



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Department of General MBA**

**THE ROLE OF LABOUR UNION IN SAFEGUARDING
EMPLOYEE'S INTEREST: CASE STUDY ON ETHIOPIAN
CONSTRUCTION WORKS CORPORATION**

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SGS/0043/2008B

January, 2019 GC

Addis Ababa, Ethiopia

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EMPLOYEE'S INTEREST: CASE STUDY ON ETHIOPIAN
CONSTRUCTION WORKS CORPORATION**

**Thesis Submitted to the School of Graduate Studies of St. Mary's
University in the partial fulfillment of the Degree of Master of Business
Administration in General MBA**

BY

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Advisor

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January, 2019 GC

Addis Ababa, Ethiopia



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MBA. Thesis

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DECLARATION

I, the undersigned, declare that this thesis represents my ideas in my own work, under the guidance of Dr. Elias Nour. In this thesis, where others ideas or words have been included, I have adequately acknowledged, cited and referenced the original sources. I have also declared that this thesis has not been presented for a degree in any other university.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Elias Nour (PhD.)

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Henon Endale

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ABSTRACT

Labour unions have a great role in protecting the employee's interest; hence, assessing their role in the wellbeing of the employee in the industry is sensitive issues. Therefore, carrying out a research in this area will have a paramount importance. Even though, unions are expected to have a great role in safeguarding the member's interest, they encounter many challenges in the protecting employees' right. The research was undertaken to assess the role of labour union in Ethiopia Construction Works Corporation and to recommend possible remedial measures. Accordingly, literature review was conducted to identify the roles of labour unions from previous findings, through which numerous variables were identified in global and local labour unions. The relevant primary data gathered through questionnaire and secondary data obtained from archival records have been analyzed. For the data collection, random sampling technique has been adopted. The frequency and percentage of each respondent's response were analyzed. The findings of the study show that the labour union in the Ethiopian Construction Works Corporation has no prominent role in safeguarding the employee's interest and protecting their rights. The most common Challenge variables identified by this research were insufficient skilled and educated union leaders, higher interference from the employer and no bargaining power of the union. Even though, Collective agreement between the Corporation and the union is the main pillar to manage the relationship, it has not been properly implemented; thus, has no real impact in the protecting the welfare of the employees. The major cause of dispute between the employer and the employees are Salary & allowance issues, management administration problem, Non-involvement of Employee in decision-making. Mediation is the most intensively used dispute resolution method between the Corporation and the employees' whenever dispute arise. However, sometimes Litigation is used.

Key words: -Labour union, collective agreement, Bargaining Power.

Chapter 1.

INTRODUCTION

1.1. Background of the study

A labour union is an organization that represents employee at a work place. The purpose of labour union is to safeguard right of members by assuring safe and healthy working environment, improve pay and working conditions. The Labour Proclamation Number 377/2003 entitles both employees and employers to form associations (i.e., Trade Unions and Employers Associations) respectively of their own choice without any interference.

Workers become members of Labour union for different reasons such as to improve the working condition, health and safety, employee-employer relationship, to be protected from unfair treatment of employer. (Kourosh A. July 1995). Labour union has a great role for the achievement of organization objective by creating peace full relationship within the industry. Labour union also negotiates with managers on terms of employment in order to create better working environment for members. Collective bargaining is one of the means that labour union use to deal with managers on the interest of workers. Decisions made by managers without the participation of labour representatives create conflict within the industry. (Armstrong, 2016)

It is important to find out whether labour unions are protecting the interest of the members, the challenges that are encountered, and the supports that they get from the employers. The employees' interests that are given attention in this research are:

- Working Conditions: Labour unions with a view to safeguard the health and safety of workers demand the management to provide all the basic facilities.
- Discipline: labour unions not only conduct negotiations with management but also protect the workers from the unlawful one side decision of management.
- Employee-Employer Relations: labour union has the power to negotiate with the management on industry relation.

1.2. Statement of the problem

Labor Unions are organized by the employees in the company. The objectives of the labor unions are to safeguard the interest of the employee. However, most labor unions in Ethiopia have no real impact on the employee-employer relation. Thus, this research seeks to investigate the effects of labor union in safeguarding the interests of the workers in the Ethiopian Construction Works Corporation. Therefore, this research seeks to answer the following question:

1.3. Research Question

- ❖ Whether Labour unions at the Ethiopian Construction Works Corporation contribute to the protection of the labors interest regarding Working Condition?
- ❖ How do labour unions achieve their goal for the satisfaction of the works interest? How's their capability to do so?
- ❖ Does the labour union at Ethiopian Construction Works Corporation participate in discipline measure decisions and protect the employees from unlawful action?
- ❖ How is the bargaining power of the Union
- ❖ What are the pillars for employee-employer relation?
- ❖ What are the major reasons for dispute and the methods of dispute resolution methods adopted?

1.4. Research objective

1.4.1. General Objective

The objective of this research is to assess the effects of labour unions at the Ethiopian Construction Works Corporation in safeguarding the interests of the workers.

1.4.2. Specific Objectives

The problem statement for this research will be approached by developing two data collection methods through Questionnaires and Document Analysis and detail studies on each with an individual objective that contributed to the assessment of the effects of

labour unions in the protection of workers interest. Thus, the specific objectives of the research are:

- ❖ To determine the role of the labour union in protecting the members and/or employees interest regarding working condition.
- ❖ To assess the capacity of the union and determine whether the members of the labour union are benefited.
- ❖ To assess the bargaining power of labour union.
- ❖ To assess the role of labour union protection of employees from unlawful action and participation in discipline measure decisions.
- ❖ To assess the pillars of relation between the company, employees and the labour union and the role labour union plays in creating healthy industrial relationship.
- ❖ To determine the major reasons for dispute and the methods of dispute resolution methods adopted.

1.5. Definition of Terms

Labour union: An organization of workers formed for the purpose of advancing its member interest in respect of wage, benefit and working condition. (Farber, 2001)

Collective Agreement: A written agreement made between employer and representative of employee about term and conditions of work. (ILO Convention No. 91 1951)

Collective Bargaining: Negotiations which take place between an employer, a group of employers or one or more employers' organizations, on the one hand, and one or more workers' organizations, on the other. (Article 2 of the Collective Bargaining Convention, 1981 (No. 154)

1.6. Significance of the study

The research work is expected to broaden the understanding on the effectiveness of Labour unions. It will help to investigate how effective the labour unions are in addressing the employees' interest in terms of working condition, disciplinary actions and employee-employer relation. It will also help the workers to make their demands while to avoid industrial conflicts. This research work will facilitate further studies by other researchers who have an interest in understanding the link between unions and workers. Additionally, it will provide the challenges that the labour union encounter in process from the workers and from the management.

1.7. Scope of the Study

This research covers only the employees and the labour unions of Ethiopian Construction Works Corporation in Addis Ababa. The scope of the study is limited to the assessment of the labour union in safeguarding the employees interest in terms of working condition (salary & wage, health & safety, working hours), employee-employer relation.

1.8. Limitation of the study

The entire study is limited on the effects of Labour union in safeguarding the employee's Interest in the workers of Ethiopian Construction Works Corporation.

1.9. Organization of the study

The research contains five chapters that discuss the background of the research, methodology & process of the research, Result of Finding and Conclusion & recommendation based on the specific objective of the research.

The first Chapter explains the introduction of the research and curses what the research intends to achieve both general & specific objectives, significance, scope and limitations of the study. The second chapter deals with the finding of the role of labour unions safeguarding members' interest, challenges of labour unions from intensive literature

review. This chapter provides a general understanding of previous studies and findings related to the research area, roles of labour unions.

The third Chapter discusses the methods that are used for the research and it highlights the source of data, research design approach, data selection methods & data collection methods that the research employed. It also outlines the method of analysis to arrive at the required objectives. This chapter is followed by the analysis of finding and discussion of the results obtained from the study in the Fourth Chapter of this research. The last chapter draws conclusion of the research and provides some recommendations for improvement of labour unions strength & provide insight for similar future research areas.

The following figure (Fig. 1.1) shows the organization and structure of the research paper.

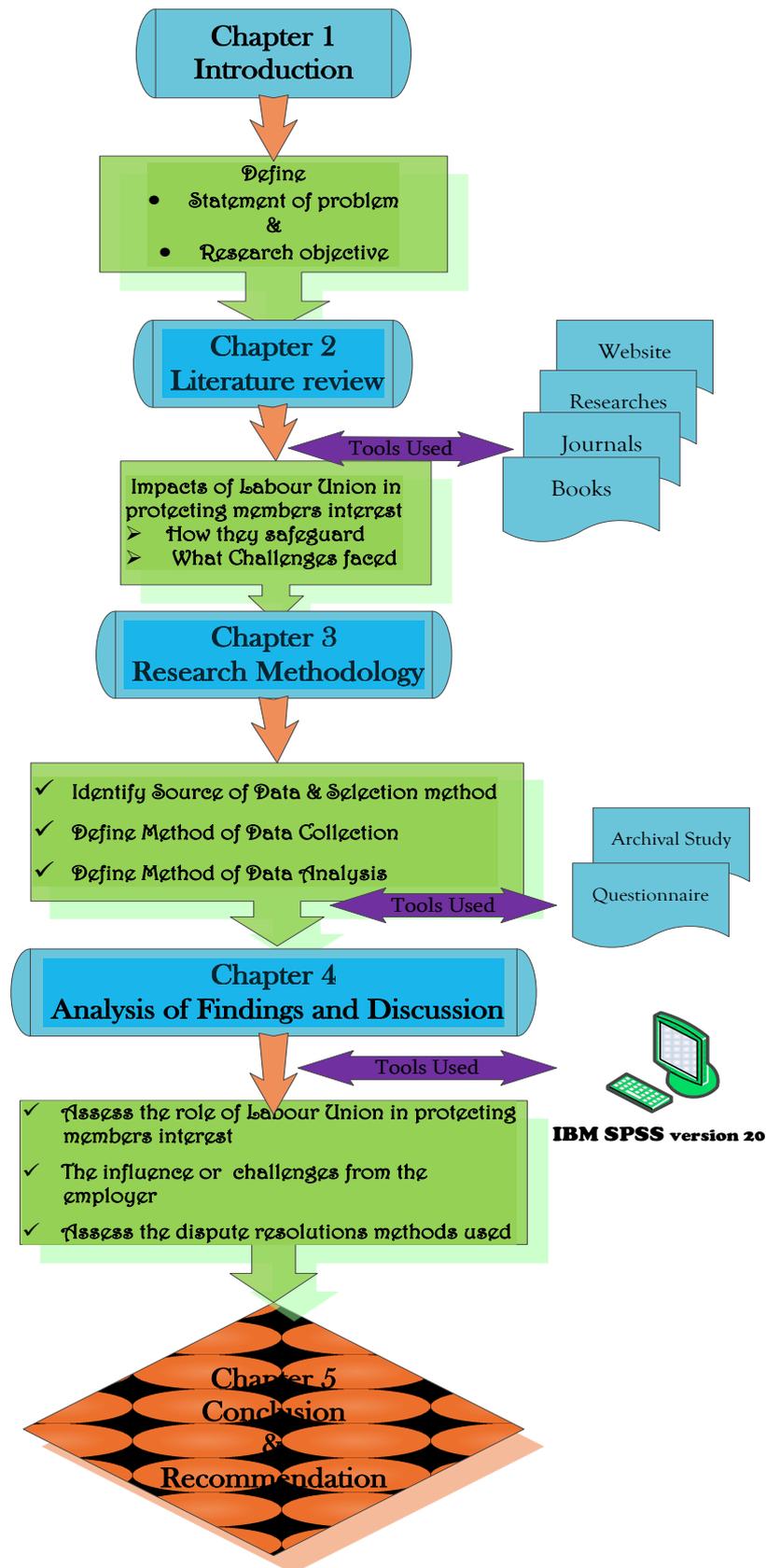


Figure 1-1 The research writing outline

Chapter 2.

LITERATURE REVIEW

The main objectives of this study is to assess the effects of labour unions in safeguarding the interests of the workers, find out whether the labour union is protecting the interest of the members, what are the challenges encountered, and the supports that labour unions get from the company. Literature review of previous works is undertaken here under to investigate previous findings on the topic.

Labour union represents workers and aims at protecting members and improving wage and working conditions. Workers become a member of labour union to achieve their common interest. Trade unions are also legal representatives of workers, and they protect their members from unlawful action of employer.

“Trade union is an organization formed by workers to protect workers and improve their condition of work. it seeks to improve the conditions of working lives and provide a means of expiration for workers view on problem at work and society as a whole”(Farber, 2001)

A labor union is “an association of workers who bargain collectively with their employer, regarding the terms and conditions [pecuniary and non-pecuniary] of employment” (Farber, 2001) The Universal Declaration of Human Rights of the United Nations Charter 1948 states the essence of good and decent work in Article 23, which reads: “Everyone has the right to form and join trade unions for the protection of his interests”. (The Universal Declaration of Human Right of the UN Charter 1948)

Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87), provides:

“Workers and employers, without distinction whatsoever, have the right to establish and subject only to the rules of the organization concerned, to join organizations of their own choosing for furthering and defending their interests without previous authorization.”

International Labor Treaty Convention, 1948 Number 87 of the International Labor Organization (ILO) on Union Freedom has given right for worker to form labour union and to safeguard their interest. Workers also have the right to choose union that they are going to join and it is unlawful to discriminate them because of their membership.

Historically, Trade union has played a great role in fair distribution of wealth between workers and employers. Representatives have positively contributed in the creation of good working environment, improved working conditions, and job security. Through the development of world industry /changing environment/the scope in the functions of trade union has also become broader, and it currently includes the tasks of bargaining with employers in the interest of workers with regard to terms and working conditions, health and safety, wage and other issues. Generally trade unions have developed their role on improving and protecting workers interest. (Ghosh & Geetika, 2007)

2.1. Historical development of Labour Union

Labour unionism is a global movement. Labour Union first emerged in Great Britain during the latter half of the 17th century with the spreading out of industrialization and markets and extended to Europe, North America as well as other parts of the world. Historical development of labour union starts from Mini groups of workers established in Britain in the 18th century and these group developed as union in 19th century in Britain and united states as labour movement. Most union has short life span because they face many problems from management and government. In Britain and the United States labour union got legal recognition under the Trade Union Act of 1871. In 1886 United States unions established a confederation. (<https://www.britannica.com/topic/trade-union>)

The history of African labour union began after the Second World War. The colonial governments, British and French, allowed native African workers to form unions by setting legal preconditions for the formation. African labour unions began primarily in public service, the public transport sector, and teachers. After many African countries

declared their independence and established their own governments, the regimes of the independent states increased public sector work and also set minimum wages, job security. (Schillinger 2005)

By the beginning the nineties African Labor unions declared their independence because of the increased opposition from revolutionary groups against dictatorial governments. During this period, labor unions had great roles in the political transformation processes in Africa. Unions has negotiated different political units and act as negotiator in different African countries. Even if labour union had strong role within the county politics but the labour unions power is weak in safeguarding workers interest with regards to wage, improved working conditions and job security. During this period, labor unions had weak bargaining power. Since Collective agreement requires the approval of the competent authority for the enforcement; it doesn't give better rights for workers because of the fear for the economic wellbeing of country.

African labour unions are weak in finance since their financial source depends on the government and donors. Due to different internal and external reasons, labour unions are losing their members. In addition, labour unions have lost their power in influencing decision related to labors interest in country's policy. African labour unions have many internal problems on their legality, accountability and transparency. (Schillinger 2005)

Most of the time, workers and employers had disagreement regarding wages, bonus, working hours, overtimes, pension, compensations, medical benefits, and other related issues. Hence, in order to solve all these problems, the labour unions had a great role. (Tannen Baum 1921)

Many scholars gave different purposes for the manifestation of labour unions. According to Tannen Baum (1921), the machine is the cause and labour movement is the result. Hoxie (1921) believes that labour unions appeared as a group expression of the social situation and as remedial programmers with particular aim, policy and methods.

Whereas, Perlman (1928) believes that trade unionism arose from job consciousness and scarcity of job opportunities.

Labour unions represent collective interests of workers. Moreover, workers think it is better to be represented by the unions to get competent power against their employers. For a number of reasons workers become a member of unions; this reason can be either for self-interest or common interest. These interests are: increasing wage, getting better working condition, protection from an arbitrary dismissal, strengthening their power, and job protection. (Pedro and Hugo (2013))

As many of African labour unions, Ethiopian labour unions are also weak because of various reasons. Until 1963 the enactment of labour relation decree there were no law in the country that give legal recognition to the unions. This law sets a prerequisite for the unions existence is permission and registration. (Assefa, 2003)

In 1976, the Derge regime endorsed a law which asks for right of the working class. The Labour Proclamation No. 42/93 states that; unions to get legal personality they have to organized and registered in bureaus of Labour and Social Affairs. (Assefa, 2003)

2.2. Reasons for Joining Unions

Workers become a member of unions for a number of reasons. Hence, workers do have any purpose to join a union, some of the reasons are:

- Since the power between workers and employers are not equal, Workers individually do not have strong power to bargain with their employer. Thus, it is one of the reasons for workers to join labour union. Unions have strong power in safeguarding members' interest from arbitrary act of employers. Unions force employers to a meet minimum working condition and to create better working atmosphere. (Shrestha 2012), (Kourosh A., 1995)
- Unions help workers to be treated equally. A labour union avoids unequal treatment of workers by their employer based on law full grounds. Labour unions make employers to treat worker with respect and fairness.(Shrestha 2012), (Kourosh A., 1995)
- Workers also join labour unions for the security purpose. Worker thinks that: unions can protect them from arbitrary dismissal, bad working conditions, and unsafe work environment. (Shrestha B., 2012), (Kourosh A., 1995)

2.3. Roles of Trade Unions

The major roles of labour unions are to safeguard and improve the interests of workers and/or members. These basic functions include:

- Labour union protects and improves the interest of workers in several areas. Regarding this, Union represents and bargains with employer on interest of workers like health, safety, and wage. (Shrestha B. 2012), (Kourosh A., 1995)
- Labour union works for the equal treatment of workers. Moreover, Unions struggle to abolish discrimination during implementation of human resource policies of recruitments, selection, and promotion.(Shrestha B. 2012), (Kourosh A., 1995)

- Labour union protects its members' job security. Union representatives' works to avoid and/or reduce work related injuries and diseases. Worker trust that unions can protect from accidents and ill health. Union also has a great power to enforce labour strands relating working condition, wage and other issues. (Ethical training initiative, May 2010) (Shrestha B. 2012), (Kouros A., 1995)
- Unions have a great power in creating peaceful relationship within workers and workers with Employers. It is obvious that, in any organization labor unions had dramatic effects on organizations' relationships with employees. One-sided decisions of employers on workers' interest will result in conflict with workers. Without unions' or worker representatives' participation: it is difficult to manage relationship of workers with employers. Organization can easily achieve their aim by collaborating with labour unions and by participating unions in decisions on workers affairs.(Armstrong 2016)
- Labour unions negotiate with employers representing the workers and/or their members. Unions continually strive to secure members interest by making agreement with employer. (Ethical training initiative, May 2010)

There are many advantages of becoming a member of labour Unions. These advantages include:

a) Wages, Benefits and Working Condition

Labour Unions can influence employers or managers in order to enhance wages, ensure better welfares and improve working conditions for members. (Yetmwork, 2016)

b) Job Protection and Security

Members of unions are safe from arbitrary decision of employer. In addition, Unions also has an authority regarding decisions relating discipline and termination on members. (Yetmwork, 2016)

c) Balance of Power

Individual employees were economically weak when bargaining with employers. However, Labour unions have an authority to negotiate and influence employers on the interests of the workers. Thus, employers may not have an alternative to keep peaceful relationship within the industry besides the contribution of the unions. (Yetmwork, 2016)

2.3.1. Employee-Employer Relation

Industrial relationship is a relation between an employer and workers. Many scholars define industrial relations in different manners.

V. Agnihotri defined industrial relationship as: "*The term industrial relations explains the relationship between employees and management which stems directly or indirectly from union-employer relationship*" (Agnihotri R., 1970)

C, B. Kumar describes industrial relation as: "Industrial relations are broadly concerned with bargaining between employees and trade unions on wages and other terms of employment. The day to-day relations within a plant also constitute one of the important elements and impinge on the broader aspects of industrial relations." (Kumar C.B. 1961)

According to H.A. Clegg "*The field of industrial relations includes the study of workers and their trade unions, management, employers' associations and the state institutions concerned with the regulation of employment.*" (Kumar C.B., 1961)

Employees' relationship bases on the rule a company implement to manage relationship between employer and workers or with labour union. The approach an organization follow to manage relationship has great impact on organization productivity and employee performance. (Ethical training initiative, May 2010)

The employment relationship refers to the relationship between managers and workers together. In employment relationship one relies on other and both parties benefit each other from these peaceful relationships. These relationships can emanate from contract of

employment and work legislations. Most employment agreements or rules impose duties for both parties. An employer has a responsibility to pay wage and other benefits and also ensure safe working area; worker also has a responsibility do his work and contributes his role to meet company's' objective. (Armstrong 2016) Labour relations grounded on expectations, duties and exchanges between the individuals, between groups, and between the employer and employees.

Preservation of peaceful relationship within organization helps for the attainment of organizations' objective. Labour unions has great role in protecting workers from management one-side decision union participate decision relating workers discipline participation of worker representative help victim to get fair decision which base on the law . (Yetmwork, 2016)

Calhoun Richard D. 2002 defines discipline as: “a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization.”(Calhoun Richard D. 2002)

A disciplinary measure is a means through which managers take action on employees when something wrong action has been made. Employers practice disciplinary procedures to speak workers that their behavior is not in compliance of the law and custom. (Stephen, 2012)

According to Reddin, (1970) and Billikopf, (August 11, 2006), there are procedures the employer should have to follow before taking an action. The procedures are communication; job description; penal codes, disciplinary action process, fairness and regularity. (Stephen, 2012)

According to labour Proclamation No.377/2003, if workers are not happy with the decision of the near supervisor, they can bring their grievance to their direct employer/supervisor or to the advanced level of management. (Labour proclamation 377/1996)

2.3.2. Working Conditions

Working conditions means all working situation that affects workers at the workplace. Many employment laws states the minimum working condition and Employers has a legal responsibility to fulfill this standards. Good working condition has great contribution in employee's productivity. Working condition includes wage, Safety and Health, working hours, leave, other legal rights and responsibilities.

Operman (2002) divided working environment in to three. The first is technical environment, which includes all essential materials that helps worker to perform its work accordingly. The second environment is the human environment that refers all individual workers, employers, group works. The Third organizational environment includes systems, procedures, practices, values and philosophies.

2.3.3. Health and Safety

Workplace health and safety is one of the most important aspects for workers. An organization has a responsibility to meet the minimum health and safety standard set by the international and national laws. Labour union has great role in the achievement of the minimum health and safety standards at a work place. Union has a responsibility in protecting worker from threats of health and safety in an organization. Labour unions can also bargain with companies on the standards of health and safety to be practiced and controlled. (Takele and Mengesha, 2006)

Labour Unions participate in the development and application of health and safety procedures. Worker needs Safety training; thus, an organization has to offer training in the way workers recognize. In addition, workers are responsible to utilize the safety materials provided by employers and they should adhere to the safety cautions and procedures set. (Takele and Mengesha, 2006)

A 1995 World Bank report showed that labour unions have a significant role in implementing health and safety standards. However, it is difficult for workers by their

Own to enforce the employer to implement safety and health standards. (Takele and Mengesha, 2006)

According to conservative ILO assessment, minimum of 55,000 workers got serious accident from building construction at a work place because of unfavorable working environment and inefficient safety preventions. Most accidents that happen in construction work place are predictable & avoidable also able to be properly managed and administered. Collective and personal protective measures are important to avoid accident. (Labour Education, 2001/2)

In addition, government has a great role in enacting laws relating occupational health and safety standards. Employers must act according to labour standards set by legislation and collective agreement. Employer also has responsibility to give training on safety. (Labour Education, 2001/2)

International Program on Safety, Health and Environment done by the International Federation of Building and Wood Workers (IFBWW) established by Swedish national trade union center helps union that exist in Africa, Asia, Latin America. The aim of the organization is to promote labour union to make health and safety standards of worker in construction and wood work area as their main program. (Labour Education, 2001/2)

The ILO/WHO definition of occupational health is: “The raise and keep of the maximum degree of physical, mental social well- being of workers in all occupation”.

According to WHO (1995), work safety and health can be defined as:

“Protection and promotion of the health of workers by eliminating occupational factors and conditions hazardous to health and safety at work, enhancement of physical, mental and social well-being of workers and support for the development and maintenance of their working capacity, as well as professional and social.” (Takele and Mengesha, 2006)

Organizations also conduct Safety inspections. This inspection can be made by representative of workers/union/ or safety expert. Union has great role in can be conducted by safety advisers. (Labour Education, 2001/2)

2.3.4. Working Hours

In many countries working hour is regulated by legislations. Some countries further fix daily working hours. According to ILO Convention (1919), the normal working hour is set as 8 hour per a day. Ethiopia's Labour Proclamation No. 377/2003 has also fixed the daily working hour. The normal working hours for any worker is 8 hours a day or not more than 48 hours a week. (Labour Proclamation No. 377/2003)

Generally, overtime work is forbidden by law but in exceptional case it allows not more than two hours a day. According to Proclamation No. 377/2003 Ethiopian labour proclamation Pursuant to Article 68 (1) b), night work is work recognized between 10 PM and 6 AM. (Labour Proclamation 377/2003)

Workers are also entitled to annual leave per a year; uninterrupted leave with pay shall be a minimum of 14 working days, plus one working day for every additional year of service. The law also recognizes holidays and Maternity leave. (Labour proclamation 377/1996)

All leave stated under Ethiopia labour law is the minimum requirement that the law can recognize. Employers have the responsibility to respect or fulfill this requirements and union also has great role for the inspections as well.

When reviewing other countries experience, Labour unions in Benin has great role in protecting workers interest. The function of Unions is bargain with employer, give training and education to upgrade capacity of worker, and low interest credit. Though union in Benin are advantageous for employees in rendering service and benefit; still the services is not as sufficient as expected because of lack of democracy within the labour

union and other organizational problems. The Labour Union also face unity problem since they are plentiful in number. (Kalusop T., Otoo K. N. & Shindondola-Mote H.)

Labour union in Botswana has great role in bargain, Representation & Complaint treatment, Education, Training and/or capacity building. Botswana's Labour Unions represent their members at disciplinary trials, conciliation and arbitration. (Kalusop *et al.*)

Botswana labour unions also represent workers in bargain process; however, the power of union in negotiation is weak and limited to Wages and working conditions only. Union leaders lack capacity and commitments to achieve their objective. (Kalusop *et al.*)

In addition, Ghana union leaders are elected in a democratic way. As of other African labour union Ghana unions provides bargaining, legal representation and education & training and research benefits for members. Differently from other country Ghana union provide service for members which is covered in collective agreements. Union also give legal services by representing workers and give financial support, welfare systems, credit systems, pension benefits, Scholarship Scheme. (Kalusop *et al.*)

According to the research done on labour union in PAM (Palveluajon Ammattilitto) of Finland result shows labour union PAM has a great place in protecting the quality life of its members and also unions struggle to enhance wage of workers. Union also protect employee from unlawful dismissal or termination of employer. The research also identified the members of labour union are largely satisfied with the work union. (Shrestha B., 2012)

The study done on the changing roles of trade unions in India: a case study of national thermal power corporation union is playing an active role in maintaining good industrial relations, and also they are doing to improve the quality of life for worker. (Piyali Ghosh, Shefali Nandan and Ashish Gupta, 2009)

The research done on the role of labor union in maintaining employment conditions in the case of ethio-telecom shows that union's role in preserving working condition is at

lower level and union is not defending for workers right. Thus, the employer unlawfully dismisses workers from their job. Union also does not follow or make pressure on the employer for the implementation of collective agreement. (Yetmwork, 2016)

2.4. Collective agreement

Collective agreement is a contract made between workers' representative and employers /managements on the terms and conditions of employment. Collective agreement is the result of collective bargain between labour union representatives and employers.

Under ILO Convention No. 91 (1951) Recommendation Part II.2. (1) Defines collective agreements as:

“all agreements in writing regarding working conditions and terms of employment concluded between an employer, a group of employers or one or more employers' organizations, on the one hand, and one or more representative workers' organizations, or, in the absence of such organizations, the representatives of the workers duly elected and authorized by them in accordance with national laws and regulations, on the other”.
(ILO Convention No. 91 1951)

Collective Bargaining Agreement is a procedure of agreement that can be made by employers and labour representatives that bases labour laws and other labour related legislations. Collective Bargaining Agreements set the rights and duties of all parties within the agreement. Collective agreement also includes wage, employment condition, employee-employer relationship, bonus, overtime payment, leave, medical treatment fee and also set means through which conflicts resolved. All terms under the collective agreement has legal effect on parties. (Shrestha, 2012)

ILO Convention No. 98 (1949) related to the Right to organize and to Bargain Collectively describes collective bargaining as: "*Voluntary negotiation between employers or employers' organizations and workers' organizations, with a view to the regulation of terms and conditions of employment by collective agreements.*" (ILO Convention No. 98 1949)

Article 2 of the Collective Bargaining Convention, 1981 No. 154 describes Collective bargaining as:

“All negotiations which take place between an employer, a group of employers or one or more employers’ organizations, on the one hand, and one or more workers’ organizations, on the other, for:

- a) determining working conditions and terms of employment; and/or*
- b) regulating relations between employers and workers; and/or*
- c) Regulating relations between employers or their organizations and a workers’ organization or workers’ organizations”.* (Divina M. Edralin, 1993),

Collective bargaining is a joint regulating process, establishing by negotiation and discussion agreements on matters of mutual concern to employers and unions covering the employment relationship and terms and conditions of employment. (Armstrong 2016)

Labour unions and employers resolve their problems through collective bargaining. Collective bargaining is the basis of peace full relationship relations within industry.

2.5. Conceptual Framework

The study has assessed the role of labour Union in safeguarding employee's interest in the case of Ethiopian construction Works Corporation. Labour union is a group of employees who represent members to protect and advance their interests in the workplace such as working conditions and job security, safety & health, employee employer relationship. The research has examined whether the labour union is protecting the interest of the workers, what are the problems faced, and what supports the union got from the company.

Since the study focuses on assessing the role of Labour unions in protecting and safeguarding workers interests the five independent variables are: working conditions, job security, safety & health, collective agreement, employee-employer relationship. Labour union safeguarding the interest of labors considered as dependent variable in the study.

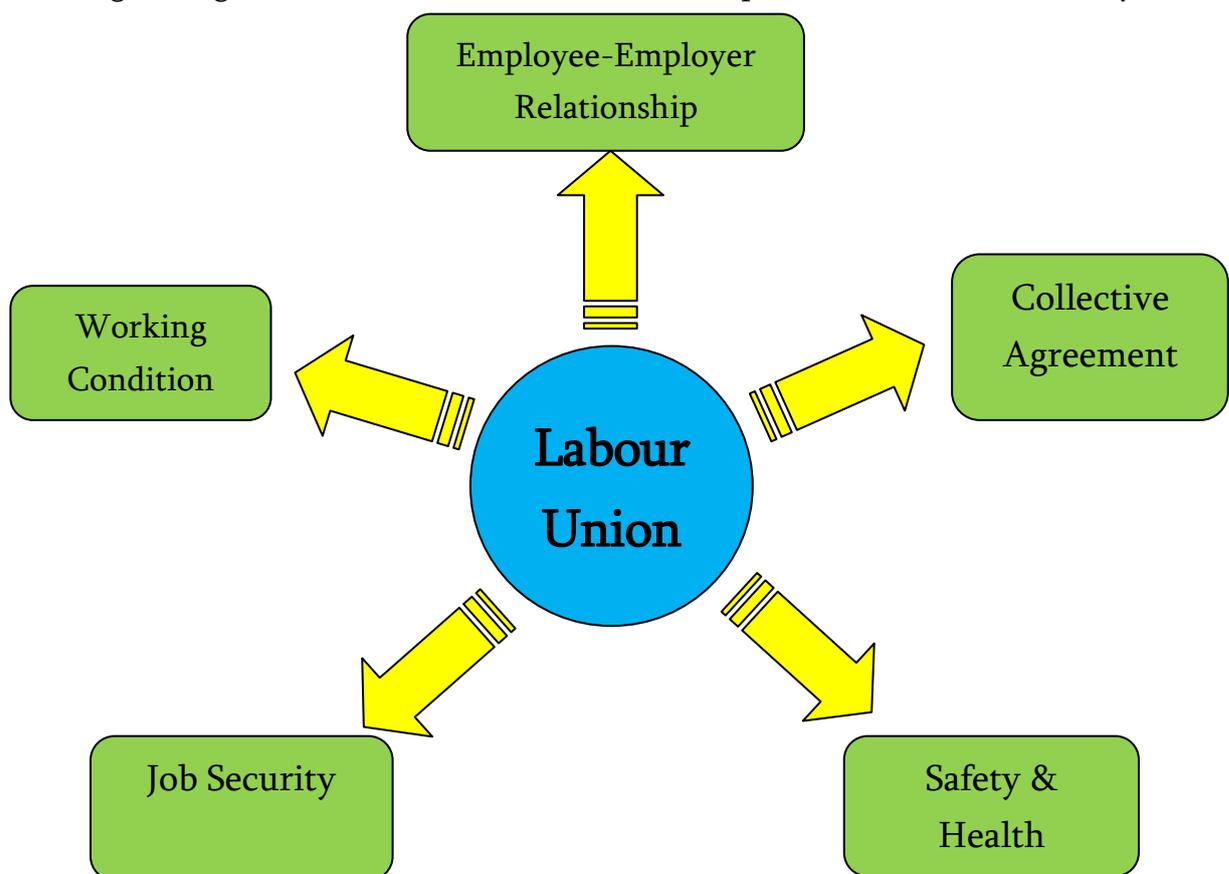


Figure 2-1 Flowchart of Conceptual Framework

Chapter 3.

RESEARCH METHODOLOGY

This chapter discusses the methodological approach of the research. The research approach and the limitations considered coupled with data collection methods and how the analysis was made are briefly presented. The strategy adopted for the study, the research design, sampling technique, tools for collection & analysis has been presented in detail.

3.1. Research Design

The strategy adopted for this study is exploratory and descriptive study. Since it was initiated to assess the role of labour unions in safeguarding the interests of the workers, it is exploratory. It is also descriptive because it tries to describe the challenges that affect the labour union not to protect employees' interest.

This research is basically of a mixed research type where both qualitative and quantitative methods are employed. A qualitative research is a subjective assessment of a problem and takes the form of an opinion, view, perception and/or attitude towards objectives. Whereas Quantitative research is objective measurement of the problem, that investigates facts and tries to establish relationships using statistical tools.

3.2. Data Sources

The research is conducted in the Ethiopian Construction Works Corporation. The samples were drawn from the employees of the company both from members of the company labour union and from those who are not members of the same.

Both members and non-members of the labour union have been employed in the research since the effect of the unions' impact affects both the member and non-member employees of the company. However, the study tries to investigate the privilege of being member in comparison to the non-member employees.

Thus, in our case the total population of the study is 16,943 and considering 5% sampling error the sample population is calculated as:

$$n = \frac{N}{1 + N(e)^2} = \frac{16,943}{1 + 16,943(0.05)^2} = 390$$

Therefore, the sample size of the study is 390 persons from employees of Ethiopian Construction Works Corporation.

3.4. Data Type & Data Collection

The data collection part of the research comprises primary data, which directly collected for this particular research, and secondary data, using archival records and data collected and/or analyzed by others.

i. Questionnaire

The data was collected via printed Semi-structured questionnaires, which was developed to investigate the role of Labour Union in Ethiopia Construction Works Corporation in safeguarding the interests of employees.

The medium of communication used in the questionnaire is Amharic. This is intentionally made to address the respondents' opinion, view, perception and/or attitude towards each question in better way and to address most of the community in the nation's working language.

The first paragraph of the questionnaire was a covering letter with information about the research project, contents of the questionnaire, how the responses would be utilized and confidentiality of the information & data provided.

The questionnaire attached in the Appendix of this document consists of 3 Sections with 20 questions as discussed here below.

Section 1:

Personal information: - Intended to determine the personal information about the respondents which would help in giving weight to the respondents answer.

Question 1-2:- Intended to investigate the membership of respondents in the labour union and their reason for being member of the labour union or not being a member. And also to explore their status in the labour union which would help in giving weight to the respondents answer.

Section 2:

Question 3-6:- Given to assess if there is labour union in the company, the knowledge of the employees in the existence and/or their exposure to the union. And also tries to investigate the Labour Unions' financial status & manpower capability. In addition, question 6 of this section is intended to investigate the influence of the employer on the labour union.

The answers for the structured part of the questionnaire are based on Likert's-scale, which the Likert scale's invention is attributed to Rensis Likert (1931), who described this technique for the assessment of attitudes towards each inquiry. The reasons for adopting this simple scale are:

- To provide simplicity for the respondent to answer, and
- To make evaluation of collected data easier

The Likert scale of five ordinal measures the agreement towards each statement (from 1 to 5) as shown in the following sections.

The respondents were asked to rank the Probability of occurrences of these variables & their impact based on the following choices.

- | | |
|----------------------|---|
| 1- <i>Very Low</i> = | 0% probability to happen or No significance |
| 2- <i>Low</i> = | <i>Unlikely</i> Probability or Minor significance |

- 3- Moderate = Likely probability or Average significance
- 4- High= Almost certain or High significance
- 5- Very High= Higher Certainty Extreme significance

Section 3:

Question 7-14:- Intended to investigate the role of the labour union in protecting the employees interest defined on the objective of the study (Employee- Employer relation, working condition, Wage, Health & safety, Working Hour), the bargaining power of the union.

Question 15:- aims at investigating the way of relation management applied between employee & employer, which are from collective agreement, Labour law & employment contract.

Question 16 & 17:- examines the occurrence of dispute between the employees and employer, the cause for the disputes, and the dispute resolution method applied.

ii. Secondary data for Case study

The second step in data collection of the research was to conduct case study analysis on Ethiopian Construction Works Corporation labour Union. The main objectives of the case studies were to find out whether the labour union is protecting the interest of the members, what are the challenges encountered by the union, and the that support has received from the company based on archival records and document review. Case studies are the preferred strategy when how or why questions are being posed. (Robert K. Yin., 1984)

The case study was conducted by observation and document analysis. The documents analyzed are collective agreements, documents, and minutes of meetings, report, and relevant correspondences between the labour union, members, and the company with regard to the specific objective of the research.

3.5. Method of Data Analysis

The task of the researcher in this step is to analyze the data collected from sample of Ethiopia Construction Works Corporation respondents. After all the data were collected they were classified and analyzed quantitatively and qualitatively. The analysis methods implemented are both descriptive and inferential statistics. For the analysis, IBM SPSS (Statistical Package for the Social Sciences) version 20 statistical analyses and data management software package was used.

Through the open ended questionnaires used employees views were recorded through reading the questionnaires followed by clarifying and taking notes of their feedback. Prior to assigning percentages by using SPSS, the figures were described using tabulation and then the final task was analyzing the information gathered. This was done in combination with the findings and the literature review.

One of the important things that are given much emphasis in analyzing the information gathered through the following procedures; first the questionnaire data were collected from both employees that are members of labour unions in the company and employees that are not members of the labour union. Next the questionnaires that are gathered from the respondents described on the appropriate manner by computing percentages. Finally, the analysis and interpretation are made by assessing the role of the labour union in the protection of the members' interest.

Chapter 4.

ANALYSIS OF FINDINGS AND DISCUSSION

Different techniques were used to collect primary and secondary data. Although most of the data collected and the approaches were qualitative, some quantitative data were collected and quantitative approaches were also used. The primary data is collected through detailed questionnaire and the secondary data through observation and document review on Ethiopian Construction Works Corporation labour union.

After data has been collected the data has been sorted & grouped on the appropriate manner for analysis. The data grouping has been set in respondents' sex, age, membership. Accordingly, age grouping is made in the range of 14 to 24 years old, 25 to 54, 25-64 and above 64 years old. Regarding this, the age grouping has been made pursuant to central statistic agency age grouping as Younger, adult (productive age) & elder age. Accordingly, pursuant to Article 89.1 labour proclamation No. 377/2003 which declares "Young worker" means a person who has attained the age of 14. Thus, the younger age comprise respondents from age of 14 up to 24, productive age group or adult from 25 to 54 years old and the elder age group from 55 to 64.

Consequently, the educational background of the respondents has been grouped as Masters Degree, Bachelor Degree, Diploma, Certificate and Other. Even though, there was an option of PhD. in the questionnaire no response has been get; thus, removed in analysis.

Thus, this chapter presents the data collected and analysis of finding in detail.

4.1. Questionnaire Analysis

This Chapter deals with the analysis of the data collected from the questionnaire survey and case study of archival documents used to identify and investigate the role of labour unions in safeguarding the employees' interest associated with the research objectives in Ethiopian Construction Works Corporation.

The questionnaires gave each respondent an opportunity to identify their opinions on the labour unions objective and its role in their day to day activity in the company and protecting their interest.

The questionnaires gave each respondent an opportunity to rate the role of labour union associated with the objectives' study on employee-employer relation, wage, working condition, health & safety, bargaining power, in terms of "Very Low", "Low", "Moderate", "High" & "Very High".

For each questions in the questionnaire, the percentages of respondents' response were ranked for analysis purpose. On the basis of the ranking of the variables by the various groups, it was possible to identify the role of the labour union on the protection of members' interest and employees as a general.

Interviews were conducted to supplement and validate the answers obtained from questioner. Furthermore, the archival study carried out to obtain actual data from the source documents included the collective agreement, documents, report, and relevant correspondences between the labour union, members, and the company. However, collecting documents from the labour union is difficult, since the managements of the labour unions are not willing.

4.1.1. Questionnaire response rate

Detailed questionnaires were designed, as described in detail in chapter 3 and attached in the annex of this document, and distributed for the assessment of the role of labour union in protecting the members' interest, for this purpose the questionnaires were distributed to the employees of Ethiopian Construction Works Corporation.

For the preparation of inclusive analysis on the role of labour union in safeguarding the members interest in Ethiopian Construction Works Corporation, a total of 390 questionnaires were distributed to the employees, the number of the samples taken are based on equation (eq. 1) above. The total number of employees or the total population of the study is 16,943 employees in Ethiopian Construction Works Corporation.

Accordingly, using the formula given on eq.1 the sample population of the study is calculated to be 390. Thus, samples were drawn from the employees of the company randomly sampled size was taken and studied.

Table 4.1 below shows the number of questionnaires distributed to employees of Ethiopian Construction Works Corporation and the number of questionnaires returned from these respondents including their percentage response rate.

Table 4-1 Questionnaire response rate

Respondent category	Questioner Issued	Questioner Collected	Response Rate	Valid response	
	No.	No.	(%)	No.	(%)
Employees	390	321	82.3%	314	80.5%
Total	390	321	82.3%	314	80.5%

(On study, 2018)

Out of the 390 distributed questionnaires, 321 questionnaires were filled and returned. This yields a response rate of 82.3%. Before starting the analysis, the returned questionnaire was checked for their applicability & reliability and out of the 321 questionnaires 314 were found to be relevant & reliable for data analysis process with a valid response rate of 80.5%. The invalid responses cast off on the basis of incomplete information based on the respondents' response on the information they have provided. Even if the sample size (as stated in Chapter 3) is 390 with ± 5 percent (0.05) sampling error margin, 314 respondents constitute ± 5.6 (0.056) error margin which is still acceptable for sampling.

Informants Profile

The key informants targeted for this research were employees of Ethiopian Construction Works Corporation. No restrictions in gender, age and religion but the respondents were selected randomly from the employees of the company.

Accordingly, 390 key Informants who were employees of Ethiopian Construction Works Corporation were selected randomly to fill the questionnaire; However, as discussed in

Section 4.1.1 and Shown in table 4.1 only 314 of them provide valid response. Therefore, the profile of those valid Informants is shown in Table 4.2 below.

Table 4-2 Sex & Age response rate

Case Processing Summary						
	Valid		Missing		Total	
	No.	Percent	No.	Percent	No.	Percent
Educational Status *	314	100%	0	0%	24	100%
Sex of respondent						
Educational Status *	307	97.8%	7	2.2%	30	100%
Age of respondent						

(On study, 2018)

All 314 respondents have replied for the question about their sex which gives 100% response rate. However, only 7 respondents, who are females, do not answer the question about her age; thus, 307 respondents respond accordingly which gives 97.8% response.

Table 4-3 Sex of respondent * Educational Status

Sex of respondent * Educational Status Cross-tabulation								
		Educational Status					Total	
		Masters Degree	Bachelor degree	Diploma	Certificate	Others		
Sex of respondent	Men	Count	22	79	31	9	3	144
		% within Sex of respondent	15.3%	54.9%	21.5%	6.3%	2.1%	100.0%
		% of Total	7.0%	25.2%	9.9%	2.9%	1.0%	45.9%
Sex of respondent	Female	Count	18	82	49	12	9	170
		% within Sex of respondent	10.6%	48.2%	28.8%	7.1%	5.3%	100.0%
		% of Total	5.7%	26.1%	15.6%	3.8%	2.9%	54.1%
Sex of respondent	Total	Count	40	161	80	21	12	314
		% within Sex of respondent	12.7%	51.3%	25.5%	6.7%	3.8%	100.0%
		% of Total	12.7%	51.3%	25.5%	6.7%	3.8%	100.0%

(On study, 2018)

As shown in table 4.3 above 40 of the total valid respondents have Master Degree, 12.7 % of the total; from those 22 are males & the rest 18. 79 male & 82 female has Bachelor Degree which gives 51.3% of the total. 80 respondents with 25.5%, which counts as 31 men's and 49 women's, have Diploma in their educational status. 9 male & 12 female have Certificate in their education. And the rest 3.8 % of the total valid respondents have stated they did not graduated from higher education and/or technical collages, 2 males and 3 females respondents, have stated that they are grade 12 completed, 1 male & 4 females are grade 10 completed and the rest 2 females are grade 8 completed.

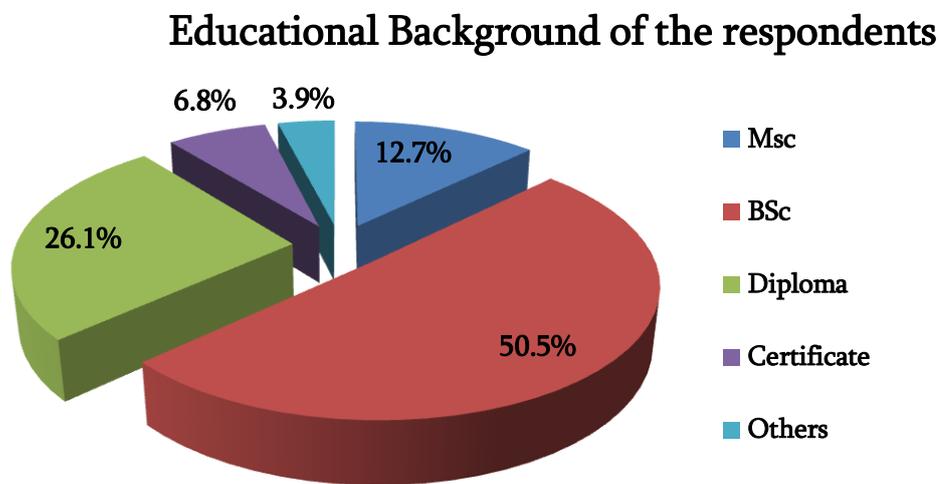


Figure 4-1 Educational Background of the Respondents

As described in detail in Table 4.4 below, 27 respondents 8.8% out of 307 valid respondents are younger generation with an age between 15 to 24 years old. However, 15 respondents are considered as elder having above 55 and 64 years old, which amounts 4.9% of the valid respondents. Besides, the majority of the respondents' 86.3% or 265 respondents are at the productive age from 25 to 54 years.

Three respondents at the younger age group have Masters Degree in their educational background; sixteen out of the total 27 younger respondents has Bachelor Degree; 7 respondents have Diploma; whereas the remaining 1 young respondent has Certificate.

Out of 265 respondents at productive age group 36 respondents (13.6% of the total productive ages) has Masters Degree, 134 respondents have Bachelor Degree, 65 Diploma.

Exceptionally, twelve respondents (5, 5 & 2 respondents respectively) are grade 8th, 10th& 12th completed are at the productive age grouped from 25 to 54 years old.

Table 4-4 Age of respondent * Educational Status

Age of respondent * Educational Status Cross-tabulation									
		Educational Status					Total		
		Msc/MA	BSc/BA	Diploma	Certificate	Others			
Age of respondent	From 15 to 24	Count	3	16	7	1	0	27	
		% within Age of respondent	11.1%	59.3%	25.9%	3.7%	0.0%	100.0%	
			% of Total	1.0%	5.2%	2.3%	0.3%	0.0%	8.8%
	From 25 to 54	Count	36	134	65	18	12	265	
		% within Age of respondent	13.6%	50.6%	24.5%	6.8%	4.5%	100.0%	
			% of Total	11.7%	43.6%	21.2%	5.9%	3.9%	86.3%
	From 55 to 64	Count	0	5	8	2	0	15	
		% within Age of respondent	0.0%	33.3%	53.3%	13.3%	0.0%	100.0%	
			% of Total	0.0%	1.6%	2.6%	0.7%	0.0%	4.9%
	Total	Count	39	155	80	21	12	307	
		% within Age of respondent	12.7%	50.5%	26.1%	6.8%	3.9%	100.0%	
		% of Total	12.7%	50.5%	26.1%	6.8%	3.9%	100.0%	

(From the study, 2018)

In terms of educational status, 5 respondents are Bachelor Degree graduated; 8 respondents /53.3% of the total respondents/ at the elder age group from 55 to 64 have Diploma and the rest 2 respondents has certificate.

4.1.2. Membership of the respondents

4.1.2.1. Membership to the Labour Union vs. Sex

50 male respondents 37.6% of the total 144 male respondents are members of the labour union in the company, but the 94 male respondents are not members. In the same manner, 83 females are members, which count 62.4% of the total 170 female respondents, and the rest 87 female are not members. Hence, from the total 314 respondents 181 respondents or 57.6% are non-members the labour union but 133 (42.4%) are members.

Table 4-5 Sex vs. Membership of Labour Union

Sex of respondent * Members of Labour Union Cross tabulation					
		Members of Labour Union		Total	
		Member	Not Member		
Sex of respondent	Men	Count	50	94	144
		% within Members of Labour Union	37.6%	51.9%	45.9%
Sex of respondent	Female	Count	83	87	170
		% within Members of Labour Union	62.4%	48.1%	54.1%
Total		Count	133	18	314
		% of Total	42.0%	57.6%	100.0%

(On study, 2018)

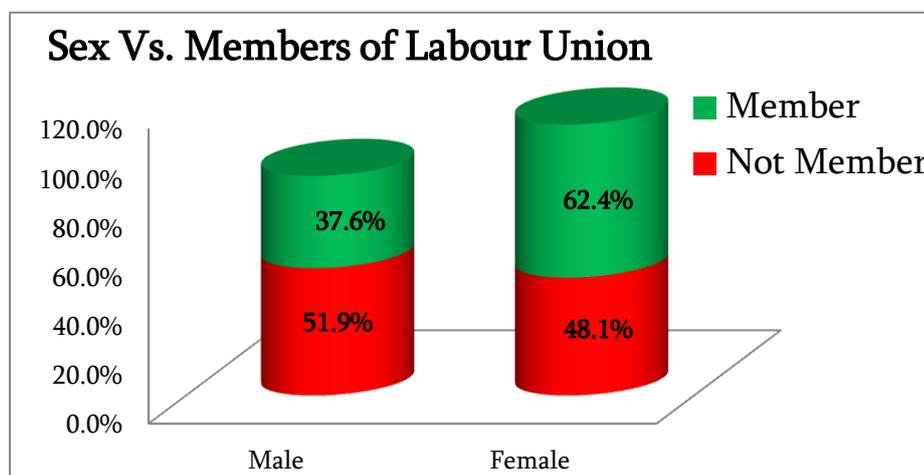


Figure 4-2 Sex vs. Membership

Analysis: Female respondents, as compared to males, are members of Labour Union.

4.1.2.2. Membership to the Labour Union vs. Age of respondent

19 respondents from 27 respondent 70.4% at a younger age (from 15 to 24 years) are not members of the labour Union. In addition, 155 respondents (58.5%) from 265 respondents at the productive age (from 25 to 54 years) are not members of the labour Union. However, from the elder age groups 73.3% of the respondents are members of the Union.

Table 4-6 Age Vs Membership of Labour Union

Sex * Members of Labour Union Cross tabulation					
		Members of Labour Union		Total	
		Yes	No		
Age of respondent	From 15 to 24	Count	8	19	27
		% within Age of respondent	29.6%	70.4%	100.0%
	From 25 to 54	Count	110	155	265
		% within Age of respondent	41.5%	58.5%	100.0%
	From 55 to 64	Count	11	4	15
		% within Age of respondent	73.3%	26.7%	100.0%
Total	Count	129	178	307	
	% of Total	42.0%	58.0%	100.0%	

(On study, 2018)

Analysis: Majority of the younger respondents, about 60 %, are not Members of Labour Union.

4.1.2.3. Membership to the Labour Union vs. Educational Background

36 respondents from 40 respondents, which are 90% of the respondents, having Masters Degree are not members of the labour Union. In addition, 118 male respondents of 161 respondents, which count 73.3% of the Bachelor Degree holders, are not members of the labour Union.

However, from 71.3% of the Diploma graduates, 90.5% of Certificate holders & 83.3% of grade 8th, 10th, 12th completes respondents are members of the labour Union as shown in the table 4.7 below.

Table 4-7 Educational Background Vs Membership of Labour Union

Educational Background * Members of Labour Union Cross tabulation					
		Members of Labour Union		Total	
		Yes	No		
Educational Background	Masters Degree	Count	4	36	40
		% within Educational Background	10.0%	90.0%	100.0%
	Bachelor Degree	Count	43	118	161
		% within Educational Background	26.7%	73.3%	100.0%
	Diploma	Count	57	23	80
		% within Educational Background	71.3%	28.8%	100.0%
	Certificate	Count	19	2	21
		% within Educational Background	90.5%	9.5%	100.0%
	Others	Count	10	2	12
		% within Educational Background	83.3%	16.7%	100.0%
	Total	Count	133	181	314
		% of Total	42.4%	57.6%	100.0%

(On study, 2018)

Analysis: As the educational background of the respondents increase the membership in Labour Union decreases.

4.1.2.4. Position of Members of Labour Union in the Union

As shown in table 4.8 below Out of the total 133 respondents who are members of the labour union in the company only 5 of them are members of the management in the union. These shows one third (3.8%) of the members of the labour union in the sample of the research are management staff of the labour union.

Table 4-8 Membership in Labour Union * Position in the Labour Union

Membership in Labour Union * Position in the Labour Union Cross-tabulation				
		Position in the Labour Union		Total
		Member only	Management of the Labour Union	
Membership in Labour Union	Count	128	5	133
	% within Membership in Labour Union	96.2%	3.8%	100.0%

(On study, 2018)

4.1.2.5. Reason for not to be Members of Labour Union

Out of the 181 non-members of the Majority 89 respondents (49.2%) considers the Labour Union will not safeguard the interests of the workers; accordingly, they are not willing to join the union. Consequently, 67 non-member respondents (37%) responded that they do not have an interest and/or reluctant to join labour union and 17 respondents doesn't have an information regarding the existence of the labour union.

However, 8 non-member respondents (4.4% of the non-member respondents) have replied their reason besides the listed options. Those respondents has quoted that the labour union is organized in ethnical basis & personal relationship, are 5 in number; whereas, 3 respondents considers the union administrators are corrupted and not willing to be the member of the union.

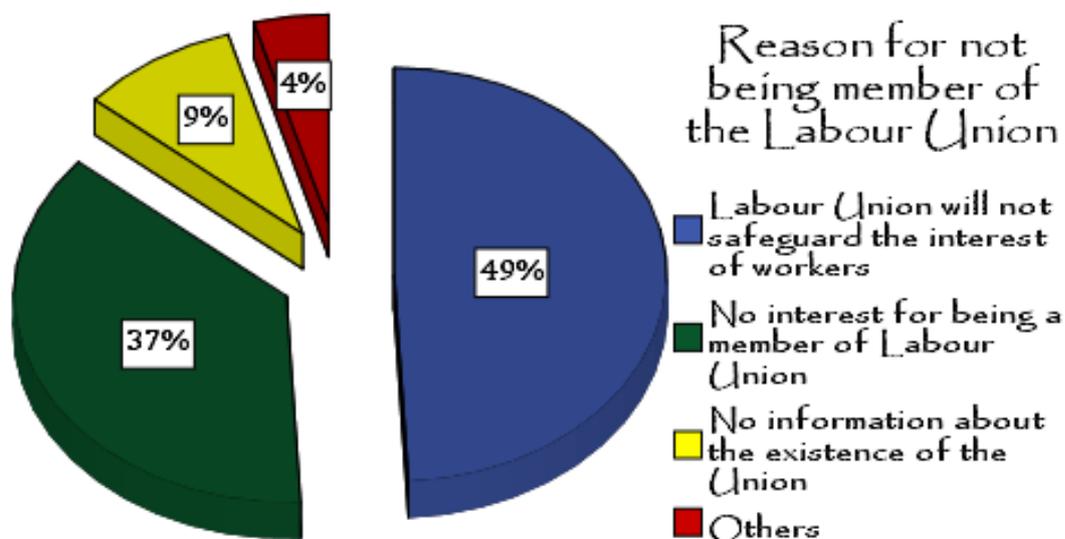


Figure 4-3 Reason for Non-Membership to the Labour Union

MS = 1.69, (Score given: Labour Union will not safeguard members interest = 1, No interest to Join = 2, No information about the existence of the Union = 3, other = 4)

Analysis: Majority of the respondents (49%) are not willing to join the union, since they consider the Labour Union will not safeguard their interest.

4.1.3. Labour Unions' Structure and organization

4.1.3.1. Information about the Existence of the Labour Union

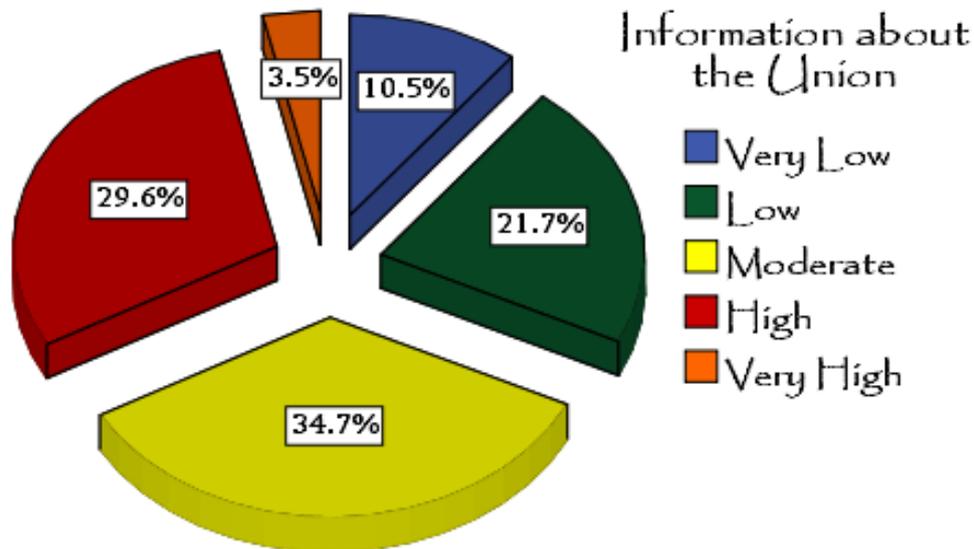


Figure 4-4
Information
about the
Labour Union

MS = 2.94, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: Respondents of the study has information regarding the Labour Union.

Majority of the respondents 109 respondents (about 34.7%) has information regarding the existence of the labour union but it's not in-depth information, and also 104 respondents (33.1% of the respondents) has in-depth information regarding the labour union from those 11 respondents has detail information about labour union. However, 21.7% of the respondents have low information regarding labour union at the company. Besides, 33 respondents (10.5% of the respondents) have no information about labour union at all.

4.1.3.2. The Capability of Labour Unions' Administration

141 respondents out of 314 valid responses, about 44.9%, consider the labour unions' administration has very low capacity. 22.3% respondents believe the labour union is administered by incapable leaders. However, 32 respondents (10.2%) trust the capability of the labour union leaders. Accordingly, 22.6% of the respondents respond average on the capacity of the labour union leaders.

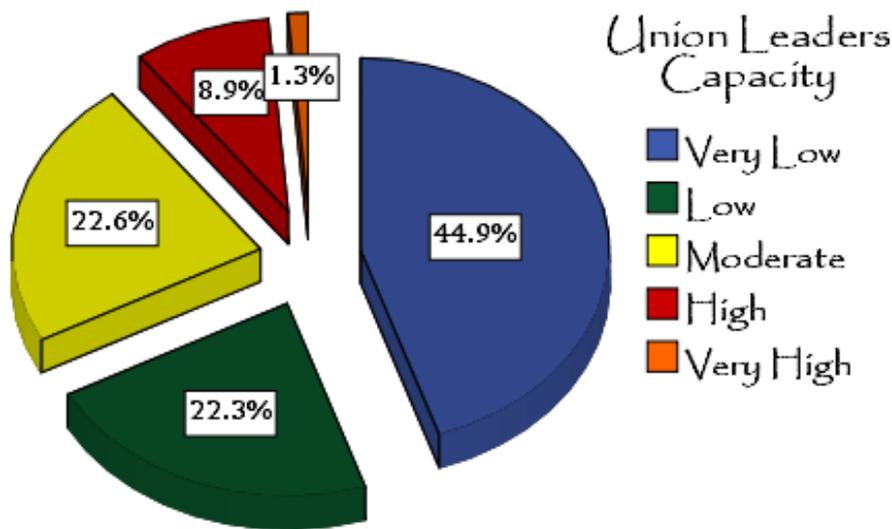


Figure 4-5 Capacity of Labour Unions' Administration

MS = 1.99, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: About 45% of the respondents agreed that the Labour Union Administrations' capacity is very low.

4.1.3.3. The Financial Capacity of the Labour Unions

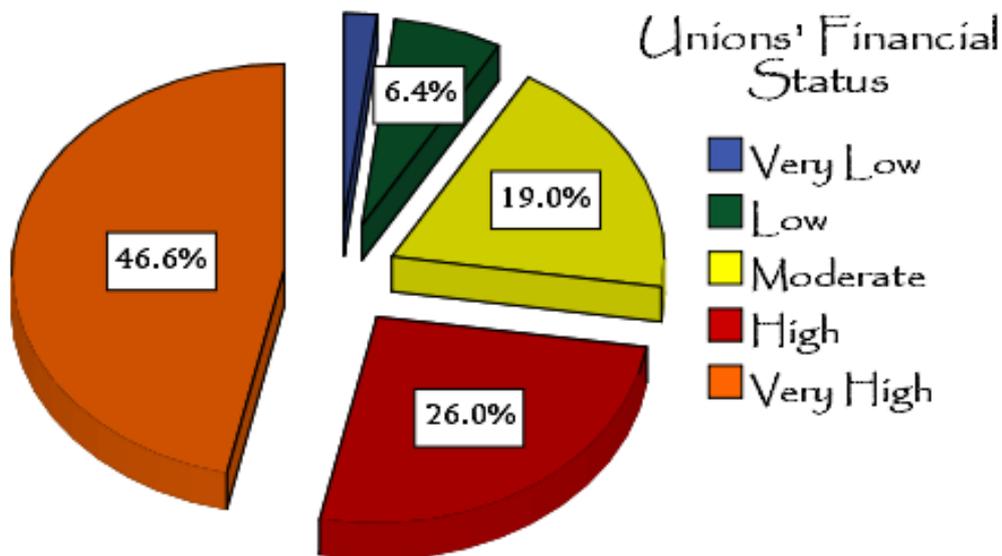


Figure 4-6 Financial Capability of the Labour Union

MS = 4.09, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

The labour union has is deemed to have very high financial capacity by most employees (145 respondents or 46.6% of the valid respondents), 81 respondent believes higher

financial capability of the union, 19% of the respondents consider average financial ability. On the contrary, 20 respondents & the rest 6 respondents (6.4% and 1.9% of the respondents) think the labour union has low and very low financial capability respectively.

Analysis: Most of the respondents have agreed that the Labour Union has higher Financial capacity.

4.1.3.4. Employers Influence on the Labour Unions

188 respondents out of the 314 respondents (60.1%) replied that the Employer or the company has very high influence on the labour union in every aspects of the unions' function. Regarding this, 15 (16% respondents) responds the company compels the Union.

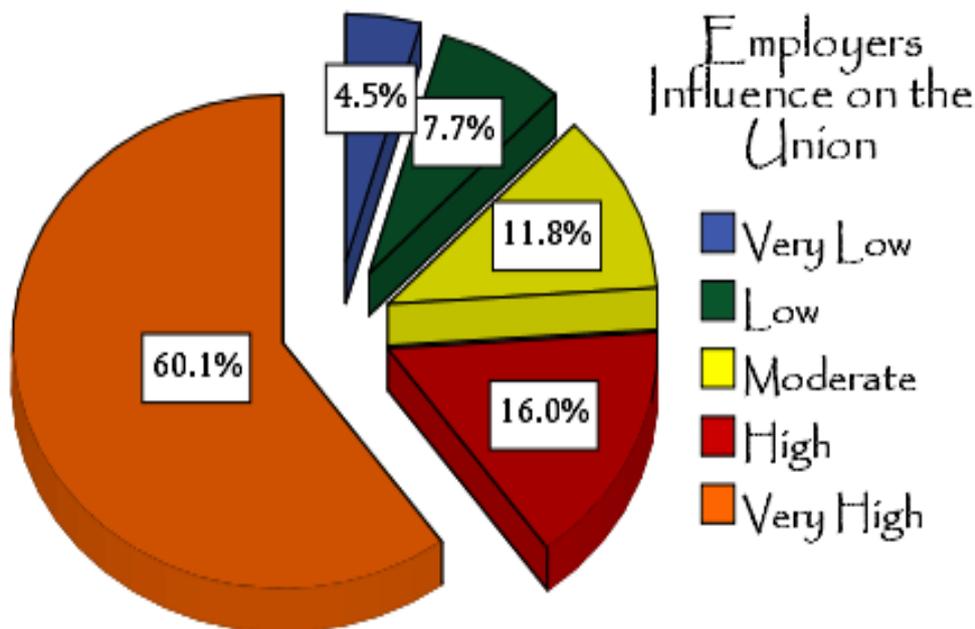


Figure 4-7
Employers Influence on the Labour Union

MS = 4.19, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: Majority of the respondents (60%) have agreed that the Influence of Employer on Labour Union is very high.

Consequently, 37 respondents have average looking on the influence of the company on the functions of the labour union. Besides, 7.7% and 4.5% respondents replied the Employer has lower and no influence on the labour union respectively.

4.1.4. The role of Labour Union in safeguarding the Employees Interest

4.1.4.1. Role of Labour Union in safeguarding the Employees' interest with respect to Salary & Wage

The large portion of the respondents about, 136 or 43% respondents have replied that the labour union has very low role in safeguarding the employees' interest in terms of salary, wage and allowance. Accordingly, 82 respondents (26%) believes the union has lower role in enhancing wages, ensuring better welfares and improving salary & allowance for the members and/or employees. On the contrary, 34 respondents (11% of the valid respondents) trust the labour union in enhancing wage and improving salary & allowance for the employees.

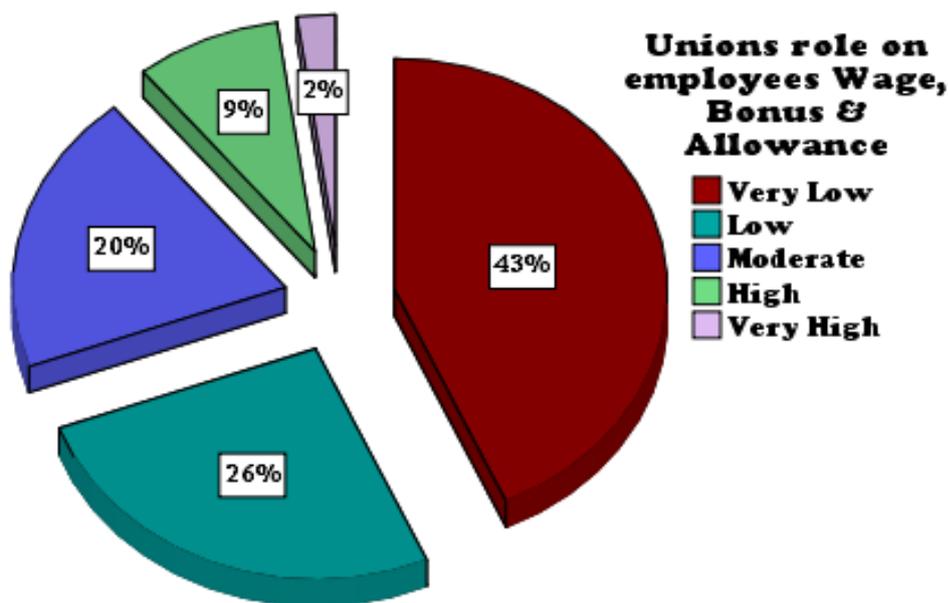


Figure 4-8 Labour Unions' role in safeguarding the employees' interest in line with Wage, Bonus & allowance

MS = 2.0, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: 43% of the respondents have agreed that the Labour Unions' role in safeguarding the employees' interest in terms of Wage/salary, Bonus & allowance is Very Low.

4.1.4.2. Role of Labour Union in protecting Employees' from Unlawful action by Employer

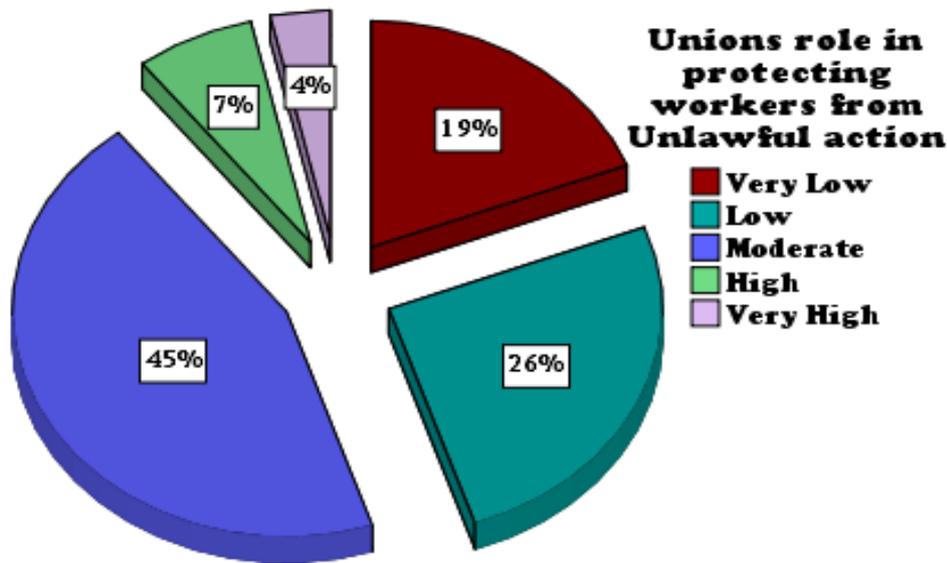


Figure 4-9
Labour Unions' role in protecting employees from unlawful action by the Employer

MS = 2.5, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: Majority of the respondents (71%) have agreed that the Labour Unions' role in protection of employees from unlawful action by the employer is low to moderate.

The majority of the respondents, which counts as 140 or 45 % of respondents, respond the labour union has moderate or average role in protecting the employees from unlawful action by the employer or the company. Regarding this 26 % and 19% of the respondents considers low and very low role respectively by the labour union in protecting the employee from unlawful actions. Besides, 7% of respondents consider the union has higher role and the rest 4% of the respondents trusts the union as they will protect them from unlawful action by the employer.

4.1.4.3. Role of Labour Union in the achievement of Occupational safety & health

33% of the respondents replied that the labour union has moderate role in maintaining the minimum health and safety standard set by the international and national laws and provision of safety training & safety appliances. Regarding this, 33 and 76 respondents (11% & 24% respectively) respond the Labour union has high and huge role in the achievement of the minimum health and safety standards at a work place.

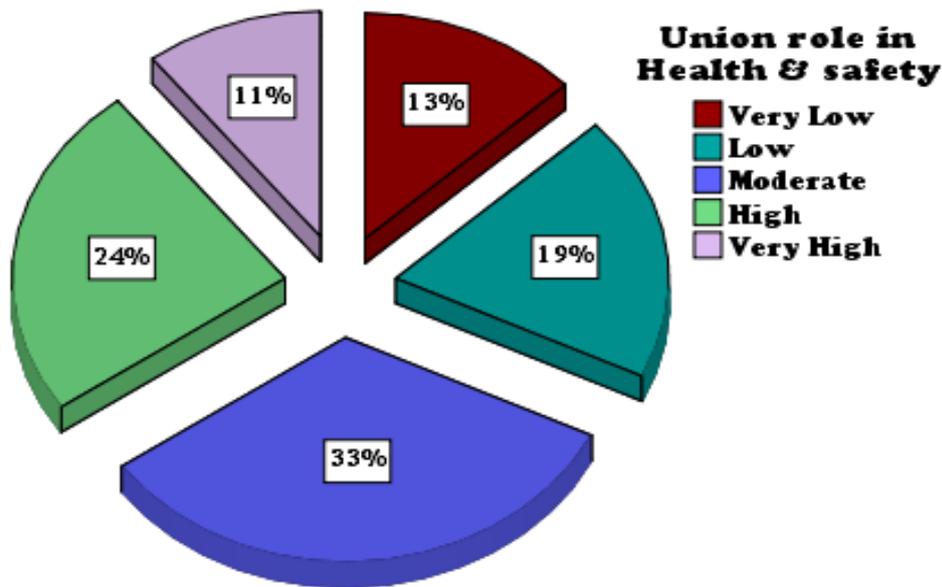


Figure 4-10
Labour Unions' role in achievement of minimum Occupational safety & health

MS = 3.0, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: The majority the respondents have agreed that the Labour Unions' role in maintaining occupational health and safety is moderate.

33% of the respondents replied that the labour union has moderate role in maintaining the minimum health and safety standard set by the international and national laws and provision of safety training & safety appliances. Regarding this, 33 and 76 respondents (11% & 24% respectively) respond the Labour union has high and huge role in the achievement of the minimum health and safety standards at a work place.

However, 19% and 13% of the respondents respond the labour union has lower role and do not safeguard at all their safety and maintain the occupational health & provide training & safety facilities respectively.

4.1.4.4. Role of Labour Union in enchanting the employee-employer relations

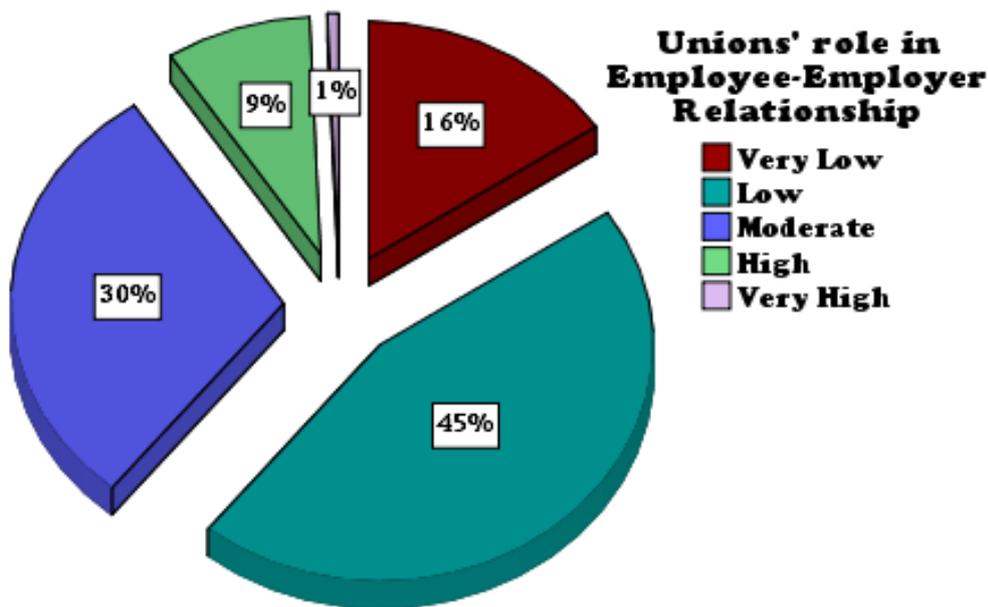


Figure 4-11
Labour Unions' role in enhancing Employee-Employer relation

MS = 2.33, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: Majority of the respondents (45%) have agreed that the role of Labour Union to enhance the Employee-Employer relation is Low.

The majority of the respondents 142 and 49 respondents which is about 45% and 16% of the total the labour union has lower and very low role in improving the relation between the employer and the employees by creating conducive environment and providing a bridging role. Whereas 30% of the respondents have an average feeling on the role the labour union has been playing in developing good employer-employee relation.

Besides, 27 respondents (9% of the total) responds the union has higher role in providing conducive relation between the employer & the employee; but, only 2 respondents out of 314 respondents believes the labour union has improved the relation between the employer and the employee.

4.1.4.5. Bargaining power of Labour Union in safeguarding the workers interest

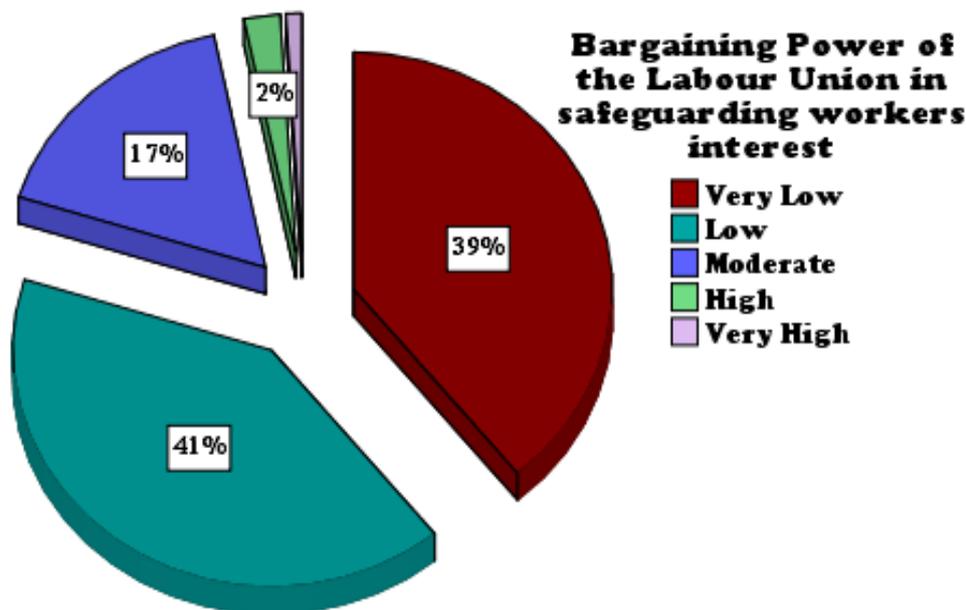


Figure 4-12
Bargaining power of Labour Union in safeguarding the workers interest

MS = 1.85, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: 39% and 41% of the respondents have agreed that the bargaining power of the Labour Union is very low and Low respectively.

122 respondents and 127 respondents (39% and 41% of the total) replied Very Low and low bargaining and/or negotiation power against the company/ employer while exercising his obligation in safeguarding the employees' interest in terms of working condition, maintaining the minimum occupational health & safety standard, disciplinary actions and other relations.

Consequently, 53 respondents states the labour union has medium bargaining power against the employer when implementing the duty and responsibility given by the members. On the Contrary, only 10 respondents about 3% of the total replied as the labour union has higher negotiation supremacy.

4.1.4.6. The Labour Unions' role while the Employer takes disciplinary action on the employees

The majority of the respondents about 56 % of the total, responds the Labour union participates but has average role in the disciplinary decision making. Regarding this 10% or 32 respondents states the labour union has higher role in decision making regarding the disciplinary actions. Consequently, 71 respondents or 23% has quoted that the union has lower role in disciplinary actions. In the mean time, 32 respondents (10% of the total) believe the labour union has very low or no role at all in decision making about disciplinary measure by the employer.

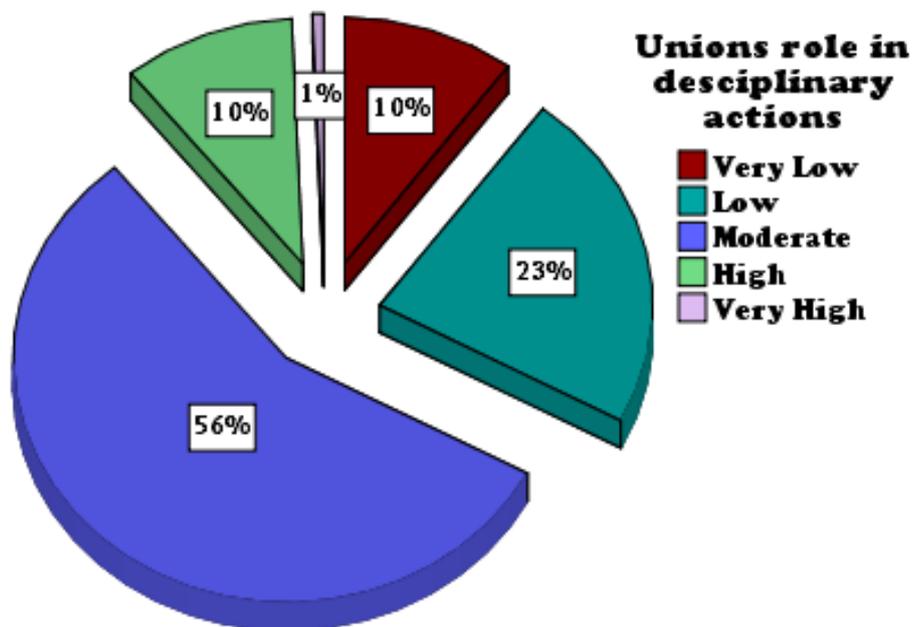


Figure 4-13 Labour Unions' role while the Employer takes disciplinary action on the employees

MS = 2.68, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: 56% of the respondents have agreed that the Labour Unions' role while the Employer takes disciplinary actions is moderate.

4.1.4.7. The role of Labour Union in assuring the normal working hour

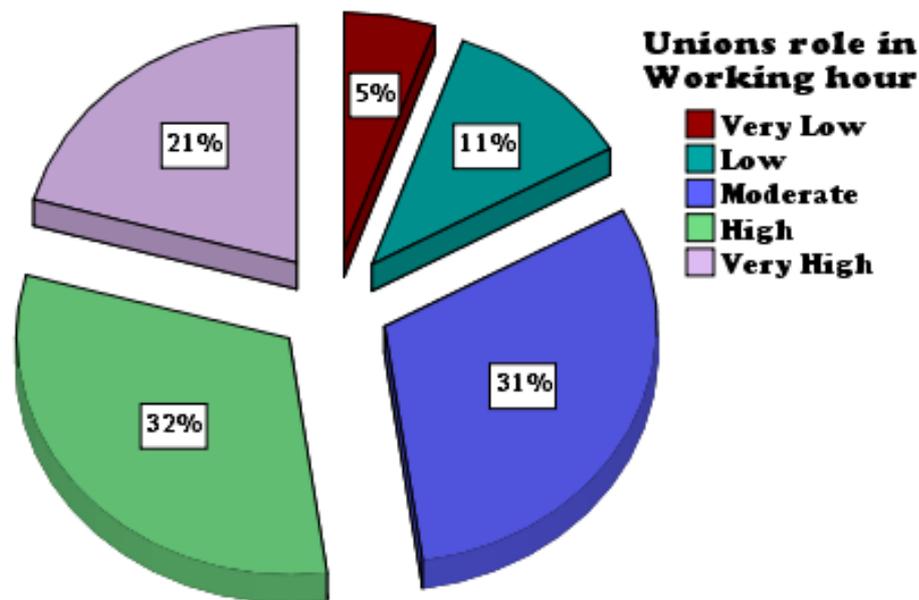


Figure 4-14 Labour Unions' role in assuring the normal working hour

MS = 3.51, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: Majority of the respondents (53%) have agreed that the Labour Union has greater role in assuring normal working hour for the employees.

21% of the respondents rely on the labour union in assuring the normal working hour and implementing overtime fee for the works beyond the normal working hours. Consequently, 99 respondents or 32% of the total responds the labour union has higher role in assuring the normal working of 8 hour per a day defined in labour proclamation. In addition, 31% of respondents state the union has average or moderate role in guaranteeing works beyond the permissible working hour per day.

However, 53 respondents (16% of the total) responds the labour union has lower & very low role in maintaining the minimum working hour.

4.1.4.8. Bargaining of Labour Union in the Collective agreement

The major part of the respondents, 139 respondents out of the total 314 respondents that are calculated to be 44%, responds the labour union has very low bargaining power in the collective agreement. In the same manner, 108 respondents or 34% replied lower bargaining power of the labour union in collective agreement. In addition, 16% states the labour union has moderate or average bargaining power in the collective agreement.

Nevertheless, 16 respondents consider the union has higher & very high bargaining power in the collective agreement against the employer.

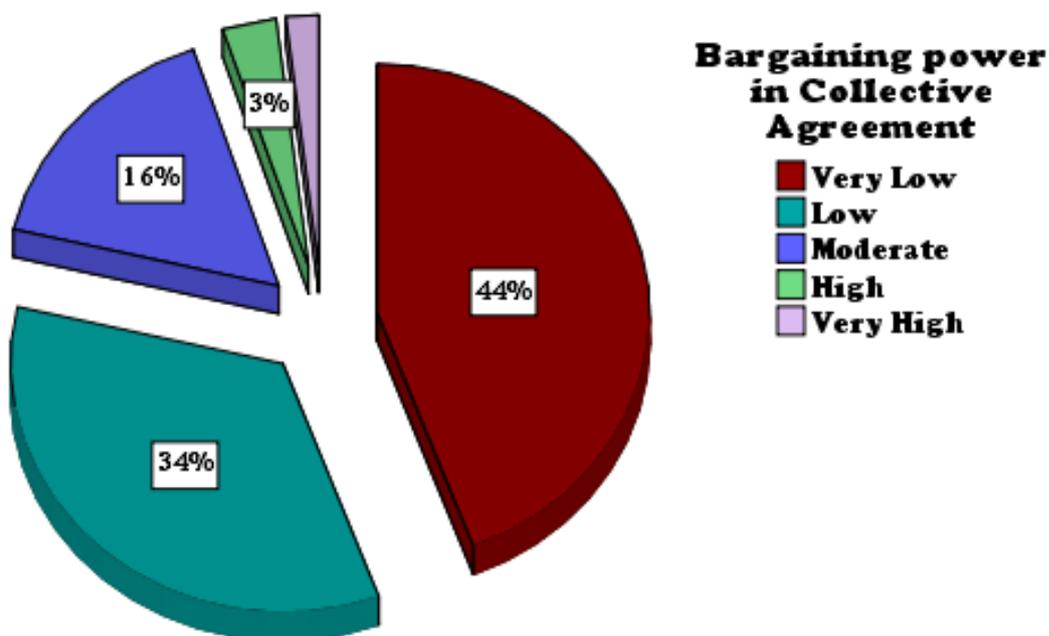


Figure 4-15 Bargaining Power of Labour Union in the Collective agreement

MS = 1.84, (Score given: Very Low = 1, Low = 2, Moderate = 3, High = 4, Very High=5)

Analysis: Most of the respondents (44% of the total respondents) have agreed that the Labour Unions' bargaining power in the collective agreement is very low.

4.1.5. Employee-Employers relation management & Dispute resolution methods

4.1.5.1. Pillars Employee-Employer relation management

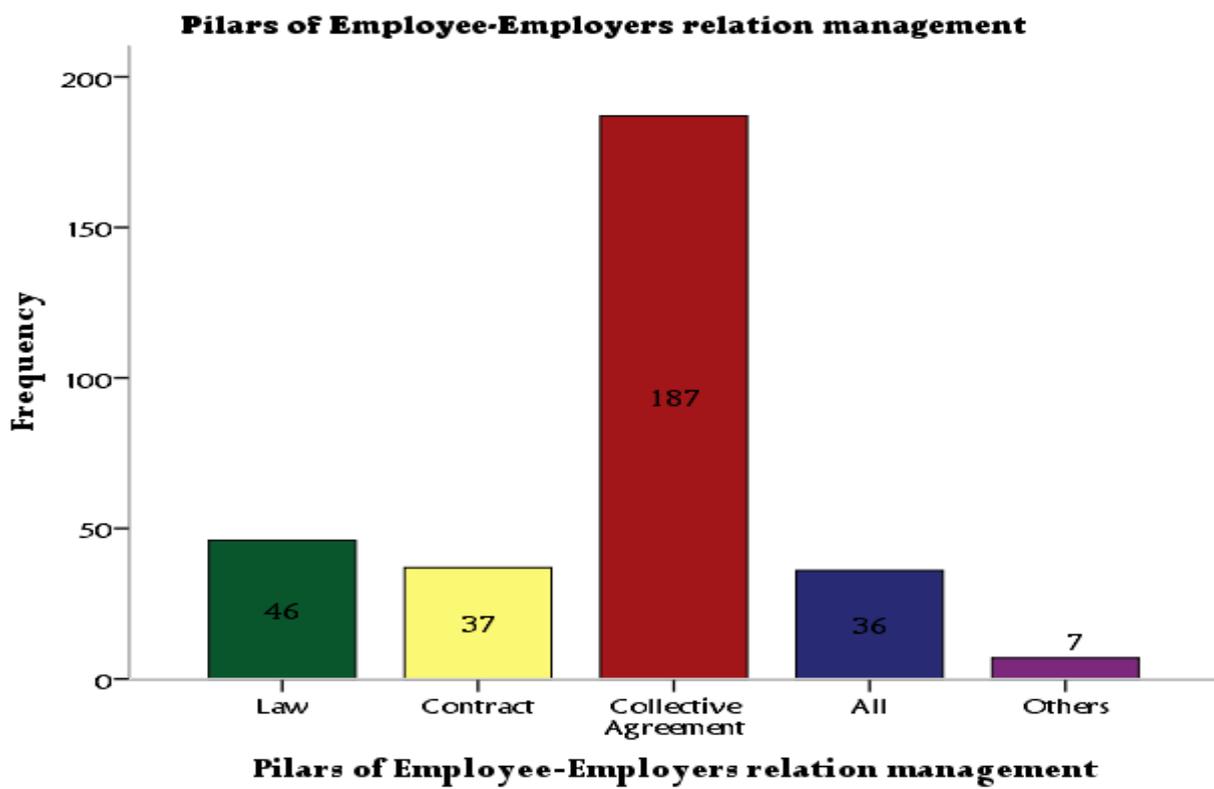


Figure 4-16 Pillars of Employee-Employer relationship management

The majority of the respondents (187) state collective agreement made between the company and the labour union is the main pillar to manage the relation between the employer and the employees.

Consequently, 46 respondents and 37 respondents replied that laws & proclamations and employment contract are the pillar by which the employee-employer relationships are managed respectively. In addition, 36 respondents states all collective agreement, laws & proclamations and employment agreement are employed together to manage the relation between the employer and the employees.

However, 7 respondents replied beyond the structured questions. Their responses are summarized as: the pillars of the relation between the employees & employer are based on the interest of the company's' management, in an arbitrary manner, varies upon the impact on the employer.

4.1.5.2. Reason for Dispute between Employee and Employer

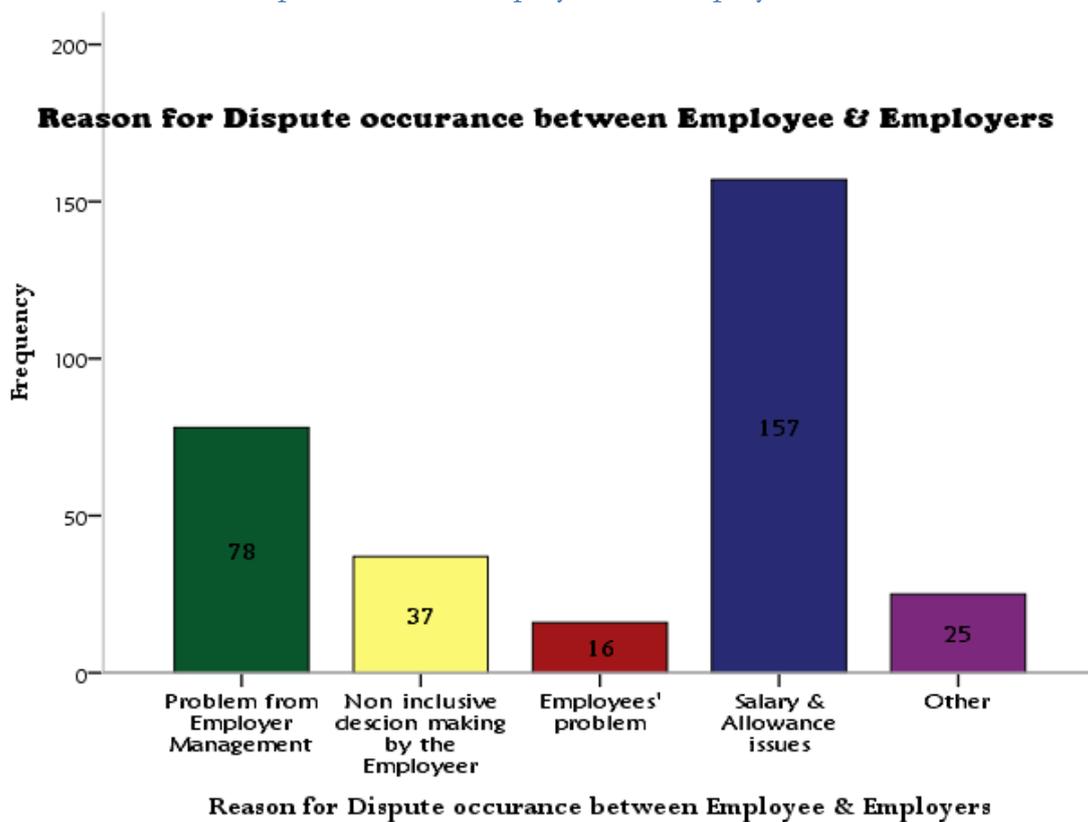


Figure 4-17 Reason for Disputes between Employee-Employer

From the result found from literature review on the reasons for dispute between the company and the employee, four most frequently occurred dispute variables were extracted for the ease of respondents response. These variables are fault of the employer management, Non-involvement of labour union in decision making, by the employee's problem, due to financial issues (salary and allowance).

As shown in the fig. 4.17 above in the opinion of 157 respondents the major cause of dispute between the employee and the company is salary & allowance issues. Hence, 50% of the respondents consider salary & wage issues have the highest portion dispute causes.

Moreover, 78 respondents or 25% of the respondents consider the fault of the employers management is a major cause of dispute. In addition, 37 respondents also consider Noninvolvement of Employee in decision making is a major cause of dispute between the corporation & employees.

Besides the above reasons, 25 respondents have forwarded the reason for dispute upon their consideration. Based on their response the following are considered as the major cause for the disputes:

- ❖ Unlawful termination & disciplinary measures
- ❖ Corruption of the management (Nepotism, Embezzlement etc.)
- ❖ Ethnical discrimination by corporations' management between the employees
- ❖ Political influence on decisions by the management
- ❖ The management do not encouraging employees to fill the available Vacant positions, but they hire from external applicants
- ❖ Different decisions by the management for the similar issues & situations
- ❖ Maladministration
- ❖ Non standard employers evaluation mechanism

4.1.5.3. Dispute resolution methods adopted

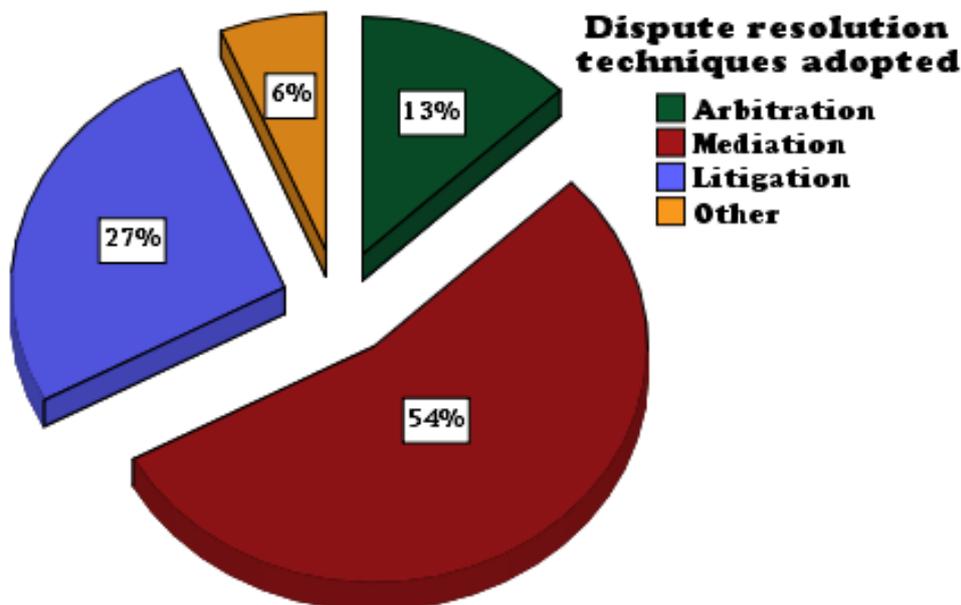


Figure 4-18
Dispute resolution methods

165 respondents (54% of the total respondents) consider mediation as the most frequently used dispute resolution. In addition, 81 respondents (27% of the total) replied Litigation is the method of dispute resolution method used for problems encountered between Employee & the corporation. However, 13% of the respondents (39 respondents) consider Arbitration as an alternative for dispute handling between the corporation and the employees.

4.2. Case Study on Ethiopian Construction Works Corporation Labour Union

4.2.1. Labour Unions' Overview

Ethiopian Construction Works Corporation was established as per the regulation no. 366/2015 and amended by proclamation no. 399/2016 as government development organization. The corporation was established merging the former three companies named Ethiopian Road Construction Corporation, Water Works Corporation and Prefabricated Building Parts production Enterprise.

The main objective of the corporation is to undertake construction of transport, water & building infrastructures, assembly, maintenance & rental of Construction equipment. Accordingly, the Labor Union has been established on 21st of September 2016 by merging the three respective labour unions as one named as Ethiopian Construction Works Corporation Basic Labour Union with an initial capital of 654,094.05 (Six Hundred Fifty Four Thousand Ninety Four and 5/100) Birr having objective of protecting & safeguarding the interest of the employees and/or members.

4.2.2. Unions' task & achievement in safeguarding the interest of the members

❖ Wages, Benefits and Working Condition

Since the Corporation was established by merging three different companies having different salary grade, salary scale, and allowance margins; thus, the corporation has studied new Job grade, salary group & scale and benefits. Accordingly, various complaints are raised by the employees. The union has affirmed that the newly studied structure does not affect the employees' interest in terms of job grade, wage, and benefit.

The Union has communicated with the corporation to provide good working condition and residential camps and facilities to the project employees. Regarding this, upon the request from Arjo-Dedessa Irrigation Project employees, the labour Union has requested the company through letter Ref.No. መሀ/ማ/119/10 dated 11/9/10 to extend the daily allowance beyond the agreed three month period till the camps established. In addition,

the Union has requested the corporation to provide desert allowance for the stated project employees via letter Ref.No. መሠ/ማ/155/10 dated 16/8/10.

The union has agreed with the corporation in the collective agreement to provide Bonus for the employees, based on their annual evaluation result, while the company has achieved the profit margin planned pursuant to article 46 of the collective agreement. Regarding this, the Union has followed the proper implementation of the bonus provision. Accordingly, the union has traced and found the corporation has achieved the profit planned for 2010 EC budget year; thus, has requested the corporation via letter Ref.No. መሠ/ማ/132/10 dated 7/12/10 EC to effect bonus payment for the employees.

Pursuant to Article 45 of the collective agreement the corporation is obliged to provide increment of salary and/or scale upon the annual performance & achievement. Hence, the union has requested the corporation of the provision of scale increment for the employees. In addition, they have requested for management decision on the salary scale of those employee who have reached the upper scale via letter Ref.No. መሠ/ማ/165/11 dated 23/2/11 EC. However, the management has decline the request to act accordingly.

❖ Safety & Health

The Union has made an effort by which the corporation to provide life insurance to the employees up to 20,000 Birr and 10,000 Birr of insurance against accident and it's included in the collective agreement. However, the life insurance for the managements of the corporation has a huge difference with the other employees.

The Union has requested the corporations' management to fulfill the safety benefits declared on the collective agreement to the employees' on time. For instance, via letter Ref.No. መሠ/ማ/05/11 dated 15/1/11 EC the union has requested the company to give explanation as why the supply of soap and milk was delayed for about 3 years, while tissue papers were delayed for 1 year, for Kong-Begundi-Wenbera Road construction project. However, the corporation has not yet delivered the requested benefits.

The corporation is required to provide safety appliances pursuant to Article 92 of the labour proclamation No. 377/2003 and Article 39 of the collective agreement. Thus, the union is required to follow the implementation and/or provision of the safety appliances to the employees.

❖ **Bargaining power**

There are many employees in the corporation who couldn't take annual leave for many years, which exceeds the permissible transferable annual leaves, upon the employers' request. Accordingly, the labour union, referring an experience of other companies, has requested to pay to the employees for wage in lieu of the unused annual leave. Even though, the employer has accepted the proposal and promised to pay to the employees, they have denied the promise to effect the wage. Regarding this, the union has requested the management through letters Ref.No. መሠ/ማ/095/10, መሠ/ማ/118/10 & መሠ/ማ/128/10 dated 07/05/10, 10/09/10 & 03/11/10 EC respectively. Besides, there were rigorous negotiations has been held with the management, and since the bargaining power of the union is very low, the employer has denied and rejected the wage in lieu of the unused annual leave for the employees.

On the 2nd annual report presented on 2010 EC general assembly of the labour union held from 6 to 7/03/2010 EC, the union has acknowledged that the labour union was not delivering their objective. The same was reported on the audit report presented on the 3rd general assembly held on 17/03/2011 EC. In addition, the report has declared the finding that bargaining power of the union is lower and not attaining their vision and mission in safeguarding the members' interest.

4.3. Summary of Finding

- ❖ Most Females are members of Labour Union as compared to males
- ❖ Majority of the younger respondents, about 60 %, are not Members of Labour Union.
- ❖ As the educational background of the respondents increase the membership in Labour Union decreases.
- ❖ Majority of the respondents (49%) are not willing to join the union, since they consider the Labour Union will not safeguard their interest. And 37% of the respondents are not members of the labor union since they have no interest to be member.
- ❖ 34.7% of the respondents has average information regarding the existence of the labour union, and also 33.1% of the respondents has in-depth information regarding the labour union from those 3.5% respondents has detail information. However, 21.7% and 10.5% of the respondents have low and no information regarding labour union respectively.
- ❖ About 45% of the respondents agreed that the Labour Union Administrations' capacity is very low.
- ❖ Most of the respondents (47%) have agreed that the Labour Union has higher financial capacity.
- ❖ Majority of the respondents (60%) have agreed that the Influence of Employer on Labour Union is very high.
- ❖ 43% of the respondents have agreed that the Labour Unions' role in safeguarding the employees' interest in terms of Wage/salary, Bonus & allowance is Very Low.
- ❖ Majority of the respondents (71%) have agreed that the Labour Unions' role in protection of employees from unlawful action by the employer is low to moderate.
- ❖ The majority the respondents have agreed that the Labour Unions' role in maintaining occupational health and safety is moderate.
- ❖ Majority of the respondents (45%) have agreed that the role of Labour Union to enhance the Employee-Employer relation is Low.

- ❖ 39% and 41% of the respondents have agreed that the bargaining power of the Labour Union is very low and Low respectively.
- ❖ 56% of the respondents have agreed that the Labour Unions' role while the Employer takes disciplinary actions is moderate.
- ❖ Majority of the respondents (53%) have agreed that the Labour Union has greater role in assuring normal working hour for the employees.
- ❖ Most of the respondents (44% of the total respondents) have agreed that the Labour Unions' bargaining power in the collective agreement is very low.
- ❖ Upon the response of the majority of the respondents, Collective agreement between the Corporation and the labour union is the main pillar to manage the relation between the employer and employees, followed by law and employment contract.
- ❖ Upon 58% of the respondents Salary and allowance issues are the major cause of dispute between the Corporation and the employees. In addition, the faults of the employers' management and Non-involvement of Employee in decision making (25% & 12%) are the next ranked causes of dispute between the Corporation & his employees.
- ❖ Mediation is the most intensively used (54%) dispute resolution method between the Corporation and the employees' whenever dispute arises. Litigation and Arbitration are used as dispute resolution method between them as per 27% & 13% respondents respectively.

Chapter 5.

CONCLUSION & RECOMMENDATION

The aim of this research, as mentioned in section 1.4, is to assess the role of labour unions in safeguarding the employees'/members interest, thereby contributing for future efficient progress of the labour unions.

This chapter presents the conclusion of findings and recommendations. The following conclusions (in section 5.1), and recommendation (in section 5.2) below, are drawn based on the analysis finding of the data collected from the questionnaire, and case study of archival documents. The data, questionnaire, and the case study analysis, used to identify and investigate the roles of labour union in protecting the members' interest have supported the same finding.

5.1. Conclusion

This section deals with the conclusion made based on the finding of the analysis in terms of the role of labour union in protecting members' interest, cause of disputes between the employee and the company and method of dispute resolution method adopted and the challenges of labour union in Ethiopian Construction Works Corporation.

- Most Females are members of Labour Union as compared to males
- Most of the educated and those at the younger age are not willing to be a member of the labour union in their company.
- Even though the labour union is well known by the employees, statements in the questionnaire which read “the Labour Union will not safeguard their interest” and “No willingness to join the union” ranked first and second respectively by the respondents as a reason for not joining the labour Union.
- Even though the Labour Union has higher financial capacity, the Unions' leaders/administrations are incapable of running the Union on the right track. This incapability is considered as the major challenge of labour union by most respondents in safeguarding the employee's interest.

- Majority of the respondents have agreed that the Influence of Employer on Labour Union is very high.
- Majority of the respondents have replied that the Labour Unions' role in safeguarding the employees' interest in terms of Wage/salary, Bonus & allowance and in protection of employees from unlawful action by the employer is Low.
- Moderate and/or average role has been played by the Labor Union in maintaining occupational health and safety and enhancing the Employee-Employer relation.
- Most respondents have agreed that the Labour Union has higher role in assuring normal working hour for the employees,
- Although the labour Union participates in disciplinary measure decision making meetings, it has an average role in the disciplinary measure decision making.
- The Labour Union has very low bargaining power in the collective agreement and in safeguarding the interest of the employees and its members.
- Collective agreement between the Corporation and the labour union is the main pillar to manage the relation between the employer and employees, followed by law and employment contract.
- Even though there is a collective agreement between the Corporation and the labour union, it has no real impact in the protection of safety and welfare of the employees.
- Salary and allowance issues are the major cause of dispute between the Corporation and the employees. In addition, the faults of the employers' management and Non-involvement of Employee in decision making are the next ranked causes of dispute between the Corporation & his employees.
- Mediation is the most intensively used dispute resolution method between the Corporation and the employees' whenever dispute arises. Sometimes, litigation is used as dispute resolution method between them. However, Arbitration is rarely used as a method to settle dispute between the employees and the Corporation.

Hence, most of the employees are not willing to join the labour union. Interference from the employer has higher impact in the inefficiency of the labour union in protecting

members' interest. Hence, in general, most of the respondents agree that the labour union in Ethiopian Construction Works Corporation has played lower role in protecting the member's interest in terms of protecting their rights and welfare.

5.2. Recommendation

Based on the findings of the research, the following improvements are recommended to the stakeholders of Ethiopian Construction Works Corporation, Ethiopia Construction Works Corporation Basic Labour Union and other labour unions to attain their objective and protect the members' interest.

- ♣ The labour union should have to build the capacity of leaders. Thus, the union should enhance its bargaining power in negotiation with the employer.
- ♣ The labour union has to create awareness on the existence of the union, the objective, goal and target of the union to employees of the company.
- ♣ The union should target the younger employees and attract them towards membership and active participation in the union.
- ♣ The labour union should create conducive environment for the educated employees in the union and facilitate the ground to make positive impact.
- ♣ The labour union should enhance the employee-employer relationship to improve industrial peace.
- ♣ The labour union has to actively participate in disciplinary committees and protect the employees from unlawful decisions and actions of the management.
- ♣ The union has to focus on safety and health issues and enforce the employer to deliver the right appliances on the right time to attain at least the minimum occupational health and safety standards.
- ♣ The labour union should address the employees' sensitive issues like Salary, wage & allowances in rigorous negotiation with the employer to minimize the disputes.
- ♣ Even though the collective agreement has given better right for the employees, the union should supervise and enforce the management for the proper implementation and increase the welfare of the employees.

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APPENDIX

Questionnaire

በቅድስት ማሪያም ዩኒቨርሲቲ ቢዝነስና ማኔጅመንት ትምህርት ክፍል የሁለተኛ ዲግሪ ማሟያ የጥናት ጽሁፍ በኢትዮጵያ ኮንስትራክሽን ስራዎች ኮርፖሬሽን የሰራተኞች ማህበር ላይ ለሚዘጋጅ ጥናት የተዘጋጀ መጠይቅ።

ይህን መጠይቅ ለመሙላት የተባበሩባቸው ሁሉ በቅድሚያ ጊዜያቸውን ሰውታችሁ ትክክለኛ እና የተሰማችሁን ሃሳብ እና መልስ ለመስጠት ፍቃደኛ ስለሆናችሁ ክልብ የመነጨ ምስጋናዬን እቀርባለሁ።

መጠይቆች

ሀ. የመላሽ የግል መግለጫ

መጠይቁን የሚሞላው ሰው፡

እድሜ _____ ጾታ _____

የት/ት ደረጃ የዶክትሬት ዲግሪ _____ የማስተርስ ዲግሪ _____

የመጀመሪያ ዲግሪ _____ ዲፕሎማ _____

ሰርተፍኬት _____ ሌላ ካለ ቢገልጹ _____

1. በድርጅታችሁ ውስጥ ባለው የሰራተኛ ማህበር አባል ናት?

ሀ/አዎ ለ/አይደለሁም

አይደለሁም ካሉ ያልሆኑበትን ምክንያት ይግለጹ።

ሀ. የሰራተኛ ማህበሩ የሰራተኛውን ጥቅም አያስጠብቅም ብዬ ስለማስብ

ለ. የማህበር አባል መሆን ፍላጎት ስለሌለኝ

ሐ. ማህበሩ እንዳለ ስለማላውቅ

መ. ሌላ ካለ ቢገልጹ

2. በሰራተኛ ማህበር ውስጥ ያለዎት ቦታ ወይም የስራ ኃላፊነት ምንድን ነው?

ሀ. ተራ አባል

ለ. የማህበሩ አመራር

ለ. ስለ ሰራተኛ ማህበር መዋቅርና አደረጃጀት

3. የሰራተኛ ማህበር በድርጅቱ ሰራተኛ ውስጥ ያለው እውቅና።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

4. የሰራተኛ ማህበሩ አመራር ያለው የሰው ኃይል ብቃትና ችሎታ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

5. የሰራተኛ ማህበሩ ያለው የፋይናስ አቅም።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

6. አሰሪው በሰራተኛ ማህበሩ ላይ የሚደርስበት አሉታዊ ተጽዕኖ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

ሐ. የሰራተኛ ማህበሩ የሰራተኛን ጥቅም ከማስከበር አኳያ

7. ሰራተኛው የተሻለ ደሞዝ ክፍያ እና ጥቅማ ጥቅም (ቦነስ፣ እድገት ወዘተ) እንዲያገኝ ያለው አስተዋጽኦ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

8. ሰራተኛው በአሰሪው ጥቃት እንዳይደርስበት ማህበሩ ያለው አስተዋጽኦ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

9. ሰራተኛው ከጤና አጠባበቅና ከአደጋ መከላከል (ከሴፍቲ) ጋር የተያያዙ ስልጠናዎችን በመስጠት ላይ ያለው አስተዋጽኦ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

10. ሰራተኛው ከአሰሪው እንዲሁም ሰራተኛው ከሰራተኛው ጋር የተሻለ ግንኙነት እንዲኖረው ያለው አስተዋጽኦ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

11. የሰራተኛውን ጥቅም ለማስጠበቅ ከአሰሪው ጋር በሚደረግ ድርድር ያለው ተሰሚነት/ ተጽእኖ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

12. አንድ ሰራተኛ በስራው ላይ ጥፋት አጥፍቷል ተብሎ አሰሪው እርምጃ ሲወስድ የሰራተኛ ተወካይ በዲ.ሲ.ፕሊን ኮሚቴ ውስጥ ያለው አስተዋጽኦ እና ሰራተኛው ከህግ አግባብ ውጪ ከሰራ እንዳይሰናበት የሚያደርገው አስተዋጽኦ

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

13. ሰራተኛው ሰራተኛው በህጉ ከተቀመጠው ሰነት በላይ እንዲሰራ እንዳይገደድ የሚያደርገው አስተዋጽኦ።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

14. በአሰሪውና በሰራተኛው መካከል የተፈረመ የህብረት ስምምነት ላይ የሰራተኛ ማህበሩ የመደራደር አቅሙ ምን ያክል ነው።

እጅግ በጣም ከፍተኛ [] ከፍተኛ [] መጠነኛ [] ዝቅተኛ [] እጅግ በጣም ዝቅተኛ []

15. የአሰሪና ሰራተኛው ግንኙነት በምን ይመራል?

ሀ. በህግ

ለ. በውል

ሐ. በህብረት ስምምነት

መ. በሁሉም

ሠ. ሌሎች ካሉ ቢገልጹ _____

16. በድርጅት ውስጥ በሰራተኛውና አስተዳደር መካከል ቅራኔዎች (አለመግባባት) ተፈጥረው ያውቃሉ?

በምን ምክንያት :- ሀ/ በአስተዳደሩ የመምራት ችግር ምክንያት

ለ/ የውሳኔ በሚሰጡበት ወቅት ሰራተኛውን ባለማሳተፍ ምክንያት

ሐ/ በሰራተኛው ችግር ምክንያት

መ/ በሰራተኛው ጥቅማ ጥቅምና ደመወዝ ምክንያት

ሠ/ ሌላ ምክንያት ካለ ይገልጹ _____

17. በአስተዳደሩና በሰራተኞች መካከል ችግሮች/አለመግባባቶች/ ሲፈጠሩ በየትኛው አማራጭ ይፈታሉ/ይቀረፋሉ?

ሀ/ በሽምግልና

ለ/ በድርድር

ሐ/ በክስ/ በፍርድቤት

መ/ ሌላ መንገድ ካለ ይገልጹ _____

~ውድ ጊዜዎን ሰውተው ስለተባበሩኝ ክልብ አመሰግናለሁ!!!~