
- b.) A-F []
- c.) 11 and above []

6. How long have you served as a staff at Kisii University?

- a.) Below 1 year []
- b.) 1 year to 3 years []
- c.) 4 years to 6 years []
- d.) Above 6 years []

7. What are your current terms of service?

- a) Contract []
- b) Permanent and pensionable []
- c) Permanent with service gratuity []
- d) Temporary []

8. Which Union do you belong to? []

a.) UASU []

b.) UNTESU []

c.) KUDHEIA []

9. How long have you been a member of your Union?

a.) Below 1 year []

b.) 1 year to 3 years []

c.) 4 years to 6 years []

d.) Above 6 years []

PART B: My union has greatly influenced the following;

10. How would you rate the influence of your trade union on terms and conditions of service in the areas as specified in the table below? Please indicate a tick in the blank spaces.

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

Role	5	4	3	2	1
Improvement in salary and allowances					
Staff promotion.					
Education and Training of staff members					
Protective clothing, tools and conditions of work					
Staff medical benefits					
Recognition and merit awards on staff who are deserving					

PART C: Role played by trade unions in the Promotion of job security.

11. To what extent does your union contribute to improved job security? Please indicate whether you agree with the statements represented below;

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

Role	5	4	3	2	1
Safeguarding the right of employees to fair hearing during appeals after unfair dismissal.					
Persuading management to change terms of service of employees from contract to permanent and pensionable terms.					
Ensuring that staffs are confirmed immediately after the probation period, in accordance to the (Employment Act 2007).					
Negotiating with management in terms of redundancy using the formula of last in first out.					
Requesting management to renew contracts of those employees who are on contract.					
Encouraging staff members to join retirement benefit scheme.					