

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**THE IMPACT OF TRADE UNIONS ON EMPLOYEES IN THE PRIVATE SECTOR
(A CASE STUDY OF MTN GHANA KUMASI NYHIAESO BRANCH)**

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We have read the university regulations relating to plagiarism and certify that this report is all our own work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

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ABSTRACT

Trade unions in the private sector have never enjoyed support of employers owing to the fact that it seeks to challenge the unanimous authority of employers. It has therefore become imperative that a study be conducted in this area to assess the impacts trade unions have on employees in the private sector; a case study on MTN Ghana, Kumasi.

The main objective for undertaking a research in this field was to find out the impact of trade unions on employees in the private sector.

Information was gathered through questionnaires and interviews from employees, management and union executives.

Subsequently, the data gathered was analyzed using the Statistical Programmed for Social Science (SPSS) and Microsoft Excel software and presented in the form of frequency tables, bar graphs and pie chart.

The set of questionnaires for respondents were 16. In all 18 employees were sampled for the study. This accessible population comprised; 2 management staff, 2 senior staffs and 14 junior staffs.

The study revealed that the company's union had made an impact on members as far as respondents were concerned. The impact has been significantly effective than earlier anticipated by the researcher. In respect of satisfaction with the union, respondent's responses revealed that though the union did not address their welfare needs as they expected, they were satisfied with the union's performance considering employers responses to union activities. Respondents also revealed that union executives often compromised to management and this affected the way they addressed employee grievances.

It is therefore recommended that, union executives should organise educational seminars periodically for members to ensure that dissemination of information to both new and existing members is adequate to promote the welfare and the effectiveness of the union.

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To God Almighty ever supreme, the omnipotent Allah, we give thanks and glory, for how far we have come, what we are and who we continue to be. It is by his grace that this work was completed without any ordeal.

We also wish to express our profound gratitude to our supervisor; Mrs. Evelyn Frempong (lecturer CSUC) and all other lecturers who have been of tremendous assistance throughout this research work. We highly appreciate their sacrifices and guidance.

DEDICATION

We dedicate this work to all parents and spouses of respective group members, not forgetting their children.

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CHAPTER ONE

1.1 BACKGROUND OF STUDY

The trade union movements in Ghana started in areas with large concentration of wage-earning labor, e.g. mining centers like Obuasi, Tarkwa , Bibiani and harbor towns like Takoradi. The British colonial administration greatly supported the unionization of employees yet they faced a lot of difficulties such as fighting employers so as to be given the necessary recognition and negotiation rights. Trade unions in this country started after the enactment of the Trade Unions Ordinance Cap 91 of 1941. It became effective on the 27 of September, 1941. This led to the creation of multiple trade unions as at that time totaling about 135 registered in the country between 1943 and 1948.

With the enactment of the Industrial Relations Act 1958 and finally amended –Act 299 of 1965 there emerged in Ghana for the first time the National trade Unions structured along industrial lines. Under this act the number of trade unions that popped up during the early stages of their developments was drastically pruned down through some measures to twenty four. Currently there are seventeen (17) national unions which come together to form the Ghana Trade Unions Congress with majority emanating from the public sector. Our study has become necessary due to the encouragement from the government on private sector investment. It is therefore envisaged that with the growth of the private sector, a considerable number of Ghanaians would be employed into the sector hence the need for unionization.

1.2 STATEMENT OF THE PROBLEM

After all the legal recognition given to trade unions in Ghana, one still finds it difficult to fathom why employees find it difficult to unionize in the private sector. Employers within the private sector have always refused indirectly the formation of unions due to the fact that they want to have sole right to formulate and implement decisions and also prevent the so called ‘financial burden’ unions’ bring upon the organization. Again, some employers are of the view that union formation protects the employees to the extent that if an employee misbehaves, the employer cannot terminate the person’s appointment for just any reason.

It is due to this issue that the researchers have decided to investigate into the impact of trade unions on employees in the private sector; a case study on MTN.

1.3 OBJECTIVES OF THE STUDY

The main objective of the study is to

1. Identify employees awareness of trade unions in their organization
2. Investigate how knowledgeable employees are on the union policies and how beneficial such policies are to them.
3. Identify why employers prevent the formation or existence of unions in their organizations.

1.4 RESEARCH QUESTIONS

The study will try to answer such question as:

- ✓ What are the effects of trade unions on members or employees
- ✓ Are trade unions meeting the expectations of members?

- ✓ What has been the reaction of employers towards trade unions?

1.5 SIGNIFICANCE OF STUDY

Considering the significant role unions in the public sector play in policing their employers it is quite important to undertake this study. The significance of the study would be to the socio-economic good of Ghana such as the benefits unions would create for private sector employees, the effects unions would have on private sector employers and the problems encountered when trying to form a union in the private sector and how to combat such problems

1.6 SCOPE AND LIMITATIONS OF THE STUDY

There are quite an uncountable number of organizations within the country. Among some of which are Unique Insurance Company limited, Mobile Telecommunication Network etc. The researchers would have wanted to cover the greater majority of these private companies in the country.

However, owing to resource and time constraints it has become imperative that the researchers be limited to MTN Ghana, Ashanti Regional headquarters, Nhyiaeso Branch which has a trade union.

The study was limited to MTN Ghana, Ashanti Regional headquarters, Nhyiaeso Branch because of its nearness to the researchers and availability of needed information. The researchers took a critical look at the sensitive issues that is the impact of trade unions on employee performance in an organization in relation to their low performance.

The problem of this study has to do with the accuracy of the information that was collected since some people had fears of victimization. Obviously the research was limited by funds. Time was a key problem since the study demanded interviewing people at their own free time. Though these limitations were obvious, it is hoped that the conclusion and recommendations drawn at the end of this research would help the company and Ghanaian workers at large.

1.7 ORGANIZATION OF THE STUDY

The study has been organized as follows:

Chapter One comprises the general introduction of the study. It includes the background of the study, statement of the problem, objectives, research questions, significance and limitations of the study.

Chapter Two consists of the literature review of the study thus the concept and definition of trade unions, history of trade unions, classification of trade unions, objectives of unions, reasons for joining unions, problems facing trade unions and the development of trade unions in Ghana.

Chapter Three: the methodology of the study and the organizational profile. It also looks at the sources of data, population and sample used for the study, sampling techniques and data collection instruments and data analysis.

Chapter Four comprises data analysis and the results of the findings

Chapter Five concludes the research with the summary of the findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter takes a critical look at the concept of trade union; thus the definition of trade union or labor union, history of trade unions, the classification of trade unions, the reasons for its formation, the effects it has on an organization, how they are formed, why employees join trade unions and the problems trade unions face. It also looks at the present state of trade unions in Ghana, how they operate and the “image” it has created for itself since its inception.

2.2 CONCEPT AND DEFINITION OF TRADE UNIONS

As defined by wikipedia.com, A union (labor union in American English; trade union, sometimes *trades union*, in British English; either labor union or trade union in Canadian English) is a legal entity consisting of employees or workers having a common interest, such as all the assembly workers for one employer, or all the workers in a particular industry. A trade union (or labor/labor union) is an organization of workers who have banded together to achieve common goals like better working conditions. Also it could be an organization whose members belong to the same trade and that acts collectively to address common issues. A trade union could again be explained as a group of employees who come together as a unit in fighting for a common purpose such as better working conditions, wages, salaries etc.

A trade union is an organization whose membership consists of workers and union leaders, and whose principal purposes are to negotiate wages and working condition terms, regulate relations between workers (its members) and the employer, take collective action to enforce the terms of

collective bargaining, raise new demands on behalf of its members and help settle their grievances.

A labor union, or trade union, is an organization of workers who have joined together to achieve goals in areas such as wages and working conditions. The union negotiates contracts and conditions with employers, keeping employee satisfaction high and protecting workers from unsafe or unfair working conditions.

Since the publication of the *History of Trade Unionism* (1894) by Sidney and Beatrice Webb, the predominant historical view is that a trade union "...is a continuous association of wage earners for the purpose of maintaining or improving the conditions of their employment." (Webb) A modern definition by the Australian Bureau of Statistics states that a trade union is "...organizations consisting predominantly of employees, the principal activities of which include the negotiation of rates of pay and conditions of employment for its members".

Yet historian, R.A. Leeson, in *United we Stand* (1971) said: "Two conflicting views of the trade-union movement strove for ascendancy in the nineteenth century: one, the defensive-restrictive guild-craft tradition passed down through journeymen's clubs and friendly societies,...the other, the aggressive-expansionist drive to unite all 'laboring men and women' for a 'different order of things'..."

Recent historical research by Dr Bob James in *Craft, Trade or Mystery* (2002), puts forward that trade unions are part of a broader movement of benefit societies, which includes medieval guilds, Freemasons, Oddfellows, friendly societies and other Fraternal organizations. Most unions claim

a right to exclusivity and reserve the right to admit or deny membership to potential union members based on factors such as worker status and their type of trade or skill.

2.3 HISTORY

Union history traces back to the guild system in Europe that sought to protect certain professions by controlling of skill mastery and advancement. Although the relationship between guilds and unions is not perfectly linear, and is therefore sometimes disputed, guilds as the forerunners of unions makes sense - it is the first example of workers organizing according to their own rules rather than those of their employer.

The industrial revolution during the eighteenth century in Europe prompted a new surge of new workers to enter the job market that had previously remained at home, and now needed representation as more and more people left farming as an occupation and began to work for employers, often in appalling conditions and for very low wages. The labor movement arose as an outgrowth of the disparity between the power of employers and the powerlessness of individual employees.

Unions were illegal for many years in most countries. There were severe penalties for attempting to organize unions, up to and including execution. Despite this, unions were formed and began to acquire political power, eventually resulting in a body of labor law which not only legalized organizing efforts, but codified the relationship between employers and those employees organized into unions. Many consider it an issue of fairness that workers be allowed to pool their

resources in a special legal entity in a similar way to the pooling of capital resources in the form of corporations.

Today a government-imposed ban on joining a union is generally considered a human rights abuse. Most democratic countries have many unions, while most authoritarian regimes do not.

(Source: Magnificent Journey: The Rise of the Trade Unions, by Francis Williams)

2.3.1 Trade Unions in Britain

The legal status of trade unions in the United Kingdom was established by a Royal Commission in 1867, which agreed that the establishment of the organizations was to the advantage of both employers and employees. Most British unions are members of the TUC, the Trades Union Congress, and where appropriate, the Scottish Trades Union Congress and the Irish Congress of Trade Unions, which are the country's principal national trade union centers.

The Labor Party arose from the organized labor movement and still has extensive links with it

(Source: The Government of British Trade Unions: A study of Apathy and the Democratic Process in the Transport and General Worker Union by Joseph Goldstein)

2.3.2 Trade Unions in America

In the United States, early workers and trade unions played an important part in the role for independence. Although their physical efforts for the cause of independence were ineffective, the ideas they introduced such as protection for workers, stuck in American culture.

Trade unions really exploded in the United States during the nineteenth century with the founding of the first national union, the national labor union. It was created in 1866 and was not

exclusive to any particular kind of worker. Although this union crumbled and made no significant gains for workers' rights, its founding was an important precedent.

Next, the Knights of Labor was founded in 1869. Their membership peaked around 700,000 members, with some of their key issues being child labor opposition and demands for an eight-hour day. The most famous American union was probably the American federation of labor (AFL), founded in 1886 by Samuel Gompers. At its pinnacle, the union had about 1.4 million members. The AFL's working principle was "pure and simple" unionism, which sought immediate work environment improvements such as wage increases and enhanced safety within the workplace.

(Source: Knights of Labour constitution of 1878." Knights of Labour Constitution of 1878 I, no. 1: 1. Academic Search Premier, EBSCOhost . Retrieved February 24, 2009)

Most labor unions in the United States are members of a larger umbrella organization, the AFL-CIO, or the American Federation of Labor-Congress of Industrial Organizations. The AFL-CIO advocates for policies and legislation favorable to workers in the United States and Canada. The AFL-CIO also often works with other international and national unions on global trade issues.

Labor unions are tightly regulated and overseen by the United States Department of Labor under the authority of the National Labor Relations Act, passed in 1935. To join a union, workers must win voluntary recognition from their employer or have a majority of workers in a "bargaining unit," as determined by the federal government, vote for union representation. In either case, the government must certify the existence of the union.

Once the union is certified in a workplace, it has the sole authority to negotiate the conditions of employment. The terms and conditions of employment are spelled out in a legally binding contract between the employer and the union. When disputes arise over the contractual agreement, most contracts call for the parties to resolve their differences through a grievance process to see if the dispute can be mutually resolved. If the union and the employer still cannot settle the matter, either party can choose to send the dispute to arbitration, where the case is argued before a neutral third party.

The Taft-Hartley Act, passed in 1947 over the veto of President Harry Truman, severely limits the powers of unions in the United States, and remains in effect. **Closed shops** are forbidden; **union shops** are allowed within the limits allowed by the statute and subject to additional conditions imposed by the National Labor Relations Board and the courts. Jurisdictional strikes (where two unions each claim work that they believe should be assigned to the workers they represent) and secondary boycotts (boycotts against an allegedly neutral company that does business with another company with which a union has labor dispute) were made illegal. Unions are no longer allowed to donate money to federal political campaigns.

Most importantly, the bill provided the executive branch of the Federal government with the ability to obtain legal strikebreaking injunctions if an actual or impending strike "imperiled the national health or safety", a test that has been in practice interpreted loosely by the courts.

Many U.S. unions lost much of their prestige when links to organized crime were discovered. Union membership has been steadily declining for the past decade or so in all but the public sector (that is, unions of government employees).

Right-to-work statutes forbid unions and companies privately agreeing to contract with one another. Hiring halls are legal, but a contract where a business agrees to let a union be its sole provider of labor is illegal - therefore all hiring halls operate on a voluntary basis.

(Source: Foner, Phillip Sheldon. History of the Labor Movement in the United States. International Publishers Co., 1972.)

2.3.3 Unions in Other Countries

Some countries such as Sweden, Finland, and the other Nordic countries have strong, centralized unions, where every type of work has a specific union, which are then gathered in large national union confederations. The largest Swedish union confederation is LO, *Landsorganisationen*. LO has almost two million members, which is more than a fifth of Sweden's population. Finland's equivalent is SAK, the Central Organization of Finnish Trade Unions, with about one million members out of the country's 5.2 million inhabitants.

The Australian labor movement has a long history of craft, **trade** and industrial unionism. While unions have sometimes been very strong, at the moment they are relatively weak and in decline. The political structure and autonomy of unions varies widely from country to country. American, Canadian and European unions are founded upon democratic principles and leaders are selected by election process while in China, unions are controlled and run by the state

(source: http://en.wikipedia.org/wiki/trade_union)

2.3.4 International Cooperation

The largest organization of trade union members in the world is the Brussels-based International Confederation of Free Trade Unions, which today has 231 affiliated organizations in 150

countries and territories, with a combined membership of 158 million. Other global trade union organizations are the World Confederation of Labor and the World Federation of Trade Unions.

National and regional trade unions organising in specific industry sectors or occupational groups also form global union federations, such as Union Network International and the International Federation of Journalists

(source: http://en.wikipedia.org/wiki/trade_union)

2.3.5 The Problem of International Comparison

As labor law is very diverse in different countries, so is the function of unions. For instance in Germany, only **open shops** are legal. This affects the function and services of the union. On the other hand, German unions have played a greater role in management decisions through participation in corporate boards and co-determination than have unions in the United States.

In addition, unions have very different relationships with political parties in different countries. In many countries, unions have formed long-term relationships with a political party which is intended to represent the interests of working people. Typically this is a left-wing or socialist party, but there have been many exceptions. In the United States, by contrast, while the labor movement is historically aligned with the Democratic Party, the labor movement is by no means monolithic on that point; the International Brotherhood of Teamsters has supported Republican Party candidates on a number of occasions and the Professional Air Traffic Controllers Organization endorsed Ronald Reagan in 1980, shortly before he destroyed it and banned all of its striking members from employment as air traffic controllers in 1981.

The AFL-CIO has refused to take a pro-choice stance on abortion so as not to alienate its large Catholic constituency. In the United Kingdom the labor movement's relationship with the Labor Party is fraying as party leadership embarks on privatization plans at odds with what some perceive as workers' interests.

Finally, the structure of employment laws affects unions' roles. In many western European countries wages and benefits are largely set by governmental action. The United States takes a more laissez-faire approach, setting some minimum standards but leaving most workers' wages and benefits to collective bargaining and market forces.

(*source*: Union Facts. 2009. <http://www.aflcio.org/aboutus/faq/>)

2.4 UNION BUSTING

Union busting is a wide range of activities undertaken by employers, their proxies, and governments, which attempt to prevent the formation or expansion of trade unions. Union busting tactics range from subtle to violent, and from legal to illegal, including sowing discord amongst union members, challenging unions in courts of law, strike breaking, lockouts, physical confrontation and intimidation, the sponsorship of anti-union organizations, or preemption through the creation of employer-controlled trade unions. (*source*: Smith, Robert Michael (2003). *From blackjacks to briefcases: a history of commercialized strikebreaking in the United States*. Athens OH: Ohio University Press. pp. 179. ISBN 0821414666)

Union busters is a term widely used by labor organizations and others to describe individuals and/or organizations such as labor lawyers, labor relations consultants, and/or industrial psychologists who are either opposed to unionization or engage in practices designed to stop

workers from forming trade unions, or from remaining in trade unions. When corporations confront organizing drives, they may hire a labor relations consultant. Because unions depend on the support, confidence, and good will of its members, some labor relations consultants target those qualities in strike breaking or union avoidance campaigns.

In Gall, Gregor's (2003), book, "Employer opposition to union recognition" he stated that the union avoidance industry consists of four main groups which frequently coordinate their activities: labor consultants, law firms, industrial psychologists, and strike management firms. These agencies advertise services related to their ability to navigate the labor laws of a country in order to defeat union organizing drives, to defeat strikes, or to decertify unions. The term union buster may be applied to any agency that undertakes such projects. The term may also be applied to employers who undertake such actions on their own initiative, or who hire union busting agencies in order to accomplish the same goals

Most labor relations attorneys and consultants participate in multiple disciplines such as bargaining, arbitration and mediation, and compensation analysis. The specialty of union busting (or counter organizing) is not always evident from a consultant's website. Firms and organizations which specialize in countering trade union organizing drives typically work with a company's management and supervisors to focus on techniques intended to influence worker attitudes to dissuade any sort of collective actions. During a union certification election, these consultants may encourage employers to view the campaign as a failure of management rather than a vote for or against joining a trade union. Consultants may advise management to solve workforce issues before labor unrest occurs in order to stem the tide of organizing activity with

the intention of "making unions or third party representation superfluous." (*source: http://en.wikipedia.org/wiki/trade_union*)

However, some analysts remain skeptical of such portrayals by labor relations consultants. According to former management consultant Martin Levitt, "When CEO's hire labor relation consultants to battle a labor union, they close their eyes and give the consultant run of the company." And John Logan, a labor expert at the London School of Economics, believes that while union avoidance consultants and law firms pay lip service to "preventive" or "positive" labor relations, most of them are actually hired for the specific purpose of counteracting union organizing efforts. (*source: http://en.wikipedia.org/wiki/trade_union*)

It must be noted however that union busting isn't that predominant in the Ghanaian labor circles but however employers employ such tactics as victimization through suspension of active labor union members and in extreme cases their dismissal from the organization. They also bribe union leaders as so as to have decisions taken in the organizations favour.

2.5 CLASSIFICATION OF TRADE UNIONS

Clarke, T. Clements, L. (1978), in his book, *Trade Unions under Capitalism*. Atlantic Highlands, NJ: Humanities Press; generally classified trade unions as:

- (a) Company union that represents interests of only one firm and may not have any connection with the trade union movement. Also called house union, a company union is often a bogus one and generally illegal.
- (b) General union that represents workers from several firms from the same industry. Also called industrial union.

(c) Craft union that represents skilled workers in a particular field such as carpentry or welding

However, companies that employ workers with a union generally operate on one of several models:

In a **closed shop**, a business may only hire workers who already belong to the union. The compulsory hiring hall is the most extreme example of a closed shop - in this case the employer must procure new employees directly from the union.

In a **union shop**, a business may hire anyone, but workers must join the union within a designated amount of time after they start work (this is known as a "closed shop" in British English).

In an **agency shop**, workers may choose not to join the union, but must pay a fee to the union for its services in negotiating their contract. This is sometimes called the Rand formula. In certain situations involving state government employees, for example California, **fair share laws** make it easy to require these sorts of payments.

In an **open shop**, a business may employ anyone it likes, regardless of their union status, and workers are not required to associate with a union at all.

2.6 OBJECTIVES OF UNIONS

The objective of unions can be linked to the functions or benefits for establishing unions. Some of the objectives of unions are:

- They protect their members from unsuitable and excessive working hours.
- To assist members when they are in financial difficulties.
- To protect their members from exploitation from employers or management.
- To minimize the idea of favoritisms and discrimination that exists in most organization.
- At the national level, the trade union congress (TUC), may impress on the government the need to increase the minimum wage rate to meet the cost of labor.
- To inject in their members acceptable codes of working conduct, such as to eschew laziness and all forms of social vices at the workplace.
- Unions serve as representative for employees in all form of negotiations on conditions of service.

2.6.1 Why They Are Formed

A trade union is an organization created to improve conditions in the workplace. Whether the issue is wages, sick time, or medical benefits, trade unions negotiate with employers on behalf of union members.

When employees and employers are unable to reach an agreement, trade union leadership works with employers to negotiate a compromise. Regardless of the outcome, all members of the trade union must follow the agreed upon solution.

A union is formed for the purpose of collectively negotiating with an employer (or employers) over wages, working hours and other terms and conditions of employment. Unions also often use their organizational strength to advocate for social policies and legislation favorable to their members or to workers in general.

Trade unions are social organizations which seek to protect and promote economic and non-economic interests of workers both at the workplace and in the larger society. They pursue several methods (industrial, legal enactment, political etc.) not only to protect real wages but also fight for rights and entitlements.

They have built a host of labor rights that include employment security and provided 'voice' to workers both at the workplace and in the larger society. The most consistent feature of unionism is its struggle for establishment and preservation of labor rights. They are predominantly a 'voice' institution. There are moral grounds to justify the existence of trade unions as providing 'voice' to the voiceless and introducing 'justice' at the workplace; indeed, this was the view taken by the Catholic Church.

Trade unions reflect three important political virtues, viz. participation, social inclusion, and empowerment. They perform important social and political functions. They seek to establish a society free from discrimination and inequality. Their discourse on labor rights includes freedom from discrimination and equality of opportunity. They participate in the poverty reduction strategies in several ways. Their struggle to promote occupational safety and health is a means to prevent loss of income due to work injuries. The fight to institutionalize minimum or even 'living

wage' is an effort to afford life with dignity to laborers. They are an important 'class force' to counter the dominant powers of the capitalistic society. They seek to establish income equality by increasing the share of wages in national product. They fight for establishing and preserving a 'just' society. Their fight to establish and preserve core labor standards is indeed a mechanism to establish and maintain social and political stability.

2.7 REASONS FOR JOINING TRADE UNIONS

2.7.1 For Greater Bargaining Power

The individual worker has very little bargaining power compared with that of his employer. A company can generally get along without a particular worker. For that matter, the employer is in a position to say to the individual employee, "Take or leave the wage I offer you". Therefore, employees realizing that their bargaining power as individuals is very limited, formed unions to take certain actions.

2.7.2 To make their voice heard

Employees form unions so that they can make their voice to be heard by communicating their feelings, complaints and suggestions to management through their union executives.

2.7.3 Minimize favoritism and discrimination

Unions prevent management from decisions contrary to laid down procedures which may be detrimental to employees. For example, if the policy on promotion is by seniority qualification, the union will ensure that it is rigidly enforced to the advantage of qualified unionized employees.

2.7.4 Outlet for advancement

Where an employee finds his present job satisfactory in terms of favorable wages or salaries and other conditions of service he does not realize the need to join a trade union. However, where an employee realizes that all outlets for advancement are blocked, then he may seek redress from the union by joining it.

2.7.5 Compulsory membership

In most cases, contract of employment agreements between employers and union may contain union shop provisions making it compulsory for all junior employees to be members of the union and pay monthly dues under the check-off system. That is, the dues are deducted from the employee's wages or salaries.

2.7.6 Social Consideration

Sometimes employee may be persuaded by friends to join a trade union.

2.8 PROBLEMS FACING TRADE UNIONS

The most pertinent problems facing unions are

2.8.1 Misuse of members contribution dues

Some executive members misuse the dues contributed by union members for purposes outside the union's interest. Misuse of the union's funds may result in serious conflicts between the executive and the members.

2.8.2 Lack of education

There are cases where illiterate employees are elected as executive just because they are vocal, dynamic and can champion the welfare of junior employees. Such illiterate executives may be handicapped at labor management meeting and at district or national meetings where the medium of communication is often English.

2.8.3 Management influence

During negotiations with management for wage and salary increase or better working conditions, the management may do all it can to influence the union executives so that the outcome of negotiations will be in favor of management. The influence can take the form of bribes and victimization.

2.8.4 Fear of victimization

Union leaders refuse to take serious actions such as strikes, demonstrations etc. to back their demands because of fear of being victimized by management. That is the management may dismiss, suspend, transfer or demote the leaders concerned. Victimization puts fear in union leaders.

2.8.5 Lack of solidarity and loyalty

Sometimes, the lack of solidarity and loyalty among the members and the executive may render a union ineffective. Management may capitalize on this to its advantage. The members and the executives may undermine each other and this may sometimes lead to the resignation of some executive members.

2.9 DEVELOPMENT OF TRADE UNIONS IN GHANA

Trade union origins in Ghana have been attributed to two main factors, the reaction of workers to situations they consider to infringe on their rights and colonial labour policy. Popular grassroots organisations in reaction to felt threats to workers' interests first gave impetus for workers to organise. Later efforts of the colonial government offered the environment for organising union activities which were described then as haphazard and lacking structure

(source :Arthiabah and Mbiah 1995; Obeng-Fosu 1999).

Trade Unions movement in Ghana started in areas with large concentration of wage-earning labor. For example, mining centers like Obuasi, Tarkwa, Bibiani, Nsuta, and harbor towns like Takoradi.

Though the British Colonial Administration greatly encouraged and supported workers to constitute themselves into Trade Union (or form Trade Unions), Trade unions faced a lot of difficulties. They had to fight hard against employers to accord them recognition and negotiation rights. It was not until the enactment of Trade Unions Ordinance Cap. 91 of 1941 that the formation of effective Trade Unions in this country began. It became effective on 27th September 1941. Trade Unions in this country derived their legal status and continuous existence from this Ordinance. Section 8 of the Ordinance allowed five or more employees to form a trade union and register with the Registrar of Unions. This led to the emergence of a multiple of Trade of Unions. There were 135 registered Trade Union in the country between 1943 and 1958.

Following mass development of Trade Unions, a National Union Centre with its headquarters in Takoradi was formed in the Gold Coast in 1945 under the name GOLD COAST TRADE

UNION CONGRESS. It had a total membership of 6,030 workers represented by 14 unions. It was formed mainly to co-ordinate the activities of the various unions which were badly organized and financially weak.

With the enactment of the Industrial Relation Act 1958 and finally amended – Act 299 of 1965 there emerged in Ghana for the first time National Trade Unions structured along industrial lines. Under this Act the number of trade unions that mushroomed during the early stages of their development was drastically reduced, through some measures to 24. Through a series of amendments to the original Act the number was further reduced to 16 then to 10 and back to 16. Currently, there are 17 National Unions which come together to form the Trade Union Congress in Ghana. It is headed by a General Secretary who is elected for a four year term.

The Trade Union Congress of Ghana is also affiliated to the International Labor Organization (I.L.O) with its headquarters in Geneva (Switzerland). The basis of union membership in Ghana is largely determined by the economic activity or industry in which one works rather than a profession or occupation. For example a messenger with a government would belong to the Health Service Workers Union but if the same messenger resigns from the government hospital to work with an agriculture establishment then that messenger will be a member of the General Agricultural Workers Union.

2.9.1 Recent Image of Trade Unions in Ghana

To be sure, trade unions are not always viewed benevolently. Employers and free market theorists are critical of them. Trade unions are seen to introduce rigidities in the working of free

labor market and industrial relations system. They do not promote economic efficiency in several ways, viz. obstruct technological changes, interrupt and slow down production.

Today, unions still serve the same purposes for which they were originally founded. Current union agendas include ending child labor, increasing wages, raising the standard of living for the working class, and providing more benefits to both workers and their families.

Ghana today has a vibrant trade union movement with deep roots in the country's historic development from colonialism to independence. The unionization rate of 74 % of the employed in the formal sector of the Ghanaian economy indicates that the unions have a considerable membership basis. Compared, however, to an estimated workforce of about 10 million, the 300,000 or so members of TUC affiliated unions only constitute a modest 3 %.

Both the low rate of formal sector employment and the large informal sector represent a great challenge to the trade unions' efforts to organize the Ghanaian workers and to improve their wages and working conditions.

(source: Views of the Trades Union Congress (Ghana) on Ghana's Poverty Reduction Strategy".

Note to the government by Secr. Gen. K. Adu-Amankwah. TUC, Sept. 2001)

The TUC has recognized the need for a special effort to turn around the declining membership in order to gain new strength in negotiations and in influencing the political dialogue. A number of unions have made efforts to unionize senior and professional staff.

Both the TUC and the unions have taken measures to organize informal sector workers. Awareness creation programmes aimed at young workers and students have also been launched.

In combination with a general upgrading in the service offered to members, these initiatives will be crucial to the much-wanted growth in union membership, which in the long run will be a prerequisite for the growth of the trade unions' organizational and political strength.

The TUC has decided to improve and increase its internal education and training of trade union leaders, officials and members in order to provide them with the skills to meet the challenges confronting the labor movement.

Compared to most other national centers in the African region, TUC Ghana is a well functioning and well-staffed national centre. Still, the TUC could gain a lot by optimizing the utilization of its resources through more thorough planning, prioritizing and implementation. For instance, there has been a lack of coordination of education and training activities between the TUC and the national unions. Recently, initiatives have been taken to ensure better planning.

Given its limited resources, TUC to some extent falls short in providing analytical and practical support for new initiatives and for the implementation and expansion of current ones. It is our assessment that the TUC has the potential to generate more and better activities given additional resources.

Hence, it is recommended to support capacity building, especially in the Policy and Research Department and in the Education Department, to boost TUC's capacity in relation to its members and its position and skills as a major social partner.

In addition to expanding the capability internally in the TUC, such support should foster the cooperation and the sharing of expertise between the TUC secretariat and the affiliated national unions.

Finally, a further decentralization of duties and responsibilities should be implemented, both in the federation and in the unions, to avoid an excessive centralization of functions and communication.

(source: A.Y. Baah, edit.: The Social Dimension of Structural Adjustment in Ghana. TUC, Ghana 2001

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.1 INTRODUCTION

This section covers the sources of information, definition of targeted population, sample, sampling technique, data collection technique, and data analysis. The method that would be used in analyzing data would also be dealt with. The main source used in the collection of data are the secondary sources which includes documentary research on existing literature, magazines, brochures and data from the internet.

Data was however gathered from primary sources as well. Included are the views gathered from respondents at work place through oral interviews, chats and pre-printed questionnaires which were self administered. The integration of these two sources thus primary and secondary is considered appropriate in analyzing the effects of trade unions on employee performance at MTN set up.

3.2 SOURCES OF DATA

Data was collected from two sources, thus, primary and secondary. Information was gathered from library, the staff and the company through the use of the questionnaire, internet, interviews, publications and journals for the study.

3.3 POPULATION AND SAMPLE

The staff strength of MTN Ghana, Kumasi is made up of 18 permanent staff with about 450 contract workers. The 18 permanent workers form the population of the study and also represented the sample size used which is categorized as follows; 2 management staff, 2 senior staff, 14 junior staff which includes both administrative and technical staff.

3.4 SAMPLING TECHNIQUES

For the purpose of the study, the workers of the Ashanti Regional branch of MTN Ghana, Kumasi were selected as the targeted population. The precise segment of the population is the regional headquarters at Nhyiaeso.

For the sake of limited time at our disposal and minimization of cost, a sample of workers in each of the following levels were selected, thus, 2 management staff, 2 senior staff, 14 junior staff which includes both administrative and technical staff. A mixture of simple random and convenient sampling method was used.

3.5 DATA COLLECTION INSTRUMENTS

Data was collected through questionnaires and interviews. Items in the interview were both open and close ended.

3.6 DATA ANALYSIS

The researchers used tables, frequencies and percentages to analyze data. The responses of the various respondents were first coded and expressed in percentages. The set of questionnaires for the workers were made up of 15 questions.

3.7 BRIEF BACKGROUND OF THE COMPANY

MTN Ghana belongs to the MTN Group which is a South African-based multinational mobile telecommunications company, operating in many African and Middle Eastern countries.

MTN describes itself as "the leader in telecommunications in Africa and the Middle East" and as of 2007 is active in 21 countries.

The local company Scancom was sold to MTN in 2006. Ghana is the most competitive market in which MTN operates, with five operators currently offering mobile telephony services, and a sixth due to start up soon. The fact that MTN Ghana was able to maintain market share at 55% in 2009 is testament to the Company's superior product offering and outstanding employee performance. It has a big call centre and presently has seven branches in the Ashanti Region. The company, driven by five key values of Leadership, Innovation, Integrity, Relationships and Can-do, is poised to provide a variety of innovative, customer-focused products and services offering superior customer value propositions for the various market segments.

The vision of the company is to be the leading telecommunication service provider in emerging markets and it's Mission; Building shareholders' value by ensuring maximum customer satisfaction through providing latest telecommunication services, at the most economical rates while meeting its social responsibilities as a good corporate citizen and providing growth prospects for its employees.

Before the change of ownership, trade union had some recruitment campaigns. In 2006, the union was recognized but after MTN took over the local company, the union faced many

challenges. MTN Trade Union is an in-house union, i.e. it does not belong to any branch union.

Communication Workers Union Ghana has started negotiations to affiliate this union.

CHAPTER FOUR

DATA ANALYSIS AND RESOURCES

4.1 INTRODUCTION

This chapter takes a look at the results, interpretation and analysis of the effectiveness of trade unions in the private sector; a case study on MTN Ghana, Kumasi, from 18 respondents.

4.2 DATA ANALYSIS

The primary data collected was analyzed using Microsoft Excel. All the questions in the questionnaire were coded using Microsoft Excel. The coded values representing the responses were then entered into the field and ranges. Frequency tables, simple bar chart and pie charts were generated for some of the questions.

4.3 SOCIO DEMOGRAPHIC BACKGROUND

Age distribution of the respondents

Table 4.1 shows the age distribution of respondents

AGE GROUP	FREQUENCY	PERCENTAGE
21-30	11	61.1
31-40	6	33.3
41-50	1	5.6
Total	18	100.0

Source; survey data June 2011

From the above table, majority of the respondents fall within the age range 21 to 30 representing 61.1%.

Level of education of respondents

Table 4.2 shows the level of education of respondents

LEVEL OF EDUCATION	FREQUENCY	PERCENTAGE
TECHNICAL	2	11.1
TERTIARY	16	88.9
Total	18	100.0

Source; survey data June 2011

Respondents who have had tertiary education constituted 88.9%. This is an indication that a greater number of respondents are much more enlightened and knows what they are about.

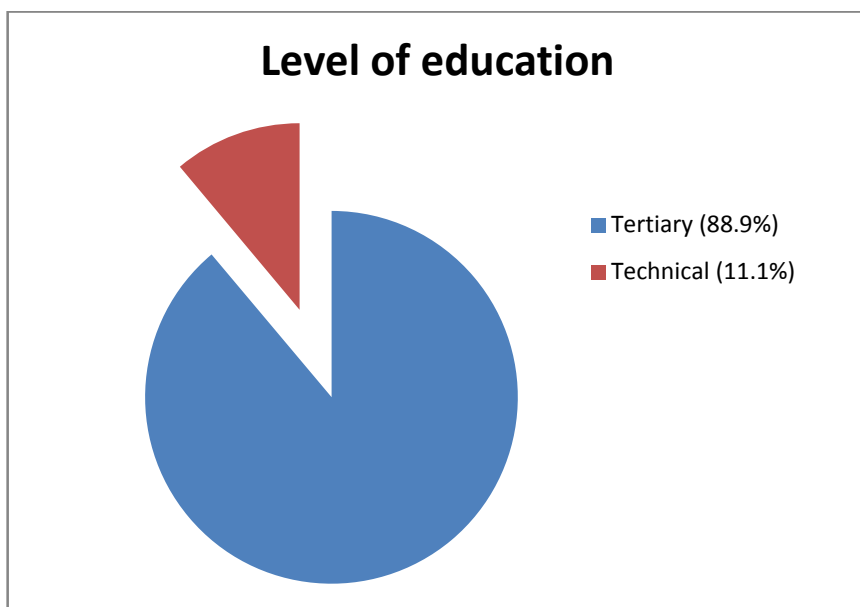


Fig4.1. A pie chart showing the percentage of level of education of respondents

Period of service

Table 4.3 is a representation of the number of years a particular employee has worked in the organisation.

SERVICE DURATION	FREQUENCY	PERCENTAGE
1	1	5.6
2	4	22.2
3	3	16.7
4	3	16.7
5	2	11.1
7	1	5.6
8	2	11.1
10	1	5.6
15	1	5.6
Total	18	100.0

Source; survey data June 2011

Positions of sample

Table 4.4 represents the number of employees who are junior and senior staffs

POSITION	FREQUENCY	PERCENTAGE
SENIOR STAFF	4	22.2
JUNIOR STAFF	14	77.8
Total	18	100.0

Source; survey data June 2011

4.4 TRADE UNIONS IMPACT ON EMPLOYEES WELFARE

This section takes a look at the impact the union's have on employees. The key indicators however are, how many of the union's policies respondents were aware of, how well such policies addressed their welfare, the most beneficial policy, the number of policies they had benefited from and how effective the union is in addressing grievances in the organization.

4.4.1 Presence of trade union in the company

Table 4.5 Responses of respondents who were aware of the presence of a trade union in the company.

AWARENESS OF TRADE UNION	FREQUENCY	PERCENTAGE
YES	18	100.0

Source; survey data June 2011

The study revealed all 18 respondents that is 100% were aware of the presence of a trade union in the organization.

4.4.2 Effectiveness of trade union in the company

Table 4.6 shows how respondents rated the effectiveness of the union in the company.

RATING OF UNIONS EFFECTIVENESS	FREQUENCY	PERCENTAGE
VERY EFFECT	1	5.6
EFFECTIVE	9	50.0
FAIRLY EFFECTIVE	4	22.2
INEFFECTIVE	4	22.2
Total	18	100.0

Source; survey data June 2011

The study revealed that 5.6% of respondents said the union is very effective, where as 50%, 22.2%, 22.2% rated the union as being effective, fairly effective and ineffective respectively. Over 75% of respondents confirmed that the union is effective. This is an indication that the reasons for which employees join the union such as greater bargaining power, increase in salaries and to make their voice heard etc. have been met.

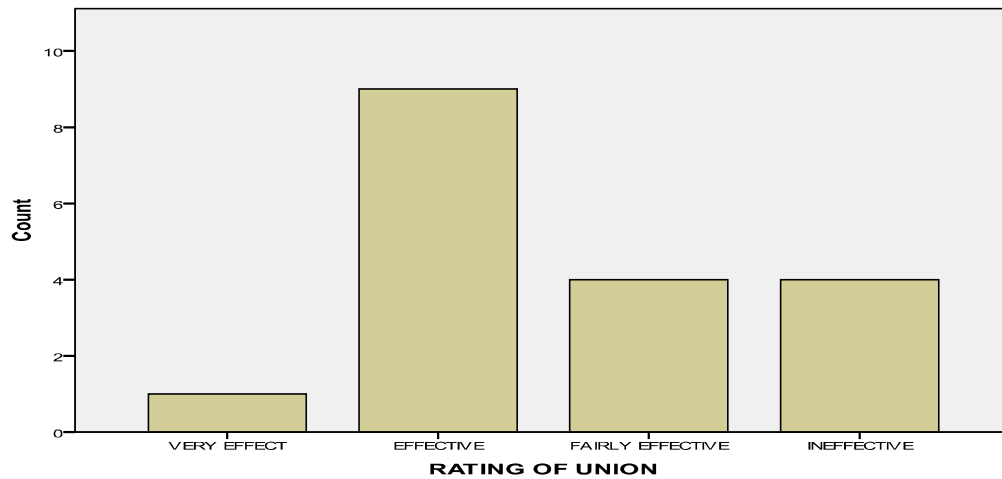


Fig.4.2 is a simple bar chart depicting how the union was rated with regards to its effectiveness.

4.4. 3 Knowledge about union’s policies

Table 4.7 represents how many of the unions policies respondents were aware of.

HOW MANY UNION POLICIES ARE YOU AWARE OF	FREQUENCY	PERCENT
1	9	50.0
2	2	11.1
3	1	5.6
4	2	11.1
5 AND ABOVE	3	16.7
Total	17	94.4
NONE OF THESE	1	5.6
Total	18	100.0

Source; survey data June 2011

The study revealed that out of the 18 respondents; 9 were aware of just one of the unions policies, 2 were aware of 2 policies where as 1 and 3 were knowledgeable of 3 and 4 policies

respectively. However 3 persons had an idea of 5 and more union policies and just 1 person never had an idea of the union's policies.

This indicates that the perception that trade unions usually do not exist in private sector organizations is false.

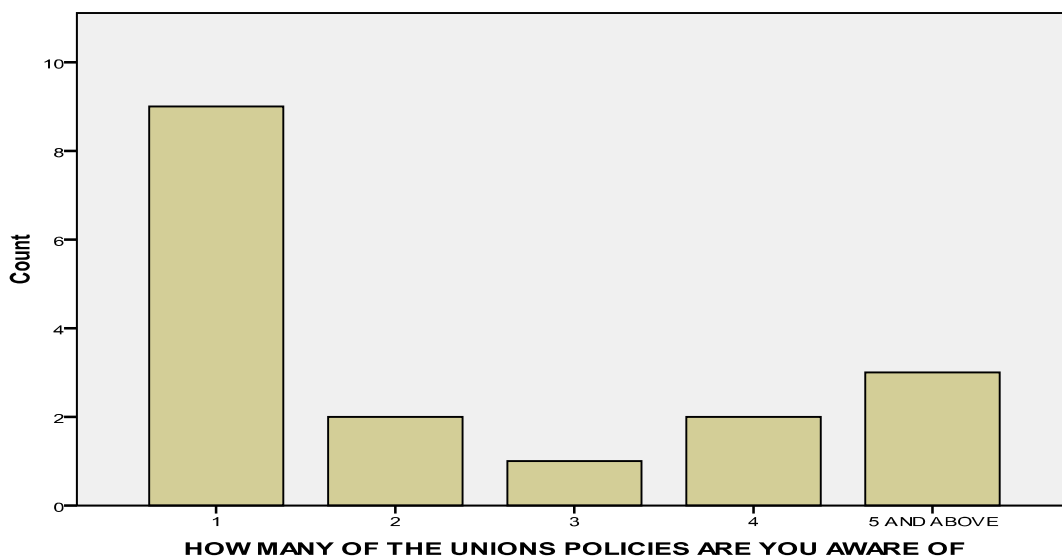


Fig.4.3 is a simple bar chart depicting how many of the union's policies respondents were aware of.

4.4.4 How well union’s policies address the welfare needs of respondents.

Table 4.8 represents how well the union’s policies address the welfare needs of respondents

HOW WELL DO THE POLICIES ADDRESS YOUR WELFARE NEEDS	FREQUENCY	PERCENT
NOT WELL	5	27.8
WELL	4	22.2
FAIRLY WELL	5	27.8
VERY WELL	4	22.2
Total	18	100.0

Source; survey data June 2011

The above frequency table explains that out of the 18 respondents, 5 said the unions policies didn’t address their welfare needs well whereas 4, 5 and 4 rated the unions policies addressing their welfare needs as well, fairly well and very well, respectively.

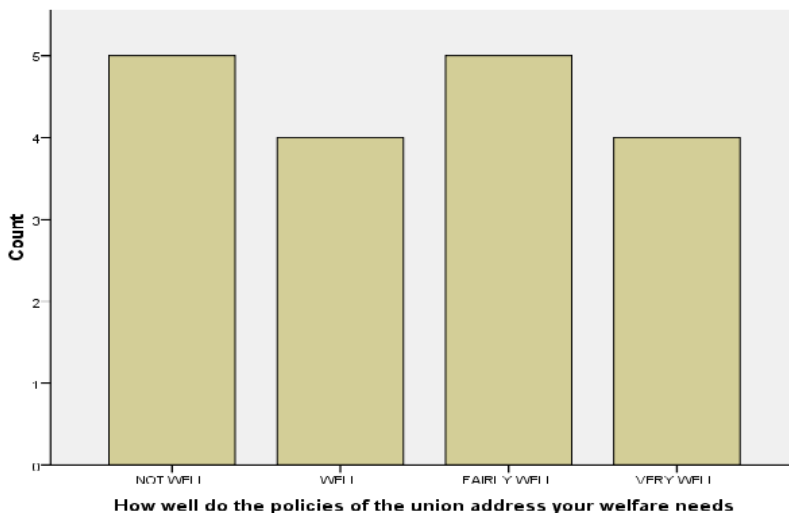


Fig.4.4 is a simple bar chart depicting how well the union’s policies addresses the welfare needs of respondent.

4.4.5 Which of the union's policies is most beneficial?

Table 4.9 represents which of the union's policies is most beneficial to respondents

MOST BENEFICIAL POLICY	FREQUENCY	PERCENT
CHILD SUPPORT FUND	1	5.6
HOUSING	1	5.6
EDUCATION / TRAINING	5	27.8
CREDIT AND LOANS	7	38.9
PENSION BENEFITS	1	5.6
FUNERAL SUPPORT	1	5.6
HEALTH	2	11.1
Total	18	100.0

Source; survey data June 2011

The above frequency table explains that out of the 18 respondents, 7 preferred the credit and loans policy over all the other policies, hence that becomes the most beneficial policy for respondents. However 5 preferred the education/training policy, 2 for the health policy and 1 each for the child support, housing, pension benefits and funeral support policies.

The rest of the policies: thus insurance, end of year bonuses, legal support and transportation policies recorded 0 respondents.

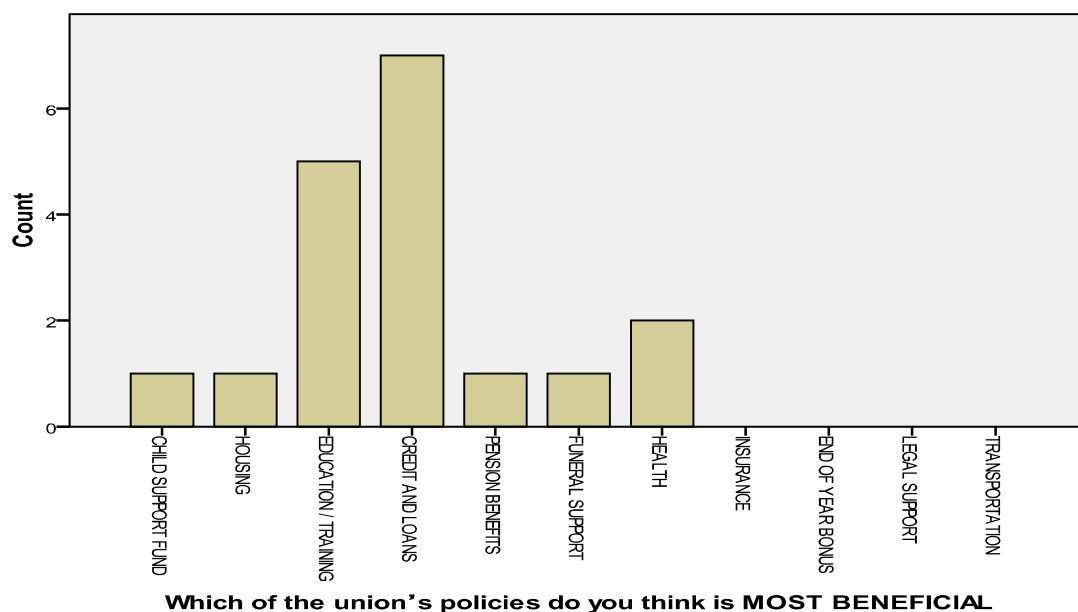


Fig.4.5 is a bar chart depicting which of the union's policies is most beneficial to respondents.

4.4.5 How many of the union's policies have you benefited from?

Table 4.10 represents responses of respondents on how many of the union's policies they have benefited from.

POLICIES BENEFITED FROM	FREQUENCY	PERCENT
1	6	33.3
2	4	22.2
3	3	16.7
Total	13	72.2
NONE OF THE ABOVE	5	27.8
Total	18	100.0

Source; survey data June 2011

The above frequency table explains that out of the 18 respondents, 6 had benefited from just one of the union’s policies and 4 and 3 had benefited from 2 and 3 policies respectively. Also respondents on the other hand had never benefited from any of the unions policies

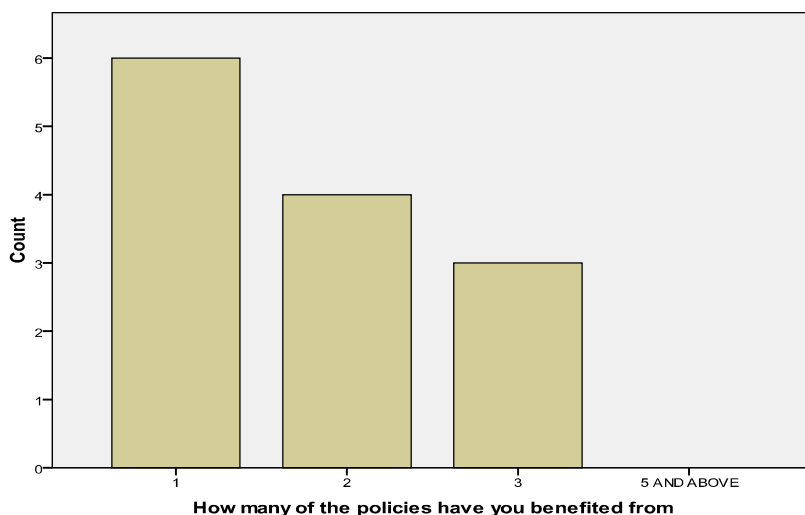


Fig. 4.6 is a bar chart representing the number of policies respondents have benefited from.

4.46 How would you rate the union’s performance in addressing grievances?

Table 4.11 represents responses of respondents on the performance of the union in addressing employee grievances

ADDRESSING GRIEVANCES	FREQUENCY	PERCENT
VERY EFFECT	1	5.6
EFFECTIVE	4	22.2
FAIRLY EFFECTIVE	8	44.4
INEFFECTIVE	5	27.8
Total	18	100.0

Source; survey data 2011

The above frequency table reflects how respondents rated the union as to how they address grievances. 8 persons making up 44.4 % of the respondents said the union was fairly effective in addressing grievances where as 5.6% said they were very effective, 22.2% said the union was effective and 27.8 % said they were ineffective. Thus 1, 4 and 5 respondents said the union was very effective, effective and ineffective respectively. This is an indication that employer’s tactics that is union busting have no significant effect on union formation or its existence.

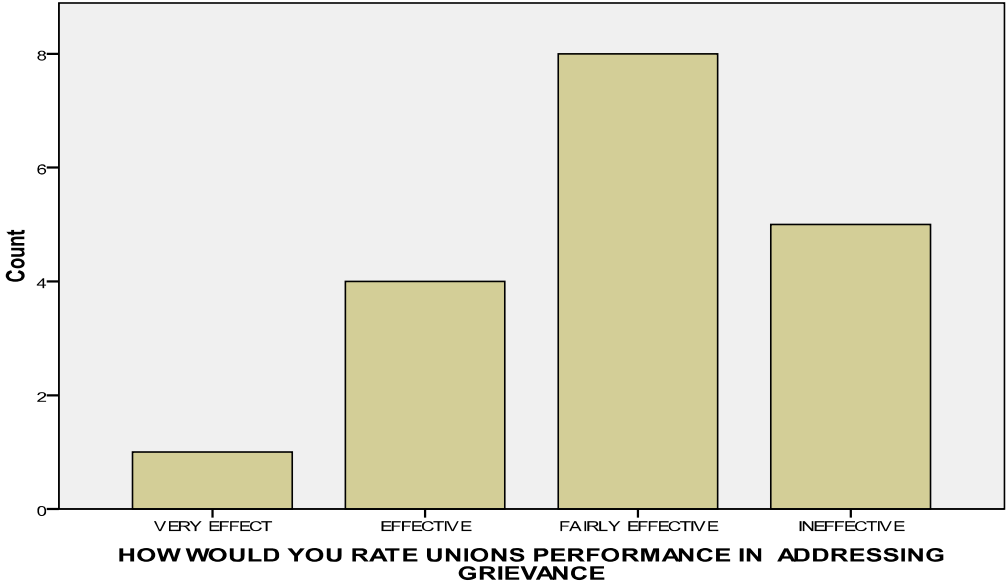


Fig.4.7 is a bar chart representing how respondents rated the union as to how they addressed grievances

4.5 EMPLOYERS REACTION TOWARDS UNION

4.5.1 How often do union executive compromise to management

Table 4.12 represents respondents view on how often union executives compromised their stands to management.

HOW OFTEN DO UNION EXECUTIVES COMPROMISE	FREQUENCY	PERCENT
NEVER	4	22.2
NOT OFTEN	4	22.2
OFTEN	3	16.7
ALL THE TIME	7	38.9
Total	18	100.0

Source; survey data June 2011

The study revealed that 22.2% representing 4 respondents said union executives never compromised to management and another 22.2% also representing 4 respondents said executives do not often compromise to management whiles 3 respondents thus 16.7% said union executives often compromise to management. However the majority making up 38.9% representing 7 respondents said union executives compromised to management all the time. The response also is a clear indication that managements influence during negotiations for wages or better working conditions is a major problem the union faces.

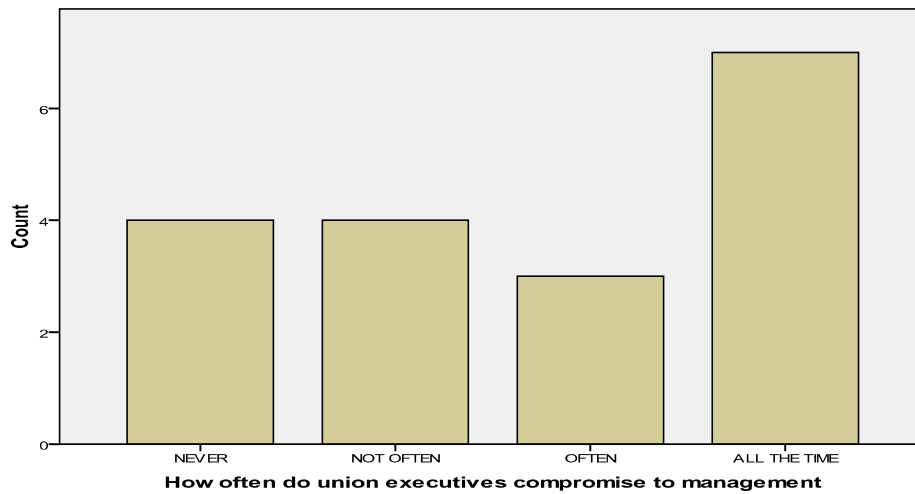


Fig.4.8 is a bar chart representing respondents responses on how union executives compromise to management.

4.5.2 What do employers use to threaten union executives?

Table 4.13 represents respondents responses on what employers use to threaten union executives

HOW ARE UNION EXECUTIVES THREATENED	FREQUENCY	PERCENT
DEMOTION	1	5.6
TRANSFER	6	33.3
TERMINATION	6	33.3
ALL THE ABOVE	1	5.6
NONE OF THE ABOVE	4	22.2
Total	18	100.0

Source; survey data June 2011

The study revealed that out of the 18 respondents; 5.6% representing 1 respondent said employers threatened union executives using demotion and 33.3 % also representing 6 persons chose transfer as a means employers used to threaten union executive.

Another 33.3 % also representing 6 persons said employers threatened with termination and 22.2% representing 4 respondents claimed none of the listed threats provided by the researchers was used by employers to threaten union executives. However 1 respondent thus 5.6% said all the listed threats were employed by employers. As described by Martin Jay Levitt in his book Confessions of a Union Buster, that union busting is forever going to be a part of a private organization, the responses depicts indeed that union busting existed in the organization.

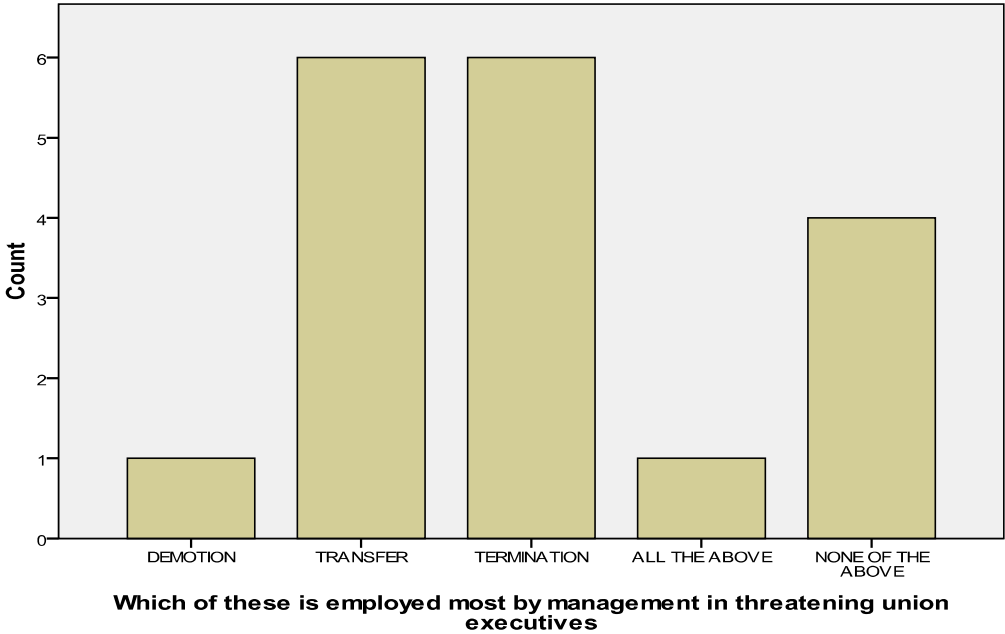


Fig.4.9 is a bar chart representing respondent’s responses on what is used by employers in threatening union executives.

4.6 MEMBERS SATISFACTION TOWARDS UNIONS

4.6.1 Are members involved in policy making?

Table 4.14 represents respondent's responses on whether or not members were involved in the policy making process of the union

ARE MEMBERS INVOLVED IN POLICY MAKING	FREQUENCY	PERCENT
YES	12	66.7
NO	6	33.3
Total	18	100.0

Source; survey data June 2011

The study revealed that 66.7 % representing 12 respondents agreed that members were involved in the decision making process of the union while 33.3% representing 6 respondents said no.

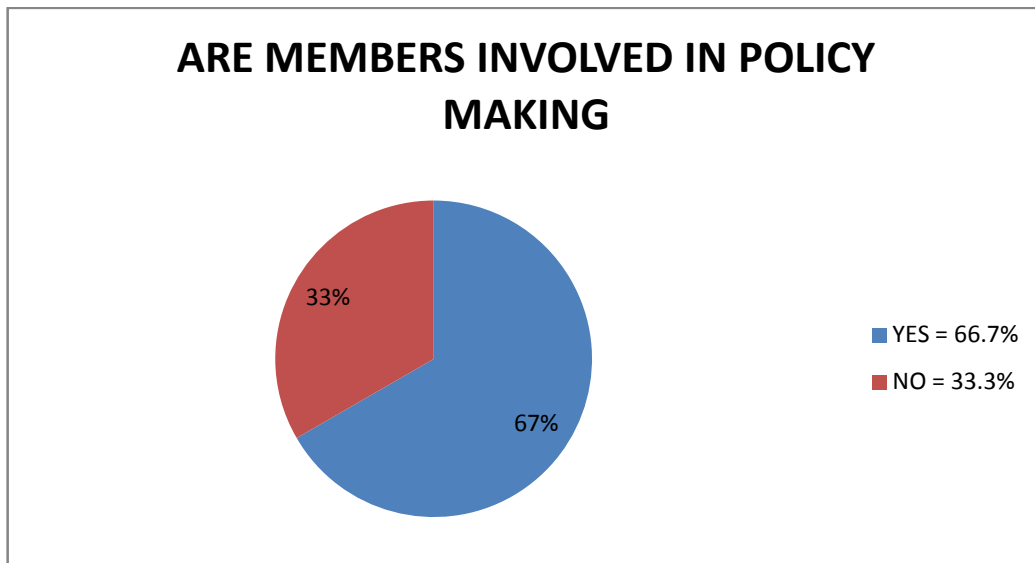


Fig.4.10 is a pie chart representing respondent's responses on whether they are involved in the policy making process of the union.

4.6.2 How satisfactory is the union's performance

Table 4.15 represents respondent's responses on how satisfied they are with the union's performance

SATISFACTORY RATE	FREQUENCY	PERCENT
NOT SATISFACTORY	8	44.4
SATISFACTORY	6	33.3
VERY SATISFACTORY	4	22.2
Total	18	100.0

Source; survey data June 2011

The above table explains that 44.4% of the 18 respondents were not satisfied whereas 33.3% were satisfied by the union's performance and 22.2% were very satisfied.

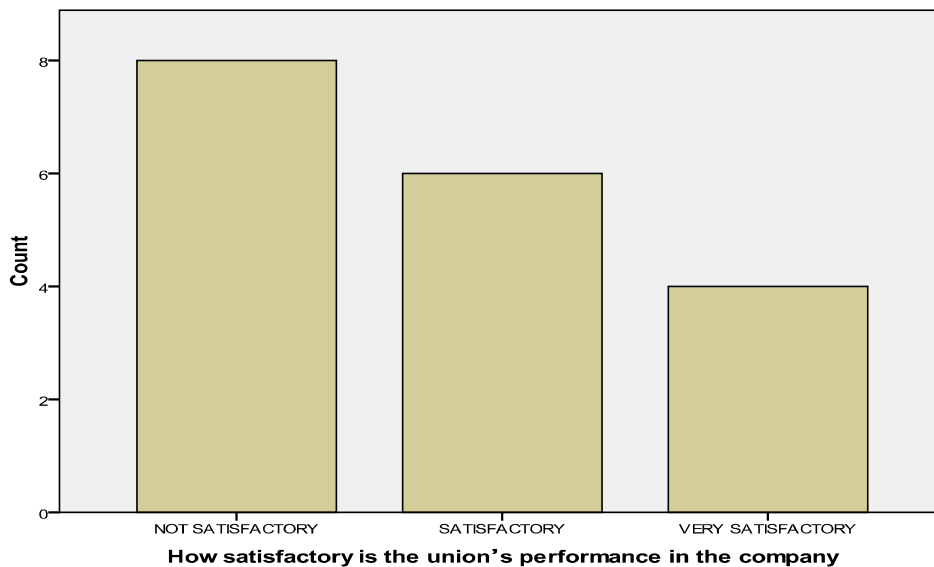


Fig.4.11 is a bar chart representing respondent's responses on how satisfied they are with the union's performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents a summary of the findings, conclusions and finally makes recommendations in respect of future study.

5.2 SUMMARY OF FINDINGS

- The study revealed that the company's union had made an impact on members as far as respondents are concerned.
- The impact has been significantly effective than earlier anticipated by the researchers.
- Most employees between the ages of 21-30 were the inactive members.

Upon further interviews with union executives, the researchers realised that these group of workers had worked in the organisation for less than five years.

- The study revealed that though most members were inactive, they were aware of at least one of the union's policies and had benefited from at least one of such policies in one way or the other.
- In respect of satisfaction with the union, respondent's responses revealed that though the union did not address their welfare needs as they expected, they were satisfied with the union's performance considering employers responses to union activities.
- Respondents also revealed that union executives often compromised to management and this affected the way they addressed employee grievances.

Interviews conducted also revealed that employers indulge in union busting to:

- Remain the sole authority in the organisation.
- To prevent bureaucracy in the formulation and implementation of decisions within the organisation.

5.3 CONCLUSION

The conclusion of the study can be of relevance when it is perceived in respect of the research questions posed.

To assess the impact of Trade unions on employees, there has been a positive impact. Though it might be generally insignificant as compared to that of trade unions in the public sector, it has to be admitted that private sector unions are laying down structures to strengthen their operations against all odds and knock out tactics posed to them by employers.

5.4 RECOMMENDATION

Upon the findings of the study, the following are recommended

- Union executives should organise educational seminars periodically for members to ensure that dissemination of information to both new and existing members is adequate to promote the welfare and the effectiveness of the union.
- With 33.3% of the respondents stating that they have no involvement in policy making of the union, it is recommended that the union executives should devise strategies to ensure the involvement of all members in policy making in future. Such strategies could include the use of emails, questionnaires, memos etc.

- It is highly recommended that union executives focus on policies such as the credit and loans and education/training programmes where members responded favourably to, to ensure continuous member participation
- It is also recommended that a future study be conducted on how to incorporate contract workers into trade unions

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APPENDIX

THE IMPACT OF TRADE UNIONS ON EMPLOYEE PERFORMANCE

A CASE STUDY OF MTN GHANA, KUMASI

This questionnaire is to help access the impact trade unions have on employees in the private sector and how they help solve problems employees encounter at the work place.

All information provided shall strictly be held confidential as the information is for academic purpose only.

QUESTIONNAIRE

Please tick () where appropriate

SOCIO-DEMOGRAPHIC BACKGROUND

1. AGE

- 21-30 ()
- 31-40 ()
- 41-50 ()
- 51-60 ()

2. LEVEL OF EDUCATION

- BASIC ()
- SECONDARY ()
- TECHNICAL ()
- TERTIARY ()
- NON FORMAL EDUCATION ()

3. HOW LONG HAVE YOU WORKED IN THE COMPANY?

4. PLEASE TICK

SENIOR STAFF ()

JUNIOR STAFF ()

POLICIES OF TRADE UNIONS IN ADDRESSING EMPLOYEE'S WELFARE

5. Are you aware of the presence of a trade union in your company?

YES ()

NO ()

6. How would you rate the effectiveness of the trade union in your company?

VERY EFFECTIVE ()

EFFECTIVE ()

FAIRLY EFFECTIVE ()

INEFFECTIVE ()

7. How many of the union's policies are you aware of?

• 1 ()

• 2 ()

• 3 ()

• 4 ()

• 5 and above ()

8. How well do the policies of the union address your welfare needs?

NOT WELL ()

WELL ()

FAIRLY WELL ()

VERY WELL

9. Which of the union's policies do you think is MOST BENEFICIAL to the members of the union?

- CHILD EDUCATION SUPPORT FUND ()
- HOUSING ()
- EDUCATION/TRAINING ()
- CREDIT AND LOANS FACILITY ()
- PENSION BENEFITS ()
- FUNERAL SUPPORT ()
- HEALTH ()
- INSURANCE ()
- END OF YEAR BONUS ()
- LEGAL SUPPORT ()
- TRANSPORTATION ()

10. How many of the policies have you benefited from?

- 1 ()
- 2 ()
- 3 ()
- 4 ()
- 5 and above ()

11. How would you rate your union's performance in addressing grievances?

VERY EFFECTIVE ()

EFFECTIVE ()

FAIRLY EFFECTIVE ()

INEFFECTIVE ()

EMPLOYERS ATTITUDE/REACTION TOWARDS UNION

12. How often do union executives compromise to management?

NEVER ()

NOT OFTEN ()

OFTEN ()

ALL THE TIME ()

13. Which of these is employed most by management in threatening union executives?

DEMOTION ()

TRANSFER ()

TERMINATION ()

All of the above ()

None of the above ()

MEMBERS SATISFACTION TOWARDS UNION

14. Are members involved in the policy making process of the union

YES ()

NO ()

15. How satisfactory is the union's performance in the company?

Not satisfactory ()

Satisfactory ()

Very satisfactory ()

16. What recommendations do you suggest to the union?

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