



**EMPLOYEE SATISFACTION WITH UNION
REPRESENTATION AT
A SELECTED SOUTH AFRICAN UNIVERSITY OF
TECHNOLOGY**

By

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ABSTRACT

Komsı (2010: 7) identifies three reasons for workers joining a trade union. The first motive is to better know workers' rights, the second is because of belief in collective action and the third is to promote the interest of one's self and co-workers.

The Durban University of Technology (DUT) has three trade unions on campus, i.e., TENUSA, NEWAHU AND NTEU. Each trade union representatives, known as shop stewards, face the difficulty of having to support two, roles i.e., (i) the role of either a lecturer, administrator or administrator support and (ii) that of a shop steward/executive member. The trade union representatives are elected at an Annual General Meeting (AGM) for a period of between one and three years and expected to perform union activities over and above their own job functions and responsibilities.

The aim of this study was to survey employee satisfaction with union representation at a selected University of Technology. The objectives of the study were to determine whether union members are happy with union representation of their interests to identify the areas of representation that is lacking and to recommend ways in which worker interest can be improved.

The population consisted of all full-time staff members of the Durban University of Technology. These included academics, academic support and administrative support staff; male and female; of diverse race groups; working on all seven campuses of the University.

The initial sampling method used for this study was stratified systematic because the population comprised of distinctly different categories of workers and each category was sampled separately to ensure that it was equally represented. The researcher used questionnaires as the data collection tool. The following factors were taken into consideration in determining the best possible way of distributing the questionnaires: the large sample size of 620 staff that needed to be surveyed and the wide geographic spread of the selected sample elements.

To facilitate easy collection the researcher opted to use Microsoft Forms as the data collection tool. Microsoft Forms is a lightweight, simple tool that allows you to easily construct a form, collect real-time responses, and display automated charts to show your data. You can create a form in minutes, no training needed and respondents can fill it out on any browser without downloading a separate app. After numerous follow-up attempts, the response rate was still very low requiring the researcher to conduct a purposive / convenient sampling method targeting all unionised staff.

The study found that the members surveyed were very satisfied with the effectiveness of their unions. Members indicated that union officials were available as soon as you needed them; gave members a choice in how the union works; kept their members updated and treated complaints properly. Members were satisfied with the membership fees and were actively involved in electing their union leadership. Notwithstanding, the fact that there was overall satisfaction by the members survey, the researcher provided recommendations on each of the areas that received a minimally negative rating.

DECLARATION

I declare that this dissertation titled “Employee Satisfaction with Union Representation at A Selected South African University of Technology” is my own independent work and this work has not been previously submitted for any other degree or examination to any other university. Where other sources have been used, they are acknowledged and given explicit reference.

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DEDICATION

Dedicated in memory of my late dad, my mum, who instilled in me such good qualities of being a woman, my sister and brother, my two kids to the one man who stood by me and taught me the importance of knowledge and education.

This study is especially dedicated to Dr N Sentoo who has been my pillar of strength and to my two kids (Preshan Govender and Preleen Govender) to motivate them to continue in my footsteps.

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My supervisor, Prof. JK Adam, for her time, patience, understating and constructive criticism, during the preparation of this thesis.

To my mum and kids for their sacrifice and support so that I could have a better education and career at DUT. Special thanks to my children for being by my side and supporting me. To my family and friends thank you for all the support through the years of my study. Thank you to the Durban University of Technology staff who sacrificed their valuable time by answering the questionnaire on which my study was based.

A special thank you to Dr Theresa Anne Davies, Mrs Lana-Anne Brady, Mr Mike Immelman, The Late Mr Angath Morley and Dr Graham Meyers who has always motivated me to pursue my studies.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

In terms of the Labour Relations Act (LRA) 66 of 1995 every employee shall have the right to engage in trade union creation and to join a trade union subsequent to the relevant labour union constitution. Workers have a right to participate in the union's lawful activities. They may also be elected as office bearers or trade union representative (Labour Relations Act 66 of 1995). According to Fiorito et al. (1998: 294) most of the studies on unions have focused on intent to join unions and member voting behaviour. Very limited research has been done on union member satisfaction.

According to Chawla (2018: 206), unions are built on a number of principles: firstly, participation in strikes, marches, protests and workplace gatherings (group involvement) is an indication of a workplace social equality. Gall and Fiorito (2016), state that the strength, vigour and capacity of the labour union to survive is largely derived from the willingness of members to engage in labour union matters; secondly, employees only engage in labour union events if they believe that union engagement can assist them to accomplish vital human, communicative (emotional and representative) and instrumental goals; thirdly, labour union participation as a communal opinion mechanism will have a strong impact on the behaviour of the workforce (their output, nonattendance and revenue) within an company, i.e., involvement in labour union actions has an impact on the performance of employees in the place of work.

In the light of the above beliefs, the researcher revisited the researchers' formative work in the area of union involvement in an effort to disclose/identify the fundamental dynamics of interactions concerning three principles – union involvement/labour union involvement, precedent conditions leading to such participation and effectiveness of the worker behaviour (WBE). Specifically, the researcher tried to explain thoroughly the complex essence of labour union activity and to identify and be more familiar with factors that inspire engagement in labour union actions in the current situation.

Union engagement can be understood as union leaders' personal involvement in their local labour organization's operations. In the words of Glick et al. (1977,150), involvement in the labour union reveals "membership, and the needs of members to influence union decisions." Labour union activity refers to the engagement of participants in collective intervention, in certain labour union-associated undertaking (McShane, 1986), which are closely linked to the successful functioning of a union (Sverke and Kuruvilla, 1995).

Therefore, this study sought to fill the gap by exploring the issue of union satisfaction at the Durban University of Technology. It will add to the limited existing knowledge on employee representation and satisfaction. Most of the studies conducted on union representation have been in the form of speculative essays and interpretations or have considered union satisfaction within broader studies of membership attitudes and behaviour (Fiorito et al.1998: 295).

1.2 Background of the Study.

Since its inception in 1996, the South African Labour Relations Act 66 of 1995 (LRA), has contributed to profound revisions to South Africa's job relationship. It has also given rise to constitutional rights such as the right to strike, freedom of association and equality (Venter, 2017: 221).

Heald (2016: 1) indicates that employee's requirement and expectation of collective bargaining is that its purpose is to reach a fair deal on the minimum wages and terms and conditions of employment at an organisation that will lead to the satisfaction of fundamental human needs. Furthermore, the collective bargaining process should create monetary value for union members and working conditions that are conducive to better productivity. Secondly, the goal should be to engage in negotiation process with the organisation to achieve satisfaction of fundamental human needs and improve living conditions.

Poole (1992) presented a more comprehensive classification of industrial democracy where he presented six different forms: Worker self-management; Producer co-

operatives; Co-determination; Worker councils; Trade union actions and Shop floor programmes.

Clegg (1960: 113) provided a new approach to industrial democracy defined as a process that provides mechanisms for protecting the rights and safe guarding the interests of industrial workers. This amounts to a model of pure simple labour unionism.

According to Summers (2000: 7), during the 1940s, the value of industrial democracy began to be expressed in a correlative form in the concern for democratic processes within unions. Much effort was placed on studying the extent to which unions deprived their members of basic democratic rights. Further studies looked at the question of "why should unions be democratic?" The results were that it speaks for the worker, makes choices of policy that affects the worker, negotiates contracts that binds the worker, helps makes laws in processing grievance acts and in settling grievances. It is also the workers economic protector.

1.3 Problem Statement

According to Fiorito et al. (1988: 294) most of the studies on unions have focused on intent to join unions and member voting behaviour. Very limited research has been done on union member satisfaction. Job satisfaction and other attitudes linked to the theory of expectancy centred on worker attitudes on unionisation. Most of the studies conducted on union representation have been in the form of speculative essays and interpretations or have considered union satisfaction within broader studies of membership attitudes and behaviour.

A limited study by Mirvis and Harder (1977) as cited in Fiorito et al. (1988: 295) found that union satisfaction was closely linked to member assessment of the quality of the union relationship with its members in terms of: its readiness to listen to member concerns and provide feedback and member perceptions of the degree of union leadership influence and effectiveness in dealing with management.

Therefore, this study sought to fill the gap by exploring the issue of union satisfaction at the Durban University of Technology. It will also add to the limited existing knowledge on employee representation and satisfaction.

1.4 Aim, Objectives and Research Questions

1.4.1 Aim

The aim of this study was to investigate the level of satisfaction/dissatisfaction with union representation of workers interests at the Durban University of Technology.

1.4.2 Objectives

The objectives of this study were:

- To determine whether union members were satisfied with union representation of their interests.
- To identify the areas of representation that were lacking.
- To recommend ways in which worker interest can be improved.

1.4.3 Research Questions

Are union members satisfied with union representation of their interests?

What areas of representation were lacking?

Which areas of representation were satisfactory?

1.5 Significance of the Study

This study will fill the gap by exploring the issue of union satisfaction at the Durban University of Technology. It will add to the limited existing knowledge on employee representation and satisfaction. It will also provide an opportunity for unions to evaluate their worth in terms of worker representation and effect changes where necessary.

1.6 Delimitations of the Study

This study focused on full time permanent workers at Durban University of Technology (DUT). The study was limited to one geographic area and only one higher education institution, therefore, it cannot be generalised to all University of Technologies or the higher education sector in general.

1.7 Layout of the Research Report

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

This chapter included the background to the study, research problem, aims and objectives.

CHAPTER 2: LITERATURE REVIEW

This chapter presents a review of relevant literature on the areas of collective bargaining, labour legislation, union representation and member satisfaction.

CHAPTER 3: RESEARCH METHODOLOGY EMPLOYED IN THE STUDY

This chapter explains the research methodology. The population is described, the sampling method explained, the data collection defined and the process of analysis explained.

CHAPTER 4: RESULTS AND DISCUSSION

In this chapter, the data collected from the survey is presented, analyzed and discussed with the use of figures, tables and narration.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusions of the study and recommendations based on the results.

1.8 Conclusion

The topics presented in this chapter included the introduction, background to this study, problem statement, the aims and objectives, and delimitations. This chapter provided the context within which the study is based. The next chapter focuses on a comprehensive literature review on the area of Employee satisfaction with union representation at a selected South African University of Technology.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the literature that the researcher consulted with in this area of study. According to Creswell (2014: 25) a literature review provides insight into ways in which the researcher may restrict the scope to the area of inquiry required. It shares the results of other studies that are closely related to the one undertaken, filling in the gaps and extending previous studies with the reader. A review of the literature serves as a terrain "map" or "maps." By studying previous studies on a specific subject, one learns not only the maps and "guidebooks," but also the "itineraries," which is the various ways people have travelled this environment.

This chapter reviewed related knowledge obtained from textbook data, Labour Relations Act, articles and relevant journals. This chapter covers a review of relevant literature on the areas of collective bargaining, labour legislation, union representation and member satisfaction.

Whilst there is a significant amount of research in the area of unionisation, there are very limited studies specifically on employee satisfaction with union representation.

2.2 What Is Collective Bargaining?

According to Heald (2016: 1) collective bargaining is a tool used to enter into negotiations between an employer and the employee's representative's, i.e., unions regarding salary negotiations for better living, conducive working environment, conditions of service, create monetary value for trade union members, an enterprise that will lead to the satisfaction of fundamental human needs.

Jensen (1963: 546) debates that collective bargaining has endured misconduct or misrepresentation in some areas, but minimal failures of this nature do not make collective bargaining obsolete. However, the truth remains that if we want equality

of private decision-making in the employment relationship, there is no adequate alternative for collective bargaining. It should be stressed that collective bargaining is a private two-party decision-making process, and that no other method of governance and rule-making can achieve what collective bargaining does in a free and democratic society. Opponents have always been in collective bargaining.

While collective bargaining still has enemies of its own, they are not our primary concern. It also has enemies which are unwitting. Among them are those employers who believe that collective bargaining is an annoyance, and who seek to apprehend unions or devise ways to weaken or avoid them.

According to Jensen (1963: 546) there are many naive rivals such as economists who find collective bargaining troublesome. They see it as an obstacle to the economy's proper functioning. They see it as a monopoly mechanism which distorts the "natural" economic relationships. If the mechanism is forced to shift, the basic principles of the collective bargaining mechanism as we know it, namely, private decision-making and employers' and employees' participation will be lost. We must acknowledge that collective bargaining is not a tool to resolve all problems in the universe of industrial relations.

The union works on the basis of business, much like the company. Both pursue their own economic interests. In a given situation the purpose for the existence of the union is to gain the most for its members. There's a real interdependence between the parties. Everyone has to have the other. Although they have disagreements that lead to work stoppages, the partnership is not considered terminated by either party and they try to change their differences. Both of these are limited by the requirement to keep the company going (Jensen 1963: 549).

Employee involvement and participation in the workplace has attracted growing attention in management practise and theory for the past 25 years. This is attributed to three trends. Firstly, there has been a lowering of the centre of gravity for collective bargaining systems to an enterprise focus. Secondly, the interest in employee voice has been enhanced to improve organisational efficiency. Thirdly, the representation

gap emerged in most countries as a result of declining membership of the Union (Barnes, MacMillan and Markey 2019: 566).

The authors and topics reviewed in this section set the context in which unions function within organisations. The area under study is based on the operations of a union within a higher education institution.

2.3 Labour Legislation

Labour Relations Legislation has been introduced to specifically ensure that labour is provided with proper conditions of employment. Where no legislation is present, the common law applies. Labour Law must at all times protect workers in the workplace. Labour Legislation must provide for freedom of association, freedom from victimisation and the right to engage in labour action. In addition, there should be promotion of labour peace, dispute settlement procedures and protection from unfair practices (Bendix 2015).

The South African Labour relations Act (LRA) 66 of 1995 has been introduced to ensure that all workers' rights are protected. The LRA ensures that labours conditions of services are not contravened in any way that could prejudice the workers.

2.3.1 South Africa: Labour Relations Act 66 of 1995.

The purpose of the South African Relations Act 66 of 1995 as amended, exists to promote trade and industry growth, social justice, labour harmony and the democratisation of the place of work by achieving the main objectives of this Act, making the constitutional rights granted effective and controlled by Article 23 of the Constitution; to bring impact to the responsibilities sustained by the Republic as a member state of the International Labour Organisation; to have a structure where all employees and their trade unions, workers and employers' organisations will be able to negotiate collective bargaining to decide wages, conditions of employment and other matters of mutual interest; the formulation of industrial policy; the promotion of orderly collective bargaining; collective bargaining at the sector level; participation of

employees in decision-making at the workplace; and effective resolution of labour disputes.

This Act does not apply to members of the National Defence Force and the State Security Agency.

Post 1994, the Labour Relations Act 66 of 1995 brought about major revisions to the relations of employment in South Africa. It gives influence to constitutionally entrenched rights such as the right to strike, freedom of association and equality. Most significantly, it provides a full framework of trade union organisational rights and enables effective collective bargaining in the workplace. Organisational rights are crucial precursors to collective bargaining. The Act also provides for the privileges of representative unions in terms of access to the premises of the employer, deduction of union dues, recruitment of labour union members and leave for trade union activities and right to use to information (Venter 2017: 220-221).

Any collective bargaining agreements internationally and nationally cannot supersede legislation regulating employment. Since this study deals with union representation a review of the relevant legislation in South Africa, namely, The Labour Relations Act 66 of 1995 is presented to highlight the legal context.

2.4 The Role of Unions and why do workers join Unions

In addition to the traditional roles of unions, Bradley (1994: 41) summarises that Unions must see their members as their clients and unions should become a 'one-stop shop' for advice and action on all issues that impact the well-being of members at work and at home. Some of these programs provide "free financial assistance customised to customers in individualized bundles and concessions, special mortgage interest rates, insurance, and holiday deals as well. Unions must understand that members have specific expectations and should not presume that more benefits at work are the only thing members want.

Vaid (1965: 209) as cited in Mythily (2014: 15) emphasises that, in addition to the different systems of an employee's setting, the labour union is ideally positioned to meet all or most of the requirements of the employees. It is an institution of society

that makes available a process by which workers maintain respect for others, establish comforts and economic protection, freedom and power of their individual dealings and knowledge of the powers of employment in the world and dignity. If an employee is of the opinion that the labour union can assist him/her in this way, he / she is expected to enrol in the union. The worker will join the union if confronted with a choice between unions which will give him or her the most of what he / she wants.

According to Komsı (2010), there are various explanations why workers enter labour unions with the most important being economic incentives and other benefits provided by the trade unions. Union membership is also seen as protection against uncertainty and is viewed as supporting the vulnerable.

Komsı (2010: 7) identifies three motives for workers joining a trade union. The first motive is to better know workers' rights, the second is because of belief in collective action and the third is to promote the interest of one's self and co-workers.

The assertions by Komsı (2010: 7) are further echoed by Haberfeld (1995: 657-658) who identifies the following six factors for workers joining trade unions:

- Unions offer employees with a common voice in conversing with employees to counter causes of unhappiness.
- Work-related utility consideration suggests that employees form part of a labour union to achieve work stability and better conditions of employment. Employees expect a labour union to provide them with social and economic benefits (Haberfeld 1995: 657-658).
- Workers also anticipate union membership to increase their non-work assistance such as health insurance and life insurance, credit cards and legal aid, all lower than market linked rates. This is so because workers find these commodities and services attractive.
- Workers also join trade unions regardless of their political views because in any country many labour unions are affiliated with political parties.

- Workers place a value on collective action and believe in employee's solidarity and join unions because they perceive trade unions as an effective instrument for collective action (Haberfeld 1995: 657-658).
- The decision to join a union is influenced by work-related and individual variables. The variables are gender, race, age, education and certain characteristics related to the work, such as unit size and industry. Race could be a conduit for a common speech in an environment of hostility or discrimination (Haberfeld 1995: 657-658).

According to Visser (2002: 406), there are two reasons the unions are not attracting members. Firstly, labour unions' failure to provide the essential goods staff want and, secondly, they do not uphold the standard or values and concepts which ensure adequate membership levels.

Naukrihub.com (2019) highlights the following important factors that influence workers to join unions:

a) Greater bargaining power

Employee possesses very little individual bargaining power, compared to that of the employer. If the employee is not satisfied with the wage, he or she can leave the job. It is, therefore, impracticable to frequently resign when one is dissatisfied. The worker's best choice is to enter a union and can take action against the employer to resolve the discontent. A union's fact or threat of strike is a powerful weapon that most frequently forces the employer to comply with the employees' requests for better working conditions.

b) Minimize discrimination

Decisions are highly subjective in nature in terms of pay, work, transfer, promotion etc. The personal relationships between the supervisor and each of his subordinates can have an impact on the management. A labour union can compel the employer's to create organisational procedures that are not

subjective in nature, eliminates the chances of favouritism and discrimination. (Naukrihub.com 2019).

c) Sense of security

Employees become unionised for the reason that they believe the labour unions can provide proper insurance with respect to income insecurity, accident, injury, disease and unemployment.

d) Sense of belongingness

Workers/employees join a labour union because their co-workers are members of a labour union. This gives current employees the opportunity to discuss their problems with the labour union officials as a group. In addition the members of a labour union feel that they gain more respect in the “eyes” of their co-employees. (Naukrihub.com 2019).

e) Platform for expression

Workers have a human drive to share our feelings, ideas and opinions with others. Workers also want management to listen to them. Via the trade union, workers are able to transmit the feelings, ideas, complaints and opinions of the workers to management.

f) Betterment of relationships

Workers feel that unions are an important machinery for maintaining relationships between employers. Unions help improve industrial relations between management and employees by solving problems in a friendly manner (Naukrihub.com 2019).

This study aimed to examine the degree of satisfaction/dissatisfaction with the representation of workers' interests in the union. In order to achieve this aim it is significant to realise the role of labour unions and the expectations of workers in the workplace. The literature reviewed within this section clearly summarises the roles and expectations.

2.5 Union Membership

Labour unions are for employees. This determines their strength, resources, intent and benefits. These aspects are related by the objectives of protecting and enhancing the quality of life of members (mainly through their permanent jobs) and the influence of members over their everyday work and circumstances (mainly based on the working environment). Therefore, the first level of study for labour union efficiency usually relates to results, while the second order relates to the tools and processes used to obtain results (Gall and Fiorito 2016: 191).

Hu et al (2018: 965-967) using Hobfoll's, 1989 conservation of resources theory (COR) maintained that labour union instrumentality is an important motive why workers take part in union actions and become unionised to gain valuable means to deal with labour matters.

Bradley (1994: 41) conducted a study in two public sector organisations which found that labour unions continue to receive significant support. A majority of the staff conversed with were members and felt there was an urgent need for labour unions. The most common ground for criticism was that the union was impotent, inefficient and unable to accomplish that which it has sought out to obtain.

Trade unionism has an enormous effect on the lives of so many people around the world, but recent research also confirmed that membership in labour unions is decreasing in the Western world, including the EU. There have been many reasons for explaining the challenges faced in different parts of the world. One of these challenges is the social phenomenon of 'utalitarian individualism,' where people seek to maximize their own gains (Debono 2017: 1).

The more positive views of members of the union might be because they would have actually gained from trade unions through individual assistance or collective bargaining. Furthermore, union members may well have had more chance to get to know and appreciate the hard work of union officials in the working environment. Buttigieg, Deery and Iverson (2014) found that labour union officials are more inclined to join labour unions once they believe their membership would result in rewards.

According to Chawla et al (2018) there are some relevant questions that need to be considered. These are as follows:

- are leaders active in community life and work? ;
- will the labour unions have workable committees or processes to involve its members in an inclusive method? ;
- is the executives of the union supported by its members? ;
- Will the leaders agree with the philosophy of the Union or take a positive outlook in favour of the Union?

Furthermore, as members become unionised, unions appear to be much more open and accepting and responsive to the member's rights – they acquire more control, become more forceful, and can bargain with management effectively.

Frenkel and Kuruvilla (1999: 561) postulate that member commitment to the Union is influenced by member satisfaction. Labour union members are likely to protect their union because they see it as a source of fulfilment and if they perceive it as a source of gratification, they will continue to support their interests.

Labour unions are distinguished by two primary types of partnerships; internal partnerships relate to partnerships between the union members and their representatives, whereas external partnerships relate to partnerships between the union members and their staff. Internal partnerships are meant to address the demands of labour union members through practices that lead to member gratification and labour union recognition. External partnerships are supposed to improve the conditions of employment which promote member satisfaction and therefore union assurance.

Due to the declining number of people employed in the United States, a study exploring the effect of organised labour on the subjective well-being of American workers by Flavin and Shufeldt (2016: 171-184) found that being a union member

boosted the subjective well-being of the worker irrespective of demographic groups, gender, age or level in society.

According to Bradley (1994: 41-52) union members can be classified into five categories as follows:

a) Passive Members

Passive members can be explained in terms of the theory of oligarchy (a small group of people having control of an organisation) and is seen by left and right thinkers alike as an issue for unions. It postulates that leadership complacency helps officers and advocates usurp the mission and push their own aims forward. Labour union officials and government are increasingly worried about complacency, saying it is impeding effective resistance and strike disputes: there is a lot of complacency there. The members will promote resolutions but are ineffective when it comes to bringing issues forward. Several of them want the government to go out and do their dirty work for them. They criticize but they won't move to help themselves.

Many of the passive members are active with events that take place at work, such as voting or reading union newsletters, and being part of on-site labour meetings. Nevertheless, passive participation is characterized by an unwillingness to give up time and free time to be part of branch meetings or other outside of the workplace events. That does not automatically mean any animosity to the labour union's events.

b) Sleepers

Sleepers are the main believers of the tacit", are inactive and sympathise with union aims and values. They also describe themselves as "actively involved" The rationale for never being involved are lack of energy, lack of knowledge and needlessness. But others say they're able to "stand by the labour union," and take strike action, or get involved according to situations. Additionally, Bradley (1994: 41-52) explains that certain former-activists became sleepers. They identified themselves as "having completed their stint," as becoming exhausted from the "hassle" of what they referred to as "thankless work."

Unskilled employees with poor knowledge of the syndicate as well as a level of social unfairness can be sleepers. These citizens create a reservoir of expertise and future participation that unions should tap into.

c) Consumers

Consumers, on the other hand, will highly ever become active. Consumers see the union as a “service”, and in their opinions are economistic and individualistic. They are isolated from politics and might disagree of labour unions. They see involvement as unnecessary, holding on to a representative of politics instead of a participatory opinion (Bradley 1994: 41-52).

d) Grumblers

Grumblers are the ones who members see as “wanting to do something for them;” they want a miracle to happen. The unions’ opinion of Grumblers remain extremely custom made. They deliver “hard-luck” myths of betraying labour unions. They moan and groan at not having any return on their investments and the labour union is unsuccessful. Of course, those allegations frustrate hard-pressed labour union officials; but they’re not really unfounded. Union officials must be ready to pay attention to them and take action where required; because the discontent of the grumblers is constant and individualized, they can be overlooked if the labour union is perceived to do them “a good turn” (Bradley 1994: 41-52).

e) Underminers

Amid the “grumblers” are “hard core underminers” who do not appease complaints. Their resistance to labour unions is ideological, rather than individualised. They are extremely individualistic and oppose the unionist socialist stand. Finding people like union members is surprising, nevertheless they are likely to cite “peer pressure” or “closed shops” as the motive for not joining labour unions: they undoubtedly do not believe there is a need for labour union “support”. “Underminers” are vocal in their resistance to labour unions, and their “grumbling” affect others. The financial support the union receives from getting the largest members might be outweighed by the harm they may do from within in weakening the assistance. Apparently “underminers” is a big concern for labour unions.

The literature reviewed in this section on union membership described various aspects relevant to members such as; character, desires, means, intent, union support, membership criticisms, challenges, participation, satisfaction, and membership categories. This gives the reader some insight into how membership of the Union is viewed. In this current study several of these factors were surveyed to assess the degree of interest satisfaction and representation.

2.6 Union Support

Shore et al. (1994) as cited in Chawla (2018: 212) defined labour union support as “members’ global beliefs concerning the extent to which the labour union values their contributions and cares about their well-being,” i.e., the supposed labour union sustenance is an expression of the degree to which memberships view the labour union as loyal to them.

Zammit and Rizzo (2002: 55) is of the view that union membership is regarded as a form of personal insurance because it protects members against political discrimination in the context of political polarisation which dominates many aspects of everyday life. It also protects members in cases of disciplinary action by employers and ensures fair treatment in the work environment including the allocation of benefits. Data collected from the study noted that even though members were critical of their union they were united in their support and believed that unions are still very much needed in today’s society and will continued to be needed in future.

According to Snape, Redman and Gould-Williams (2014: 1307) union participation and support is based on union citizenship behaviour, which takes into account organisational citizenship in terms of group-level characteristics. To date union citizenship has been conceptualised solely at an individual level rather than that of a collective act of solidarity with one’s fellow workers. Attitudes towards union precede participation providing the motivation to participate.

The obligations of the Unions consist of what the members perceive they can expect from the unions. The authors argue that labour unions need to live up to the standards of their membership, as there is a connection between fulfilment and contribution and

obligation of the members. Increased turnover and dissatisfaction would result in a low level of Member satisfaction. If labour unions achieve success in securing significant raises and improved working conditions, the labour union will be viewed by employees as robust and efficient, and as a result would have a beneficial effect on the confidence and trust partnership between the labour union and the members. Furthermore, new workers would want to join those unions. In comparison to this, the observed disappointment will increase the lack of trust, resulting in disaffection and/or withdrawal of membership, and the labour unions will be considered incompetent (Kgapola and Smit 2017: 342).

The definition of “union support” brings about a mechanism for “social exchange” i.e. apparent social interaction amongst memberships and their labour union includes feelings of responsibility and giving in return. All of this is based on a relationship of giving and receiving, whereby a person obliges the receiving party to offer benefits to the former in exchange for "providing rewarding services" to another.

For example, as members believe that the labour union is concerned for and supports their “well-being”, members may be expected to display better interest and loyalty to the labour union in return.

2.7 Union Commitment

In summarising various literature sources Chawla (2018: 216) defines labour union commitment as an indicator of the extent to which an individual supports his/her labour union's vision and objectives in a way that one feels proud to belong to the labour union. Thus freely performs the union's routine tasks and is readily engaged in activities beyond those normally expected of a union member.

Fullagar and Barling (1987) as cited in Kgapola (2017: 51) state that an awareness of interaction is relevant for research on labour unions as well as for Labour officials that would like to address the declining rates of trade union activity and encourage the participation of memberships' in democracy. Onah (2007: 5) as quoted in Kgapola (2017: 51) further stresses that labour union commitment stems

from widely known situations, observations, issues, problems and aspirations underpinning labour union activity in the workplace.

Important factors contributing to labour union membership and commitment entail the following commitment (attitude) — a sense of gratitude due to affiliation with the labour union, appreciation of the benefits offered by the labour union and a readiness to remain a part of the union; commitment to work for the labour union — a longing to go beyond day-to-day action and do more for the labour union;— members are eager to safeguard the right of the union; and a confidence in unionism; (Gordon et al 1980; Kellaway, Catano, and Southwell, 1992 as cited in Kgapola 2017: 51).

Frenkel and Kuruvilla (1999: 563) consider that even the correlation between both the member's obligation to their labour union and the labour union's fulfilment is two-way: increased engagement is likely to lead to benefits that improve sense of achievement and, eventually, further participation.

Redmond and Snape (2014: 486-506) addressed the issue of union commitment and participation by suggesting that the nature of the union and the characteristics of its membership influence the level of union commitment and participation. Comparing member attitudes in two labour unions it was found that in general members of one union joined more for insurance reasons rather to get effective collective representation. In contrast, the second union was viewed as more unionate and militant and thus enjoyed a strong pro-union attitude and was more prone to active participation by their members.

Union loyalty acts as a binding power, according to Chawla (2018: 214) an organisation is protected from attrition and non-attendance by offering a stable and committed working population whose efforts combine into successful community behaviour.

The study's main aim was to survey workers' expectations of representation of the labour union. The researcher was able to understand global perceptions of labour union support and what members perceived they can expect from their labour unions

by reviewing related studies on union support. It also emphasized that members can be expected to display enhanced assistance and loyalty to the labour union when they perceive that the labour union cares about their wellbeing.

Literature on labour union engagement has been reviewed to identify the levels and nature of workers' commitment to the union. This is important for the current study, as an indicator of satisfaction or dissatisfaction is commitment to understanding. This study sought to determine such levels in order to improve the levels of satisfaction that will ultimately lead to greater commitment.

2.8 Union Participation

Union involvement is described also as participation of committed members of the labour union in collaborative aim of achieving “representative democracy” and to guarantee that their labour organisation operates effectively (Chawla 2018: 216).

Membership in labour unions has traditionally been conceived as a combination of union practices, such as having to attend union discussions or being a bearer of labour union office. More recent studies highlight other forms of involvement which are also important. Other categories comprise of holding “informal meetings” in labour union offices, taking part in nation-wide labour union activities initiatives, understanding union-related documentation to support the labour union movement (Chawla 2018: 209).

Deery and Cieri (1991), Hirsch (1980) and Cooke (1983) as cited in Chawla (2018: 210) explained membership participation using the expectancy theory. This approach hypothesised that workers calculated the benefits realised before joining the Union and taking part in its events. Employees prefer to see if rewards exceed the value of gaining and maintaining Union membership.

According to Chawla (2018: 207) the social, “economic and industrial climate” where the labour unions work is different, labour unions have often used their reason for existence to address matters such as wages, salaries, job security and education issues. Workers continue to turn to industrial action to seek employers' defence from unfair acts, unlawful, and unjust

practices. Taking this into account Chawla (2018: 207) proposes the following questions to be asked:

- Do the members participate in the events of the union?
- Does the labour union have working commissions or structures for political participation of its members?
- Is Union leadership supported by its members?

The strength, vigour and survival capacity of a labour union is derived from the willingness of the member to participate in labour union activities. Employees also take part in union events if they believe this participation will help them attain vital personal goals. Lastly, the participation of labour unions is seen as a collective voice system that will have a strong effect on the way people work in an organisation.

A summary of union participation discourses captured by Bissonnette (1999: 8) states that most labour union members won't participate in labour union meetings or support issues relating to the labour union, but will support to have a labour union at the workplace. While this seems self-contradictory, this approach emphasizes the expectation of union members being represented except for them paying their membership fees. Such an inconsistency between participation and engagement implies that the labour union is not as powerful as it should be. While participating in certain activities will not be attractive nor feasible for membership as a whole, participation is essential for supporting union activities. Not only does the lack of involvement decrease the efficiency of the party, it also decreases the degree of democracy.

It is concluded by Chawla (2018: 2013) that involvement in the labour union serves as a means to moderately calm down employees and achieves good attitudes towards their jobs as well as improved efficiency and decreased absenteeism, on-the-job performance and dispute.

One of the contradictions identified in review of the literature on union participation was that members would rather not attend union meetings/gatherings nor choose to participate in labour union matters but will support to have a labour union. However, a labour union's strength and ability to survive is derived from member's willingness to become involved in union affairs. The current study set out to determine the extent of employee participation in union activities.

2.9 Union Instrumentality

Union instrumentality is characterized as a deliberate psychological operation to determine the amount of potential positive and negative gains that labour unions can provide their members with (Chawla 2018:216).

Gordon, Barling and Tetrick (1995) describe labour union instrumentality as the apparent effect of the labour union on old work advantages and untraditional work surroundings. It is the impact of the union on pay and employment conditions which members regard as gains that unions could offer them.

Fullagar and Barling (1989) perceive instrumentality as being crucial when the labour union is able to influence member participation. People that are committed to the labour union view the labour union as instrumental in producing important results and are more prone to engage in organized labour union events than those that don't consider the union as being instrumental.

Labour union instrumentality represents the member's evaluation of the capacity of the Union to provide some benefit to members for their subscriptions paid. It may include the extent as a result to which labour unions can receive fair wages, better working conditions or favorable union performance laws, which, in effect, influences the member's understanding of the instrumentality of the union. (Clarke: 2013).

Closely linked to the dedication of the Union, Newton and Shore (2001: 281-282) as cited in Kgapola (2017: 57-61) acknowledged eight different categories of union leaders based on the instrumentality of the Union, the involvement of the Union and the political opposition.

These eight types are:

- “Positive free agents” – members who have a positive connection with the party that are either detached or ambivalent to the Party. This is attributed to their “greater identification with management than with other union members or a strong identification with a profession where the union is viewed as inappropriate.” The group also contains new members who are still to create certain insights or way of thinking towards the union.

- “Instrumentals” – These are strongly active and barely dedicated Leaders. They show self-driven back-up for the union, and are mainly worried in improved pay and employment standards, and far less concerned in industrial affairs. They probably engage in labour union associated events, which require little time and individual sacrifice.
- “Expressives” – these members take part in the labour union’s activities individually and keenly and regularly attend union meetings. They’ve got low levels of union instrumentality and high levels of union commitment. They maintain their support for the union during the time when the unions power to provide benefits is low such as during a strike. They display community and dynamic backing of the union.
- “Identifiers” – these are highly union-engaged and instrumental workers. Their feeling of self-implication is in both the philosophy of union and the union's interest in obtaining rewards. When unions experience difficulties it is expected that these members will become expressive. They demonstrate public and active union support, are vigorously participating in labour union events such as understanding and familiarising themselves with union newsletters and volunteering themselves as union officials or shop stewards for elections.
- “Negative free agents” – members of “low levels” of estrangement and harmful “instrumentality” are negative “free agents”. Like free constructive agents they have a reasonable confrontation to the labour union and are withdrawn and uninterested to the union. They reflect inactive contribution in workplace matters and are rather neutral towards the union.
- “Disgruntled” – dissatisfied members have a great degree of bad instrumentality in the group and a moderate political opposition. Their relationship to their union appears to be self-focused. Typically such members contain younger members who are dissatisfied with receiving bonuses from the union, or who are frustrated if they do not receive the benefits of the unions as they expected. Included in this group are leaders who are unhappy with the union because of poor past experiences.
- “Opponents and antagonisers” – those members are heavily conflicting ideologically to their labour unions. The assessment of the labour union instrumentality by an

antagoniser is not as sturdy as that of its adversaries. Antagonisers find workplace benefits to outweigh union membership incentives.

Understanding the member's evaluation of the union instrumentality is significant for this study as these perceptions impact on the level of membership and commitment to the union. Furthermore, it would provide data on the levels of satisfaction.

2.10 Job Satisfaction

According to Locke (1969) as cited in Laroche (2017: 648) employers are paying more attention to the wellbeing of their workers and how they perceive their current jobs. Job satisfaction can be defined as the evaluation of an employee's emotional feeling, wishes and expectations about their job. Job satisfaction is associated with important work related outcomes such as commitment, job performance organisational behaviours, lower levels of turnover and absenteeism.

The debate on unions has been dominated by the narrative that unions are bad for employee's job satisfaction. Despite numerous research endeavours, the answer to this question is still uncertain (Hipp and Givan 2015: 349-350). The authors embarked on a journey to analyse data from individual company's and countries to examine the association between union membership and job satisfaction. The hypotheses, according to Hipp and Givan (2015: 351), of unions being bad for workers' job satisfaction is an apparent contradiction because the ultimate role of unions is to improve workers' wages, their job security, working conditions by providing mutual aid, advocating for the enactment of labour-friendly legal and political change and negotiating collective bargaining agreements.

Hipp and Givan (2015: 351) further explain that unionisation does not decrease job satisfaction because union members have the means to complain without fearing that this will be held against them. They are able to comfortably express their discontent because they have access to grievance procedures and collective representation. However, advocates of dissatisfaction argue that union members may become politicised by becoming a member of a union and therefore have greater expectations about their jobs which ultimately make them more likely to express dissatisfaction. An additional argument put forward is that unions have a limited capacity to influence an individual's job satisfaction.

In summary, Hipp and Givan (2015: 349) found that the relationship between union membership and job satisfaction varied across countries and that unions matter only for certain aspects of job satisfaction that can be readily changed by unions. Furthermore, unionisation and job satisfaction are dependent on the respective countries industrial relations system, union density, bargaining coverage and bargaining agreements.

Pohler and Luchak (2014: 1069) are of the opinion that a worker needs to be involved and have a voice as a fundamental requirement for satisfaction at work. Positive employee attitudes such as commitment to the organisation and job satisfaction are more likely to be present when union and management have successfully developed a cooperative relationship.

One of the areas that was surveyed in the study questionnaire related to the aspect of unions and job satisfaction. The literature surveyed in this section presents narratives on both unions being bad for employee's job satisfaction and unions being good for job satisfaction because they are able to negotiate for improved working conditions in terms of their collective bargaining agreements.

2.11 Union Representation

Union efficiency can be divided into two categories: firstly, organisational efficiency – used to assess the strength of the union in the interests of its members; secondly, the labour union's potential to provide fair employment and working conditions; (Bryson 2003: 5). The following is a summary of categories.

Organizational effectiveness are the factors that offer the labour unions the directive to serve their members and comprise the following aspects: the capability to interrelate and discuss knowledge, the value of labour unions as a source of information and guidance, the transparency and responsibility of members, the sensitivity to the concerns and grievances of members and the seriousness of the management of the union.

The capacity of the labour Unions to provide better-quality working and working conditions – this group takes into account the following: ensuring pay equality for members, offering security against unequal discrimination, encouraging equal opportunity, creating a work fun

and enjoyable environment, working with management to develop competence, improving decision-making understanding for workers and refining the place of work.

According to Debono (2017: 18) overall, there is a good attitude towards trade unions in Malta. There is some loss of trust that has taken place in the past few years and it seems that a large number of members have not been happy with the services provided by their unions. It is particularly disturbing as employees who join the labour union for instrumental purposes, remain members.

Bryson (2003) states that little research has been undertaken on the strength of the labour union and states that what makes the union successful in the eyes of employees has not been thoroughly investigated, especially since there is a decline in membership of the union. Labour unions also need to define realistic approaches to boost workers' understanding of the value of the union as one way to attract and retain members.

As a result, the labour unions would need to transition from staying as the 'old' or 'traditional' negotiating structure based on economic benefit to being skilled in articulating new labour priorities and ambitions, thus ensuring an advancement in the wellbeing of workers. (Kochan 1979).

Frenkel and Kuruvilla (1999: 561) are of the belief that unions need to properly evaluate their organisational efficacy and, in general, the relation amongst labour union representatives and members, including the processes of governance. The writers argue that their loyalty to the union is motivated by the happiness of their members.

There are two key sets of ties in the unions:

- the internal relationship-the relation amongst members of the labour union and their representatives and;
- the external relationship-the relationship amongst the labour union and the employers.

In-house relations are sought to aggregate the demands of the members of the union which lead to the satisfaction and identity of the members of the labour union. External associations

are required to deliver enhanced quality of jobs, which would also encourage the happiness of members and the involvement of the labour union.

Bryson (2003: 5) asserts that, if the labour union is deemed efficient, employees are more comfortable in being members of the labour union as they feel they have lots to gain from their union membership, whether in terms of compensation, in terms of jobs or protection against unreasonable employer behaviour. As a result, a growth in the effectiveness of the union will increase the possibility of individual people to purchase membership or continue to stay as members by switching their preconceived notions of perks in relation to costs.

Whilst union effectiveness is not easily defined, Clark (2013) defined labour union effectiveness as, the ability to organise new members, collective bargaining outcomes and impact on society. The author further states that effectiveness is successfully applying levers of power to gain purpose of goals. This involves both procedural and substantive outcomes using leverage with employers as well as state authorities in pursuit of objectives.

Jarley, Kuruville and Casteel (1990:3) is of the opinion that collective bargaining agreements on bread and butter problems do not influence the rank and file of the union. Members find the review of the union, transparency and the delivery of union services to be important. The main purpose of information distribution and union democracy as strategic objectives for membership tends to be overlooked by union leaders. Presumed enhancements in these areas possibly will go a long way toward refining the performance of union image.

The first objective of this study was to determine whether union members are satisfied with union representation. The second objective was to identify areas of representation that was lacking. A summary of authors reviewed in this section indicate that it is important for unions to identify areas that they are lacking and improve on these in order to recruit and retain members; member satisfaction affects their loyalty to the union, and union leaders continue to underestimate the value of contact and workplace democracy that is crucial to increasing union representation satisfaction.

2.12 Brief History of the Trade Unions at the Durban University of Technology (DUT)

In 2002 the Higher Education landscape changed and the ML Sultan and Technikon Natal merged to form the Durban Institute of Technology on April 1st 2002. In order to further stream line and harmonise the academic activities of all Tertiary Institutions in South Africa, the department of Education recommended additional restructuring to ensure that South Africa's Tertiary Education Institutions were able to position themselves against Global benchmark. In line with this development the Durban Institute of Technology formally changed its name to the Durban University of Technology in March, 2006. It operates on five campuses in Durban and two in Pietermaritzburg (www.dut.ac.za).

There are three unions at the Durban University of Technology, namely The Tertiary Education National Union of South Africa (TENUSA), National Tertiary Educators Union (NTEU) and National Education, Health and Allied Workers' Union (NEHAWU).

2.12.1 National Tertiary Educators Union (NTEU)

NTEU is National non-profit trade union registered by the registrar on 25th February 2010 serving the needs of the academic and general staff workers in universities and related institutions in the Tertiary Sector. It has 18 branches across South Africa. NTEU is a-political and affiliated to the Federation of Unions of South Africa. (FEDUSA)

2.12.2 National Education, Health and Allied Workers' Union (NEHAWU).

NEHAWU was founded on the 27th and 28th June 1987 by workers from the Education, Health, Government and Social Welfare sectors. The union is affiliated to COSATU – Congress of South African Trade Unions. NEHAWU currently has a branch at the Durban University of Technology.

2.12.3 The Tertiary Education National Union of South Africa (TENUSA)

TENUSA was initiated from the ex ML Sultan Technikon around 1999 considering the changing landscape in Higher Education. TENUSA was registered as a trade union on the 9th March 2005. TENUSA is not politically aligned and is a non-profit organisation and currently has branches on two campuses in Kwa-Zulu Natal. TENUSA has members at the Durban University of Technology and the Mangosuthu University of Technology. TENUSA is an affiliate of the Federation of Unions of South Africa (FEDUSA).

This section was included to give the reader a summarised view of the unions present at the location of study.

2.13 Conclusion

This chapter presented pertinent literature in relation to the topic under study. The topics reviewed were: collective bargaining; labour legislation including the South African Labour Relations Act; the role of unions; union membership, support, commitment, participation, instrumentality, job satisfaction, representation and a brief history of trade unions at the DUT. The following chapter presents the research methodology used in undertaking the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Kothari (2004: 32), research methodology is important for the smooth navigating of the various research aspects making it efficient and yielding maximum information. It explains the population, sampling, data collection and the process. It also has a bearing on the reliability of the results and constitutes the foundation of the entire research work. A good design minimises bias and gives the smallest experimental error.

This chapter explains the research methodology and the research design. The population is described, the sampling method explained, the data collection defined, and the process of analysis explained. The design of the questionnaire is described. Furthermore, a pilot study was used to exam the validity and reliability of the data attained. The results of the pilot study is reported in the research methodology.

3.2 Pilot Study

Pilot study means finding out if in the "real world" your research or survey would work by testing it out on a small number of people. The aim is to make sure that the participants know and answer the questions in the similar manner. The researcher can also check if any questions make the respondents uncomfortable and be able to find out how much time is required to complete the questionnaire. A data collection instrument is tested on people that represent the intended sample (Centre for evaluation and research 2011: 1 Hassan, Schattner and Mazza 2006: 1).

In considering these aspects the researcher piloted the data collection instrument using 10 staff members at the five different campuses of the Durban University of Technology. These 10 staff members did not form part of the main study. There were no changes to be made due to the fact that there were no challenges identified in the piloting.

3.3 Validity and Reliability

White (2012:25) defines validity as a factor affecting the research design and addresses the study's research goals. A statistician reviewed the questionnaire to detect repetition of questions, in order to ensure validity.

Additionally, the pilot study assisted the researcher by assessing the clarity, flow, and construction questions.

“Reliability of a research instrument refers to the consistency” of the measurement of some phenomena. The reliability of a study is measured by how similar the results would be if the same research is conducted by another researcher (Robson: 2011).

A Cronbach's Alpha was calculated to determine the reliability and consistency of each question.

3.4 Research Design

According to Welman and Kruger (2005:2) research design refers to the technique and method used to obtain specifics of the research problem. Walliman (2011:273) claims that the nature of the study relates to the strategy of advancement of the investigation. Research design is a systematic analysis used to gather information to address science issues. He claims that the design is a setup of the methods used to collect data.

Trochim (2006: 32) mentions that the use of a research design is to organize the study and demonstrate how all the main sections of the research work together to resolve research issues.

All behavioural research is commonly made up of a combination of qualitative and quantitative research methods. Qualitative research methodology is generally case studies, field studies, grounded theory, document studies, and observation and interview studies. Quantitative research include experimental studies, quasi – experimental studies and pre-test and post-test studies where control of variables are

required and were generalizability from the sample to the population is the main aim (Newman and Ridenour 1998: 9-10).

Walliman (2011: 174) expresses a strong distinction between qualitative and quantitative research design in that not only do the appropriate data have different characteristics, but they require different techniques for their analysis. Natural science mostly concentrated on quantitative analysis until it became evident that human feelings and emotions were difficult to quantify. Qualitative methods then took account of these subjective feelings and emotions.

3.4.1 Quantitative Research Design

In recent times quantitative research design has involved complex experiments with many variables and treatments (such as factorial designs and repeated measure designs). The designs use longitudinal data collection to examine the development of ideas and trends.

Two major quantitative approaches are represented in Table 3.1.

Table 3.1: Quantitative Research Approaches

| | |
|-----------------------|--|
| Survey Research | is a research of quantitative and numeric that study trends, attitudes or opinions of a population by studying a sample. It includes cross-sectional and longitudinal studies using questionnaires or structured interviews. |
| Experimental Research | seeks to determine if a specific treatment influences an outcome. This is assessed by treating one group and with-holding it from another and then determining how both groups scored on an outcome. (Creswell and Creswell 2018:2). |

3.4.2 Qualitative Research Design

The origin for qualitative research according to Creswell and Creswell (2018: 13) comes from anthropology, sociology, the humanities and evaluation.

The common methods used in qualitative studies are:

Table 3.2: Qualitative Research Approaches

| | |
|-------------------------------|--|
| Narrative research | in this method, the researcher studies the lives of individuals and requests them to provide stories about their lives. The researcher then converts this story into a narrative. The narrative is a combination of the participant's life with those of the researcher's life. |
| The phenomenological research | this is a design of inquiry from philosophy and psychology. The researcher describes the lived experiences of individuals about an aspect as described by the individuals in the study. This description ends in the essence of the experiences for several individuals who have all experienced a similar aspect. |
| Grounded theory | this is a design of inquiry from psychology in which the researcher develops a general, abstract theory of a process, action or interaction grounded in the views of participants. (Creswell and Creswell 2018: 13). |
| Ethnography | is a design of inquiry stemming from anthropology and sociology. The researcher studies the common patterns of behaviour, language and actions of a cultural group in a natural setting over a long period of time |
| Case studies | The inquiry style can be used in many fields. The researcher develops and analyzes in depth a case, an event, an activity, a process or one or more people. The researcher is constrained by time and operation in case studies, and has to obtain extensive information using various methods of data collection. |

Sekaran and Bougie (2016: 332) summarise qualitative data as data that is in the form of words. Examples of qualitative data are: interview notes, transcripts of focus groups, answers to open ended questions and transcripts of video recording amongst many others. The analyses of qualitative data is geared towards making valid inferences from a large amount of collected data.

3.4.3 Mixed Methods Research Design

According to Cameron (2011: 1) “mixed methods is a research design in which the researcher collects, analyses, mixes and draws inferences from both quantitative and qualitative data in a single study.”

Creswell and Creswell (2018: 13) identify the following three primary mixed method designs:

Table 3.3: Mixed Method Approaches

| | |
|-------------------------------------|--|
| Convergent mixed method | In this mixed method design the researcher converges or merges quantitative and qualitative data to provide a comprehensive analysis of the research problem. The researcher collects both forms of data at the same time and integrates the information in the interpretation. |
| Explanatory sequential mixed method | this is a method where the researcher first undertakes quantitative research, analyses the results and then uses qualitative research methods to build on the results and to explain them in more detail. |
| Exploratory sequential mixed method | this is known as the reverse sequence from the explanatory sequential method. The researcher first begins with qualitative research, the data is analysed and the information is used in a second quantitative phase. The qualitative may be used to develop and instrument that best fits the sample under study. |

This study used quantitative research design because it concentrated on numeric values using a questionnaire which studied trends, attitudes or opinions of a population by studying a sample. The study looked at the perceptions of the union members. The expected results using the questionnaires provided new discoveries that would help unions address areas of concern.

3.5 Population\Target population

Bless (2006: 87) and Sekaran and Bougie (2016: 236) state that a population is sometimes referred to as a target population; it is a set of elements that the research focuses upon and to which the results obtained by testing the sample can be generalized to the total population. The entire set of objects of research and about which the researcher wants to determine some characteristics is called the population.

The target population must be defined in terms of elements, geographical boundaries and time. Sampling relies precisely how well the target population is defined (Sekaran and Bougie 2016: 240).

The population of the study was all full time staff members of the Durban University of Technology. The characteristics of these staff members are: academics, academic support and administrative support; male and female; of diverse race groups; working on all seven campuses of the university. Table 3.4 indicates the respective numbers in each of the respective categories.

Table 3.4: Population in each staff category

| Population Category | Total Population |
|---|-------------------------|
| Academic staff | 535 |
| Academic Support / Administrative Workers | 830 |
| TOTAL | 1365 |

3.6 Sampling Method

Sampling is a method of defining units of a population being studied so that the researcher can re-simplify the result to the population from which they are selected by analyzing the sample (Trochim 2006: 55). Before assessing a population sample, the researcher should be specific about the population. This involves a sample framework. The sampling system is a “complete list” that discusses “each unit of analysis only once.” (Fox 2007: 52).

Sekaran and Bougie (2016: 240-241) identify probability sampling as a method where all elements in the population have some known, non-zero chance or probability of being selected as respondents in the study. It is a method “used when the representativeness of the sample is of importance in the interest of wider generalisability.” Walliman (2011: 185-186) explains the following types of probability sampling:

- **Simple random sampling** – is used when the population is uniform and has similar characteristics in all cases, it produces some form of a fair lottery in which each element has an equal chance of being selected to be in the sample. It is used when the population is small and practical to manage.
- **Stratified sampling method** – is used when the population falls into distinctly different categories. Each category is sampled separately to ensure that each category is equally represented.
- **Systematic sampling** – is used when the population is very large and of no known characteristic. It involves a selection of units in a series such as on a list.
- **Cluster sampling** – this is used when the population forms clusters by sharing one or more characteristics but are otherwise unrelated. The population is divided into segments and then several segments are chosen at random.

- **Non-probability sampling** as explained by Sekaran and Bougie (2016: 240-241) is a sampling design where the elements do not have a known or pre-determined chance of being selected as respondents in the study. “When time or other factors rather than generalisability becomes critical non-probability sampling is used.” Two major non-probability sampling types according to Babbie (2011: 179-180) are:
 - a) **Purposive / convenient sampling** – this sample is selected on the basis of knowledge of a population. The researcher studies a small sub-set of a larger population by purposively selecting the respondent using his/her own judgement about who would be the most useful or representative.
 - b) **Snowball sampling** – this is a form of accidental sampling used when members of a special population are difficult to locate such as gay or lesbian people, homeless people etc. The researcher then collects data on few members of the target population and then asks those members to assist in locating other members of that population whom they know.

The decision of how large a sample size should be can be a very difficult one. Sekaran and Bougie (2016: 241) offer the following factors that need to be considered in determining a sample size: the research objective, the extent of precision desired, the acceptable risk in predicting level of precision, the amount of variability in the population, cost and time constraints and the size of the population.

The initial sampling method used for this study was stratified systematic because the population comprised distinctly different categories of workers at the Durban University of Technology and each category was sampled separately to ensure that it was equally represented.

A request was made for via the Human Resources Department for separate lists comprising of staff members in the categories: academic staff and academic support/administrative staff. These lists were thereafter used to apply the systematic sampling method to select the required number of respondents as indicated in Table 3.2. Staff members belonging to Executive Management and Senior Management

levels were eliminated from the lists as the Durban University of Technology prescribes that it would be a conflict of interest if these categories of staff are unionised. These members totalled 29.

The sample size was, therefore, calculated as follows using Sekaran's (2016: 263) sample size table for population size.

Table 3.5: Sample Size

| Population Category | Total Population | Sample Size |
|--|-------------------------|--------------------|
| Academic staff | 535 | 234 |
| Academic Support/ Administrative Staff | 830 | 386 |
| TOTAL | 1365 | 620 |

In order to effect the systematic sampling method a sampling interval was obtained by taking the total population and dividing it by the sample size. Where the interval was 0.5 greater, the researcher rounded it to the next whole number.

The starting point for selecting academic staff respondents from the list was chosen randomly and dictated that selection should begin at the 2nd person on the list thereafter an interval of 2 was applied.

The academic support/administrative staff members were also chosen randomly and dictated that selection should begin at the 2nd person on the list thereafter an interval of 3 was applied.

As indicated in Table 3.5 the final total of respondents to be included in the sample was 620 staff.

The researcher had to ultimately resort to convenient/purposive sampling due to factors explained in Section 3.6.1.

3.7 Data Collection

Kothari (2004: 95) states that data collection begins after a research problem has been identified and the research design explained. Primary data is used in experiential research through direct communication with respondents in one form or another. There are many processes by which “primary data” is obtained: observation, interviews, and questionnaires amongst others.

Collection of data through questionnaires is used by many researchers because: there is a low cost even when the population is large and spread geographically; it is free from bias from the researcher because the respondents answer independently and have adequate time to answer; respondents who are not easily physically approachable can be reached conveniently through other means such as emails etc.; and more importantly large samples can be made use of and the results are more dependable and reliable Kothari (2004: 100-101).

Leedy and Ormrod (2013) and Bless et al (2013) affirm the benefits of questionnaires, noting that the use of questionnaires maintains anonymousness. It will save the travel costs of the researcher, and can be sent to a wide number of people, including those living thousands of miles away. The postage is lower in price than long-distance telephone calls and respondents can complete questionnaires at their own rate. You should obtain the data in a computer program in order to count the answer in each group.

At the point of opinion of the people surveyed, distance may be an additional benefit. Respondents can answer questions with confirmation that their responses will not end up hurting them. We can also be more forthright than we would have been in a individual interview, mostly when dealing with delicate issues (Leedy and Ormrod 2013: 191). In the same way that the use of questionnaires in research has benefits, there are also limitations.

According to Bless et al. (2013: 199) and Kothari (2004: 101) the response rate for questionnaires would seem to be very low, particularly as it relates to mailing or e-mailing questionnaires to unknown persons. Selected participants have little or nothing

to gain from answering and returning the questionnaire, and so many do not return the questionnaire (Leedy and Ormrod 2013: 202). Even if people are prepared to cooperate in a questionnaire study, their responses may show their ability to read and understand, and maybe misunderstand one or more questions (Leedy and Ormrod 2013: 189). The researcher may not always be there to check if the participant has understood the questions or if the questionnaire was actually answered by the right individual (Bertram and Christiansen 2014: 79).

Taking into consideration the various methods of data collection the researcher used questionnaires as the data collection instrument because of its various advantages over other data collection methods. The questionnaire also provides flexibility in that it could be emailed to respondents who are geographically located far from the researcher and could also be personally administered to respondents who are close-by.

The following factors were taken into consideration in determining the best possible way of distributing the questionnaires:

- The large sample size of 620 staff that needed to be surveyed.
- The wide geographic spread of the selected sample elements.

In consideration of these factors and to facilitate easy collection of the data the researcher opted to use Microsoft Forms as the data collection tool.

Microsoft Forms is a fast, lightweight application that allows you to easily create a form, gather responses as speedily as possible and display automated charts to show your information gathered. You can create a form in minutes, no training is needed, and participants can fill everything out on the browser without downloading a different device.

You can also create the following with Microsoft Forms:

- Surveys: collect feedback from customers, measure participants satisfaction and organize team events;
- Quizzes: Track student awareness, assess class success and concentrate on subjects that need to be enhanced;
- Polls: Discover what the group feels about your idea of a ride, where the group wants to meet, or how the respondents respond to your lecture.

The researcher transferred the questionnaire into the Microsoft Forms format which was then emailed with the consent letter and letter of information to each of the selected respondents.

3.7.1 Distribution of Microsoft Forms Questionnaire

The initial distribution of the Microsoft forms was sent out during the period 27th August 2019 to 9th September 2019 to each respondent with a request to kindly complete the form which automatically got returned to the researcher when the respondent completed and submitted. After 3 weeks, only 77 surveys were received which indicated a response rate of just over 10%.

A follow up was done via email alerting the selected respondents to kindly complete the survey. The Microsoft form, consent letter and letter of information was resent. A further follow up was done telephonically during the latter part of October and beginning of November 2019. The response rate did not improve drastically with only 10 additional responses' being received.

McInroy (2016: 83) is of the opinion that online research methodologies provides increased opportunities for population focused data collection by enabling researchers to capture the unique and refined experiences of population and subpopulations in new innovative ways. Online technologies "reduce or temporarily remove barriers associated with geography, age."

Online survey methodologies are varied but typically take one of two forms with regard to how the survey is presented, which in turn affects distribution:

- e-mail based surveys in which the survey is e-mailed directly to participants (either in the body of the e-mail or as an attachment) to be filled out and returned by e-mail to the research team and
- Web-based surveys in which the survey is hosted on a Web site, where participants fill out response directly submitted through the online platform. McInroy (2016: 85).

Online data collection also makes enforcing conditions for survey completion difficult and surveys may be completed under non-optimal conditions; this is often true of paper survey (McInroy 2016: 88).

There are also challenges with online survey approaches, including concerns over methodological quality and equivalences, access issues for participants, and technological drawbacks (McInroy 2016: 87).

After discussions with the supervisor in terms of the low response rate as well as considering the challenges as indicated by (McInroy 2016). A decision was taken to conduct a purposive/convenient sampling by targeting all unionised staff at the Durban University of Technology as the focus of the research was seen as being extremely beneficial to both the University as well as its staff members.

The researcher printed questionnaires and hand delivered to individual permanent academic and administrative/academic support staff members of the University during the latter part of November 2019 and December 2019. This resulted in a response rate of 436 questionnaires being returned. This indicates a 70 percent response rate which as confirmed as being a significant number for the study (Appendix C). The 436 questionnaires was sent to the statistician for analysis.

The questionnaires designed by the researcher comprised the following questions:

Question 1 - was designed to determine whether the respondents belonged to a union. If the respondent did not belong to a union he/she was asked to provide a reason.

Question 2 - pertained to which of the three unions at DUT the respondent belonged to.

Question 3 - this question comprised of thirteen pre-determined reasons provided by the researcher that the respondent had to select. The respondent could choose more than one of the options provided.

Question 4 – sought from the respondent whether he/she was an elected official of the union.

Question 5 – was aimed at determining what elected position the respondent was holding if they answered ‘YES’ to question four.

Question 6 – was aimed at determining whether the respondent approached the union to address any matter or issue.

With Question 7- if the respondent answered ‘YES’ to question 6, the researcher further probed the respondent to see if the matter was resolved.

Using Question 8 – if the response to Question 6 was negative the research urged the respondent to explain further.

Question 9 – comprised of eighteen Likert scale (strongly disagree, disagree, agree and strongly agree) questions relating to union representation, union activities, union leadership and union satisfaction.

Question 10 – allowed the respondent to provide any general comments on the area of study.

3.7.2 Data Analysis

Walliman (2006: 281) also notes that the questionnaire is a versatile instrument that could be used to help research aims. Kumar (2001: 125) illustrates that the questionnaire includes a series of questions that the participant reports as answers to. Maree (2007: 158) is of the view that the structure of the questionnaire is an incredibly integral part of the research process, because this is where the data is produced.

3.7.2.1 Statistical Approach

Descriptive statistics explain how quantitative data is collected and summarized. “Univariate and bivariate analysis are ideally suited for descriptive statistics.” “Univariate” regression deals with core pattern measurements and dispersion measures. The mean is by far the utmost relevant central trend indicator for data intervals, and the standard deviation is the most appropriate dispersion indicator for data intervals. “Bivariate analysis is related to the calculation of two variables at a time.”

Descriptive analysis are useful in summarizing the findings of the experiment, providing for more optimistic experiments with a more detailed analysis. The aim of the descriptive statistical analysis is to explain the information and circulation of totals for each “variable”, and to decide if scores for different variables are interrelated. It can be done with a range of tables and graphs. Accordingly, this review used concise and inferential statistics in the research (Walliman 2006: 281).

3.7.2.2 Cross Tabulations

By means of a table known as a two-way frequency table or contingency table, the results resulting from conclusions drawn on two separate linked categorical variables (bivariate) can be outlined. The word contingency can be used to assess if there is a relationship between the variables where the appropriate cross-tabulations have been generated (Walliman 2006: 281).

3.7.2.3 Correlation

“Correlation and regression” are two methods which enable us to determine the correlation amongst two or more independent variables in actual dimensions. The research examined areas where there was any correlation between variables (Walliman 2006: 281).

3.8 Anonymity and Confidentiality

Anonymity and confidentiality was assured by the data collection method which was a self- administered questionnaire.

3.9 Ethical considerations

Respondents signed a consent to participate in the research and were also informed that they could withdraw at any point. All participation was voluntary and the researcher complied with the DUT research ethical prescriptions.

CHAPTER FOUR

RESULTS AND DISCUSSIONS OF FINDINGS

4.1 Introduction

This chapter addresses the interpretation of the data and analyse the findings and outcomes of the questionnaires of this report. The questionnaire was the main method of data collection and was administered to 436 respondents. SPSS Version 26.0 was used to analyse the data obtained from the feedback.

4.2 The Sample

In total, 620 questionnaires were disseminated and 436 was given back to the researcher which gave a 70% response rate. Of the 436 questionnaires returned, 11 respondents indicated to question 1 that they did not belong to a union and could therefore, not answer the rest of the questionnaire. There were 6 respondents who refused to take part in the survey and did not forward any reasons for their non-participation. The common reasons for not belonging to a union were:

- I am still assessing which union shares my values
- I can handle my own problems no need for unions
- I do not believe you properly represent workers and should be restructured
- I feel that the unions at our university have lost their ability to protect our rights or negotiate on behalf of its members.
- Not Interested
- Personal Choice
- Religious beliefs

Everywhere in the world the trade union association is in a continuous decrease, whether calculated by membership, age, negotiating ability and in contrast to “employers or political control.” Reasons contributed to the drop in membership of the Labour Union included policies, efforts by management to ease labour expenditures at the workplace, unfavourable social economic and lawful environment for labour union coordinators (Chawla 2018: 206).

It is heartening to note that despite these challenges outlined by Chawla (2018), a large majority of staff at the DUT are union members.

Debono (2017: 5) in a study of 24 countries, identified that union members are more optimistic about the potential of unions to enhance workplace conditions and job stability than non-union members, and that union members appear to be far more supportive than non-union members. The more favourable comments of the members of the Union have been attributable to the fact that they've already benefitted immensely from labour unions through individual assistance or collective bargaining. In addition, union members may have even had more chance to get to know and value the work of union officials at the workplace.

In a study to determine whether membership of a union relates substantially to a better standard of living, Flavin and Shufeldt (2016: 171) found that union members are more satisfied with their lives than those who are not members. Union membership boosted life satisfaction across demographic groups regardless if anyone was rich or poor, male or female and young or old.

Flavin and Shufeldt (2016: 173) identified four primary mechanisms that contributed to member's quality of life. Firstly people who are part of a union record more work happiness than non-union people; secondly, union participants are much more comfortable in their jobs than non-members; thirdly, trade unions offer potential for improved human contact, which decreases feelings of isolation; and, ultimately, trade unions promote engagement and support for a more integrated member.

The rest of the analysis was, therefore, undertaken using the 423 completed questionnaires.

4.3 The Research Instrument

"The research instrument" consisted of 40 objects, each with a nominal or ordinal level of measurement. The questionnaire was broken down into nine questions.

4.4 Reliability Statistics

“The two most important aspects of precision are **reliability** and **validity**. Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as “acceptable”.”

“Table 4.1 reflects the Cronbach’s alpha score for all the items that constituted the questionnaire.”

Table 4.1: Reliability Statistics-Cronbach’s Alpha

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.927 | 18 |

The reliability score exceeds the alpha value recommended for Cronbach. This represents a degree of appropriate, consistent score for this research segment.

4.5 Factor Analysis

“Factor analysis is a statistical methodology for whom main objective is to minimize data. A common use of factor analysis in survey research is when a researcher wants to answer a set of questions with a limited number of hypothetical variables (Cerny and Kaiser 1977: 43-47). For example, participants may respond to three separate environmental policy questions as part of a national political opinion survey, reflecting issues at local, state, and national level. Every query on its own would be an insufficient indicator of environmental policy behaviour, but all together they could have a better indication of behaviour (Cerny and Kaiser 1977: 43-47). “

Factor analysis can also be used to determine if the three methods arrived at the same calculation. When this is the case, a new variable, a factor score variable that contains a factor score for each participant, can then be combined into one. Approach factor refers to precise circumstances (Cerny and Kaiser 1977: 43-47).

A researcher would like to learn if the skills needed to be a world class athlete are as wide as 10 sports, or if a certain number of established skills are necessary to compete in a world championships. You shouldn't have to assume that the variables truly happen to conduct a factor analysis, but the variables are typically defined, assigned names and spoken of as true events in existence (Cerny and Kaiser 1977: 43-47).

“A condensed table that represents the results of KMO and Bartlett's Test precedes the matrix tables. The requirement is for Kaiser-Meyer-Olkin Sampling Adequacy Measure to be greater than 0.50 and Bartlett's Sphericity Test to be less than 0.05 (Hulin, Cudeck and Netemeyer 2001). In all cases, the conditions are met which allows for the procedure of factor analysis.”

Factor analysis is only performed with items on the Likert scale. Any of the components are broken down into thinner components. This is represented in Table 4.2 in the rotated component matrix.

Table 4.2: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

| | | | | | |
|--|------|----|----------------|------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | | | | 0.968 |
| Bartlett's Sphericity | Test | of | Approx. Square | Chi- | 5408.056 |
| | | | df | | 120 |
| | | | Sig. | | 0.000 |

All of the conditions are satisfied for factor analysis.

That is, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be greater than 0.500 and the Bartlett's Test of Sphericity sig. value should be less than 0.05.

4.6 Rotated Component Matrix

Table 4.3 presents the rotated component matrix using one component.

Table 4.3 Component Matrix

| | Component 1 |
|--|----------------|
| My union actively represents me | 0.846 |
| I am actively involved in the nomination of my union leadership | 0.739 |
| It is easy to approach my union office for individual assistance | 0.725 |
| My union is well marketed | 0.730 |
| I am satisfied with my current union leadership | 0.860 |
| My union listens to the concerns of the members | 0.873 |
| My union keeps members informed about union affairs | 0.782 |
| My union encourages members to express opinions about the collective agreement | 0.841 |
| My union strives to solve problems peacefully | 0.815 |
| My union gives members a say in how the union is run | 0.783 |
| My union officials' handle member's grievances | 0.855 |
| My union officials represents members adequately in disciplinary hearings | 0.862 |
| My union officials are available when you need them | 0.854 |
| My union membership fee is reasonable | 0.841 |
| I am aware of my union's constitution | 0.717 |
| I am very satisfied with the effectiveness of my union | 0.880 |

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

Factor analysis is a statistical methodology whose main objective is to minimize data. A common use of factor analysis in survey research is when a researcher wants to answer a set of questions with a limited number of hypothetical variables (Cerny & Kaiser 1977: 43-47).

With reference to Table 4.3:

- As an extraction method, the principal component analysis was used and the rotation method was Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables on each factor which have high loadings. The interpretation of the factors is simplified.
- Analysis / loading factor shows the inter-correlations between variables.
- Question items that have been loaded equally imply measurement along a similar factor. An analysis of the quality of items loading at or above 0.5 (and using the

low or low loading in instances where items cross-loaded at greater than this value) effectively calculated along the different components.

The statements forming Question 9 perfectly loaded along a single component. This implies that the statements which constituted this section measured perfectly what it set out to measure.

The two negatively worded statements were omitted.

4.7 Biographical Data

This section summarises the biographical characteristics of the respondents.

Figure 4.1 describes the composition of the sample by union membership.

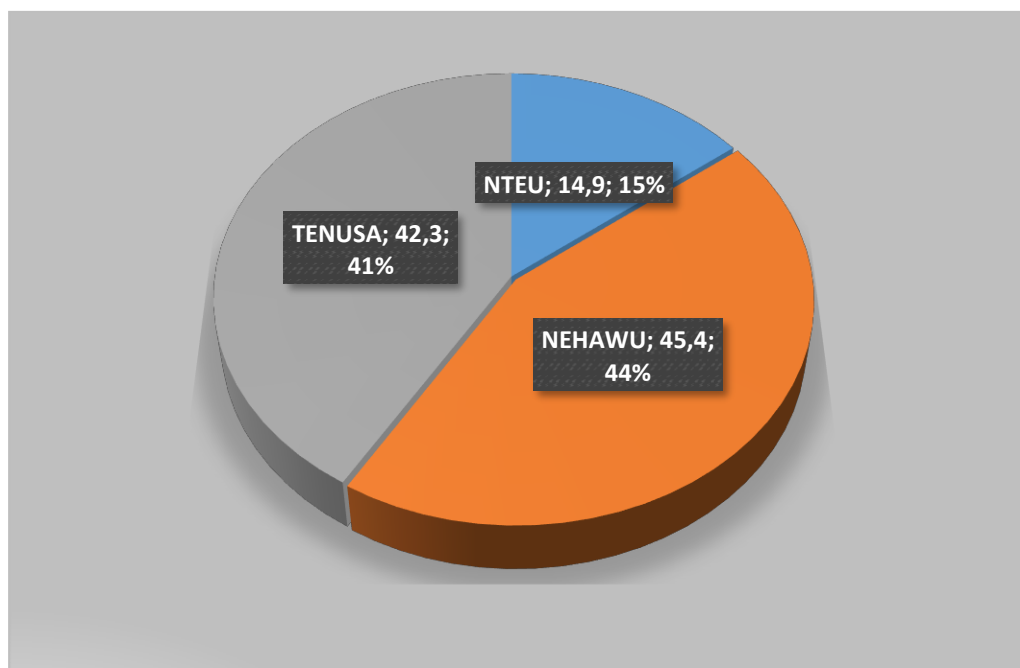


Figure 4.1: Union Membership

Figure 4.1 illustrates the union affiliation of the 423 respondents. Sixty three (14.9%) of respondents were affiliated to NTEU, 192 (45.4%) were NEHAWU affiliates and 179 (42.3%) were TENUSA members.

These results therefore indicate that of the three unions at DUT, NEHAWU and TENUA have a significantly larger membership than NTEU. Historically at the DUT, workers have the option of belonging to more than one union and exercise this by becoming members of more than one union. It could be that for the purposes of answering the researcher's questionnaire that individual respondents elected to only select one union as an option.

4.8 Reasons motivating staff to join a union

Figure 4.2 presents the reasons why staff join a union.

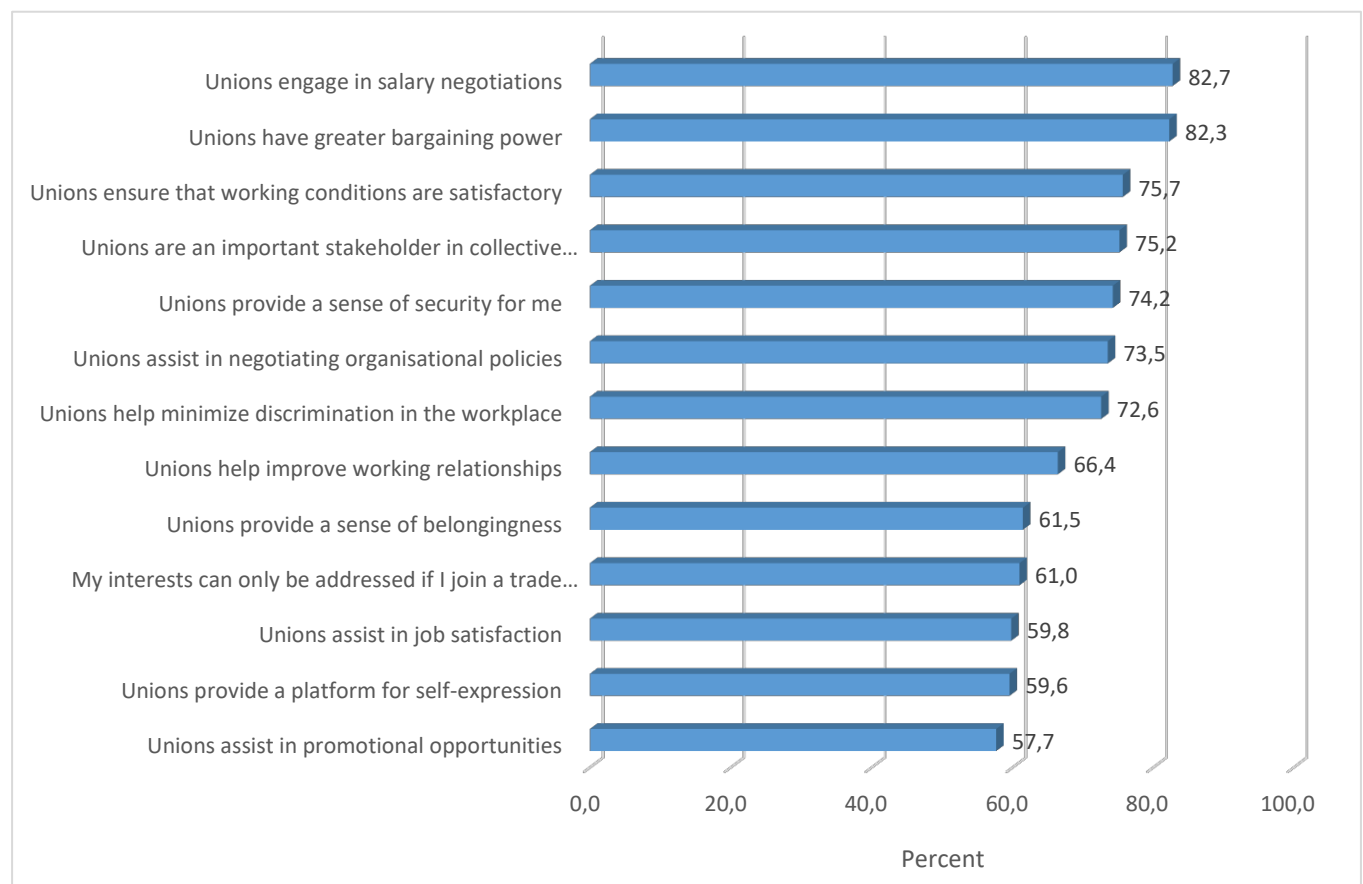


Figure 4.2: Reasons staff join a Union

In analysing the motivation factors presented to the respondent's where they were given an option to choose more than one factor, Figure 4.2 illustrates a listing of factors which have been arranged using the factors that had the highest selection to the

factors that were less selected. The range of factors selected were grouped into 80%s, 70%s, 60%s and 50%s.

The factors that were selected which fell into the 80% category were salary negotiations (82.7%) and greater bargaining power (82.3%). It is probable that these motivation factors were chosen favourably amongst most respondents because these factors directly deal with salaries and benefits within the organisation. These results are supported by Bradley (1994: 42) who stated that labour unions need to understand that there are different needs of different classes of members. It is not enough to say that more incentives are what Members want. Unions ought to learn how to properly recognize and respond more efficiently to the desires of members. This result has identified salaries and bargaining power as the more accurate specific needs of the members. The following paragraphs present the other factors that were also identified.

Satisfactory work conditions (75.7%), collective bargaining (75.2%), sense of security (74.2%), negotiating organisational policies (73.5%) and minimising discrimination (72.6%) are factors that follow the first category of factors. This grouping is seen by respondents as factors that would address matters in the workplace other than salaries and benefits which received a much higher selection.

Respondents indicated that unions improve working relationships (66.4%), provide a sense of belongingness (61.5%) and addressed their interests only if they joined a trade union (61%). It is obvious that from this grouping that members saw these factors as motivators for joining a union but were not as important as salaries, benefits or working environment.

The last category of motivational factors comprised of three aspects job: satisfaction (59.8%), platform for self-expression (59.6%) and assist in promotional opportunities (57.7%). These motivation factors fell on the lower end of selection by the respondents as they did not seem to contribute much in terms of the members needs such as salaries, benefits, working environment, security and discrimination.

Having reviewed recent reports, Chawla (2018: 207) is of the opinion that labour unions concentrate on disputes involving wages, wages, job security and

employment. Whilst these may be the summations of Chawla's (2018) review, the current study has shown that all these factors have received a range of between 50% and 80% at the institution surveyed.

Furthermore, Gordon et al (1995) as cited in Chawla (2019: 210) provided insight into union instrumentality, which is described as the alleged influence of a labour union. Factors resulting in union instrumentality are wages, benefits, job satisfaction and the employment relationship. The perceived effect of the union, therefore, determines how members will participate because they feel that they will benefit from such union activities. It can also be summarized that the instrumentality of the Union would have a substantial positive effect on the involvement of the Union.

With the results presented in Figure 4.2, it can be concluded that there is an extremely positive instrumentality at the Durban University of Technology.

4.9 Union leadership Positions

Table 4.4 represents the percentage of staff that held leadership positions within the unions.

Table 4.4: Respondents who held leadership positions within the unions.

| | Frequency | Percent |
|-------|-----------|---------|
| Yes | 32 | 7.6 |
| No | 391 | 92.4 |
| Total | 423 | 100.0 |

Table 4.4 illustrates that 32 (8%) of the 423 respondents surveyed, held leadership positions within their respective unions. A majority of respondents, 391 (92%) were ordinary members.

Table 4.5 presents the various positions that the 8% of respondents held within their unions.

Table 4.5: Positions held within union.

| |
|----------------------------------|
| Branch Administrator |
| Chairperson |
| Ex Branch Chair |
| Shopsteward |
| Shopsteward/Co-opted exco member |
| Treasurer |
| Vice Chair Academic |

4.10 Approach union to address any matter or issue

Table 4.6 represents the percentage of staff who approached their union to address any issue.

Table 4.6: Union approached to address a matter or issue.

| | Frequency | Percent |
|-------|-----------|---------|
| Yes | 211 | 50.5 |
| No | 207 | 49.5 |
| Total | 418 | 100.0 |

As can be noted from Table 4.6, approximately 211(51%) respondents approached their union to address a matter or issue. On the other hand, 207 (49%) did not approach their union to address any matter or issue. Whilst these two categories are close in percentages it indicates that a significant number of members approach their unions to address matters or issues. One can, therefore, conclude that unions have an important role to play in assisting members in the workplace.

4.10.1 Matter resolved to your satisfaction

Table 4.7 illustrates the matters referred to unions to address.

Table 4.7: Resolution of matters referred to union.

| | Frequency | Percent |
|-------|-----------|---------|
| Yes | 164 | 68.0 |
| No | 77 | 32.0 |
| Total | 241 | 100.0 |

A large majority, 164 (68%) of the 211 respondents who approached their union to address their matter, had their matter resolved whereas only a minority, 77 (32%) of matters were unresolved.

Table 4.8 captures and presents the reasons why matters/issues remain unresolved.

Table 4.8: Reasons why matters remain unresolved

| |
|--|
| Awaiting feedback on the matter |
| Did not get satisfactory answers |
| Grievance not resolved |
| I have tried raising the issue of workload and it went no further |
| It is not yet finalised but my union is working on it |
| Job Grading issues not resolved very disappointing |
| Matter is currently pending |
| My Grievance was not resolved |
| My problem was not resolved |
| The presiding officer was not effective in the hearing. |
| We don't have a proper communication channel and as PMB we are not being recognised effectively. |

4.11 Scoring Patterns Using a Chi-Square Test.

A chi square test was performed to ascertain if the scoring patterns for individual statements were significantly dissimilar per option (Table 4.9). The null hypothesis maintains that, for every assertion (one statement at a time), similar numbers of survey participants were scored across each option. The alternative notes that there is a considerable discrepancy between the degree of consensus and the variance.

Table 4. 9: Summary of scoring patterns using Chi-Square test

| | | Strongly Disagree | | Disagree | | Agree | | Strongly Agree | | Chi Square p-value |
|---|-------|-------------------|---------|----------|---------|-------|---------|----------------|---------|--------------------|
| | | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | |
| My union actively represents me | Q9.1 | 7 | 1.7% | 13 | 3.1% | 196 | 47.0% | 201 | 48.2% | < 0.001 |
| I am actively involved in the nomination of my union leadership | Q9.2 | 17 | 4.1% | 51 | 12.4% | 185 | 45.0% | 158 | 38.4% | < 0.001 |
| It is easy to approach my union office for individual assistance | Q9.3 | 5 | 1.2% | 12 | 2.9% | 184 | 44.7% | 211 | 51.2% | < 0.001 |
| My union is well marketed | Q9.4 | 8 | 1.9% | 40 | 9.7% | 186 | 45.0% | 179 | 43.3% | < 0.001 |
| I am satisfied with my current union leadership | Q9.5 | 7 | 1.7% | 22 | 5.4% | 170 | 41.5% | 211 | 51.5% | < 0.001 |
| My union listens to the concerns of the members | Q9.6 | 3 | 0.7% | 15 | 3.6% | 189 | 45.5% | 208 | 50.1% | < 0.001 |
| My union keeps members informed about union affairs | Q9.7 | 5 | 1.2% | 19 | 4.6% | 183 | 43.9% | 210 | 50.4% | < 0.001 |
| My union encourages members to express opinions about the collective agreement | Q9.8 | 4 | 1.0% | 16 | 3.8% | 197 | 47.4% | 199 | 47.8% | < 0.001 |
| My union strives to solve problems peacefully | Q9.9 | 4 | 1.0% | 17 | 4.1% | 193 | 46.5% | 201 | 48.4% | < 0.001 |
| The elected officials of my union only pursue their personal ambitions | Q9.10 | 183 | 44.5% | 167 | 40.6% | 38 | 9.2% | 23 | 5.6% | < 0.001 |
| I am not concerned with union activities as long as I pay my membership fees and know I'm protected | Q9.11 | 182 | 43.8% | 169 | 40.6% | 43 | 10.3% | 22 | 5.3% | < 0.001 |
| My union gives members a say in how the union is run | Q9.12 | 6 | 1.5% | 49 | 11.9% | 204 | 49.5% | 153 | 37.1% | < 0.001 |
| My union officials' handle member's grievances | Q9.13 | 4 | 1.0% | 15 | 3.6% | 215 | 52.1% | 179 | 43.3% | < 0.001 |
| My union officials represent members adequately in disciplinary hearings | Q9.14 | 6 | 1.5% | 13 | 3.2% | 211 | 51.8% | 177 | 43.5% | < 0.001 |
| My union officials are available when you need them | Q9.15 | 7 | 1.7% | 12 | 2.9% | 195 | 47.2% | 199 | 48.2% | < 0.001 |
| My union membership fee is reasonable | Q9.16 | 5 | 1.2% | 16 | 3.8% | 205 | 49.2% | 191 | 45.8% | < 0.001 |
| I am aware of my union's constitution | Q9.17 | 14 | 3.3% | 41 | 9.8% | 208 | 49.8% | 155 | 37.1% | < 0.001 |
| I am very satisfied with the effectiveness of my union | Q9.18 | 6 | 1.5% | 31 | 7.5% | 192 | 46.5% | 184 | 44.6% | < 0.001 |

The findings are shown in Table 4.9 where the values (p-values) are below 0.05 (meaning level) and the allocations are not identical. That is, there have been major variations in the way the participants scored (agreed, disagreed).

4.12 Overall Assessment of Members' Satisfaction with Unions

Respondents were presented with 18 statement on various aspects of unions and activities. The respondents were presented with a Likert Scale (Strongly Disagree, Disagree, Agree and Strongly Agree) and needed to respond to each of the statements using the scale.

The following section analyses the respondents' scoring trends by variable per segment. Firstly, the findings are described using condensed numbers and percentages for the variables that make up each segment. In presenting the results for each of these sections Strongly Agree/Agree and Strong Disagree/Disagree results have been accumulated as one result. Tests were further evaluated according to the significance of the claims.

4.12.1 Representation by the Union

Figure 4.3 represents the sentiments of staff regarding active representation by the union.

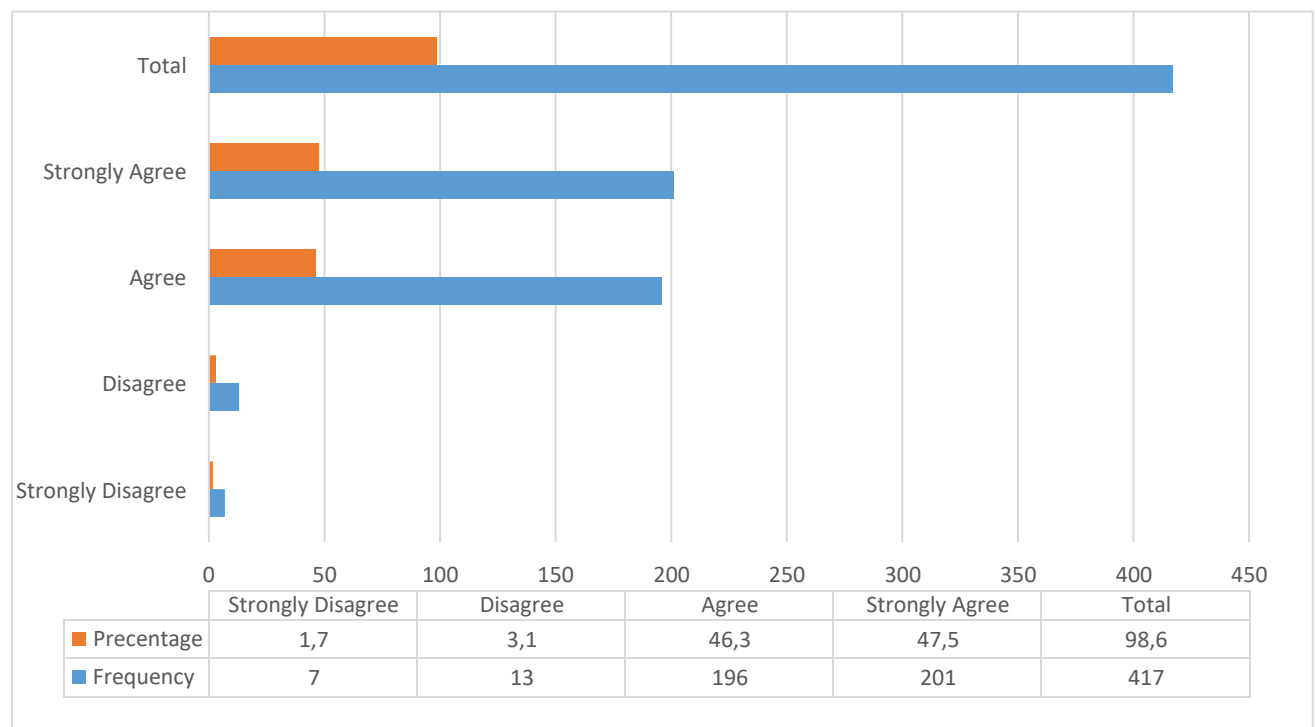


Figure 4.3: Sentiments of staff regarding active representation by union

It can be noted that a majority 397 (94%) of respondents believed the union actively represents its members. Only a minority 20 (5%) were of the view that the union did not represent its members. Six (1%) of respondents did not answer this question. It, therefore, can be summarized that the unions are actively representing its members.

Jensen (1963: 549-550) suggests that the group works on the basis of economic self-interest, much like the organisation. In a given case, the union does exist to benefit the most for its members, but it cannot ignore the laws of the associations and other constrictions without enduring any effects. Each need the other. Even when there are disputes, both parties strive to address their differences. Bargaining takes place over conflicting interest. Unions are seen by workers as addressing certain of their interest such as job security and work improvement and it is these interest that attracts the work to the union. Individual members have separate needs and these may have to be accommodated by the union.

It is significant to note that in this study the results obtained in the Section 4.11.1 Figure 4.3 noted that a majority (94%) of respondents believed that their union actively represents its members.

4.12.2 Nomination of Union Leadership

Figure 4.4 represents members that are actively involved in nominating union leadership

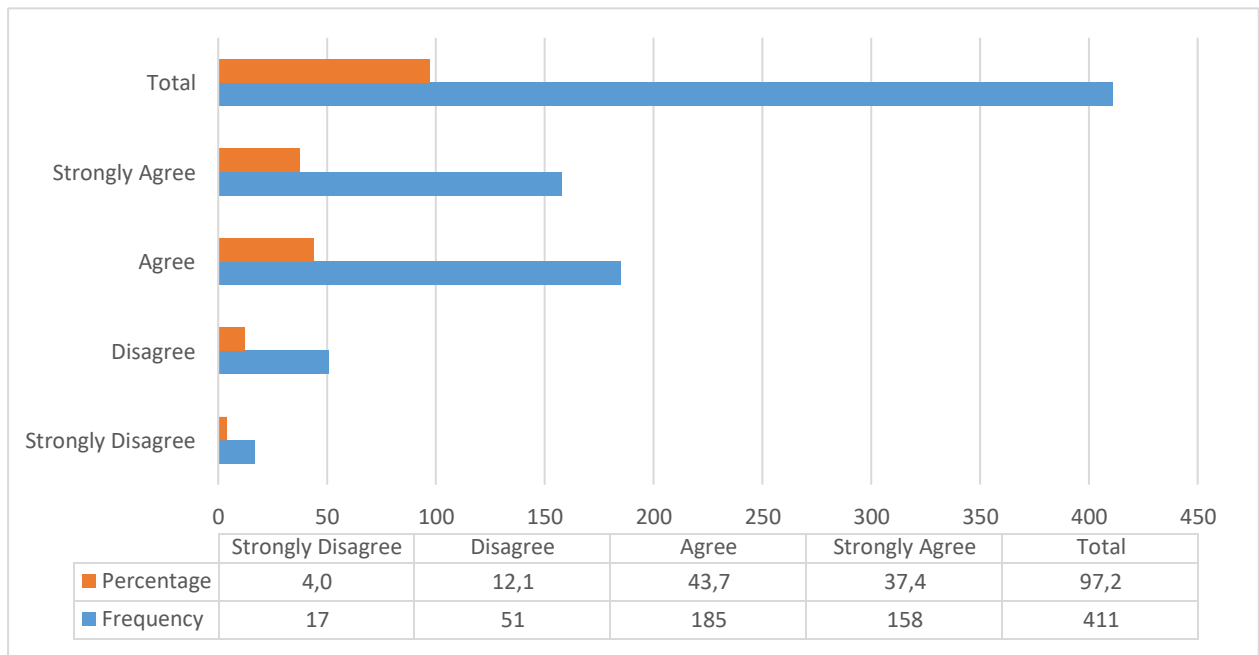


Figure 4.4: Members actively involved in nominating union leadership

As illustrated in Figure 4.4, Three hundred and forty-three (81%) of respondents were actively involved in the nomination of their union leadership. Only a minority 68 (16%) were not involved in the nomination of their union leadership. Twelve (3%) of respondents did not answer this question. This result indicates a positive and active involvement of members in the nomination of their union leadership which in turn signifies active participation and acknowledgement of the role of members in the union processes.

Fallon (2009) in a study of the Australian Trade Union Movement to determine how members perceived newly appointed organisers, found that members knew very little about the processes of their unions. Despite preferences for democratically elected officials factors such as instrumentality, reliability and familiarity are more important. Fallon (2009) recommends that there is a fundamental need for trade unions to ensure greater awareness of their own function, limitations and possibilities.

4.12.3 Union Office is Approachable for Individual Assistance

Figure 4.5 represents members that have approached the union office for individual assistance.

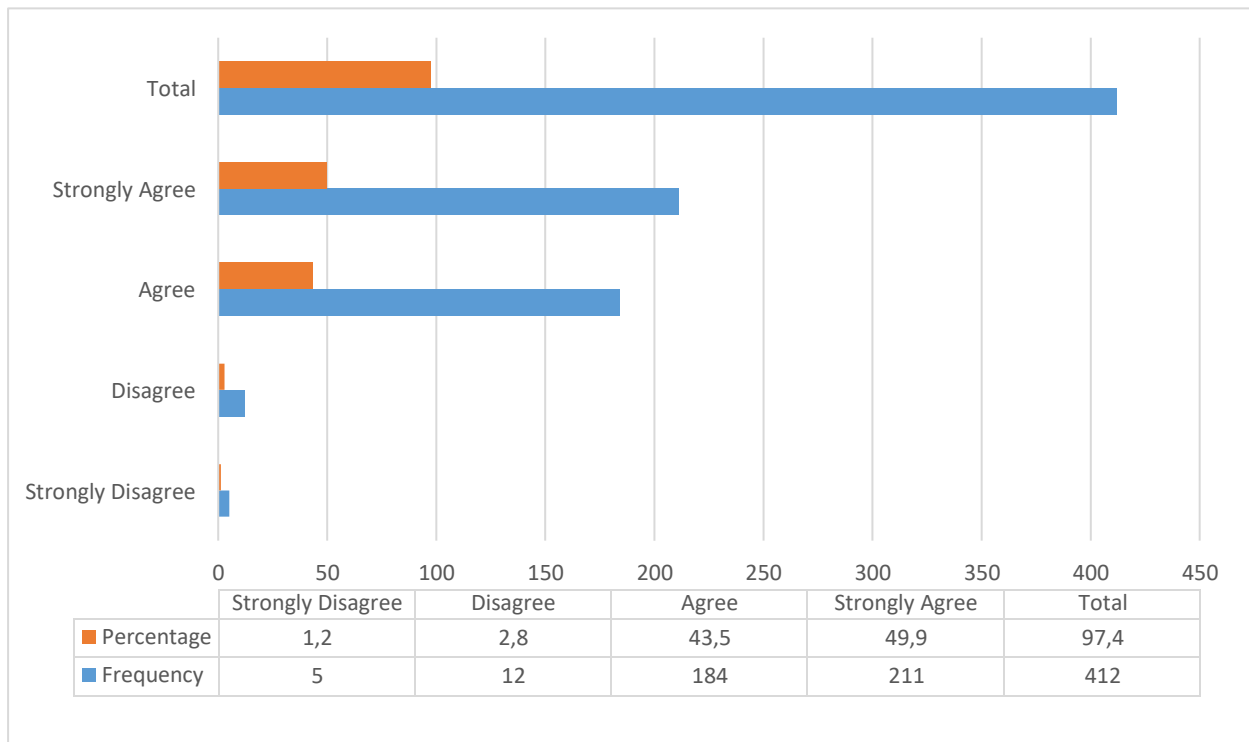


Figure 4.5: Union office is approachable for individual assistance

According to Figure 4.5, the union office is viewed as being approachable for individual assistance by a majority of respondents, which is 395 (94%). Only 17 (4%) were of the opinion that the union office was unapproachable for individual assistance. Eleven (2%) of respondents did not answer this question. It is evident from these results that the union office is available and prepared to assist individual members with individual assistance.

Kgapola and Smit (2017: 332-336) take the view that trade unions are service providers and must therefore give workers reason enough to become members and remain members. Labour unions promise to give their members a duty of care and must always operate to the best of their ability. The form and standard of the facilities provided by the labour union should be considered adequate and acceptable by the members. In many cases, have unions went onto expand the array of options they present to their representatives in order to attract and maintain members. Such programs include: financial support – funeral care, short-term insurance, mortgage discounts, car rental, insurance and hotel reservations; legal aid – personal support, such as accommodation, wills and debt; education and training – job opportunities,

health and safety courses and scholarships and scholarships; and social benefits – student attendance (Kgapola and Smit 2017: 332-336).

Results obtained in the current study indicate that the majority of the participants (94 percent) were of the belief the union office is viewed as being approachable for individual assistance (Figure 4.5).

4.12.4 Marketing of union

Figure 4.6 represents marketing of the union.

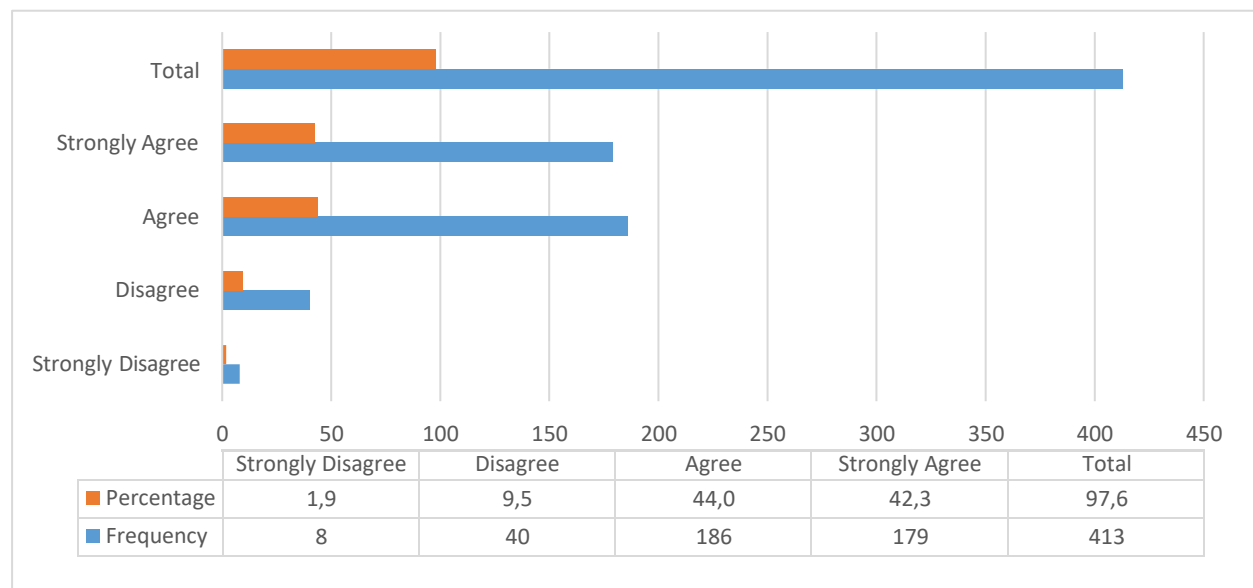


Figure 4.6: Marketing of union

A total of 365 (86%) of respondents Strongly Agreed/Agreed that the union was well marketed whilst a minority 48 (12%) were of the opinion that the union was not well marketed (Figure 4.6). Ten (2%) of respondents did not answer this question. These results indicate that unions have an adequate marketing strategy.

According to Jarley et al (1990) in order to determine overall satisfaction with the union it is important that all facets of satisfaction with union representation is examined. Surveys conducted in the early 1980's reported satisfaction with various aspects with union representation.

Collective bargaining negotiations on bread and butter have no effect on the evaluation of the members of the union. It is obvious that members find the input from the Community, democracy and the provision of community services to be important. Union officials have a tendency to misjudge the significance of organisational collaboration and openness as membership main concern. Jarley et al (1990) suggests that the development of these established areas will go a long way towards increasing the contentment of unionisation.

It's reassuring to observe that in the current study a bulk of the members felt that their labour union is well marketed and provides information about union affairs as indicated Figure 4.9.

4.12.5 Satisfaction with Current Union Leadership

Figure 4.7 represents member's satisfaction with the current union leadership.

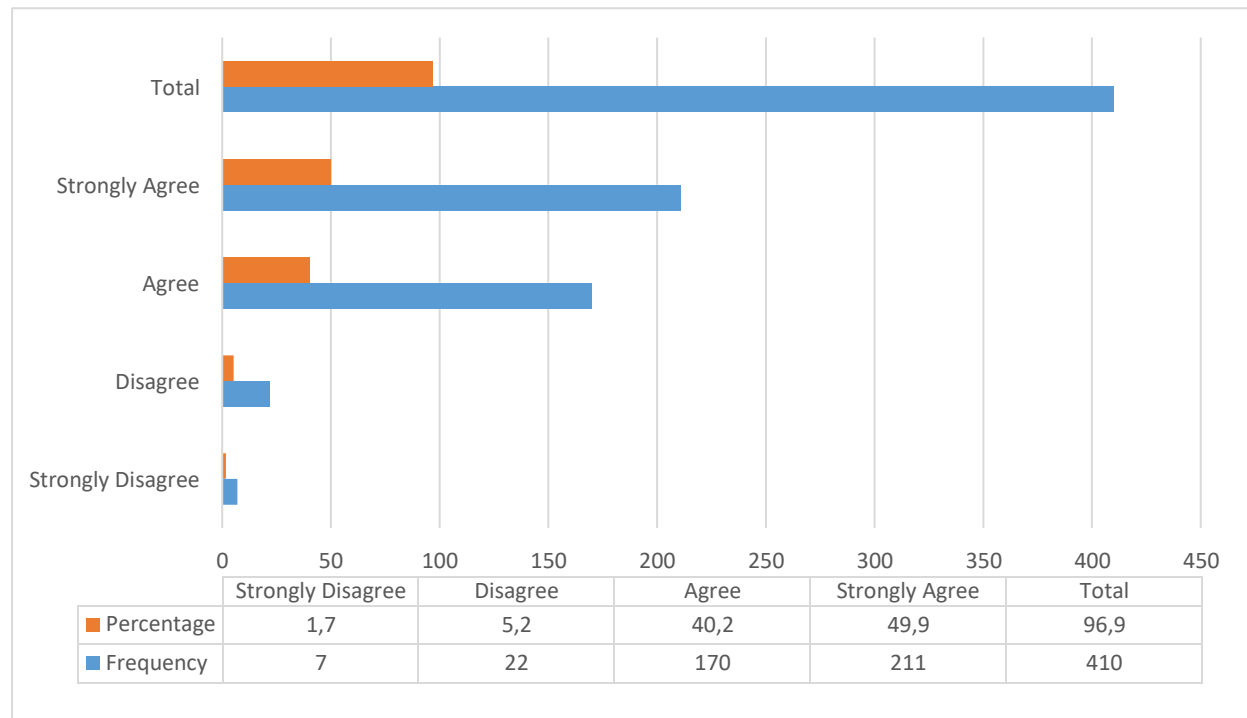


Figure 4.7: Satisfaction with current union leadership

It can be noted from Figure 4.7 that a majority, 381 (90%) of respondents were satisfied with the current union leadership. A minority, 29 (7%) of respondents were dissatisfied with the current union leadership. Thirteen (3%) of respondents did not answer this question. It can, therefore, be concluded from this results that there a great deal of satisfaction among members with the current union leadership.

Union leadership is critical for the efficient and effective functioning of unions. Hammer and Wazeter (1993: 317) as cited in (Frenkel and Kuruvilla: 1999: 562-563) identified three relational factors relating to union effectiveness. Such factors include support from other unions; dedication of union members to joint activities; the mind-set of union members; and strong leadership of unions. Union representatives must be receptive to union members, committed to the short-and long-term needs of workers, and able to negotiate and participate in other legislative and administrative operations.

In the current survey the majority 90% of the respondents were satisfied with their current union leadership and it can, therefore, be concluded as supported by Hammer and Wazeter (1993) that increased satisfaction by union members is likely to lead to greater commitment.

4.12.6 Union listens to the members concerns

Figure 4.8 presents results on whether unions listen to their members concern.

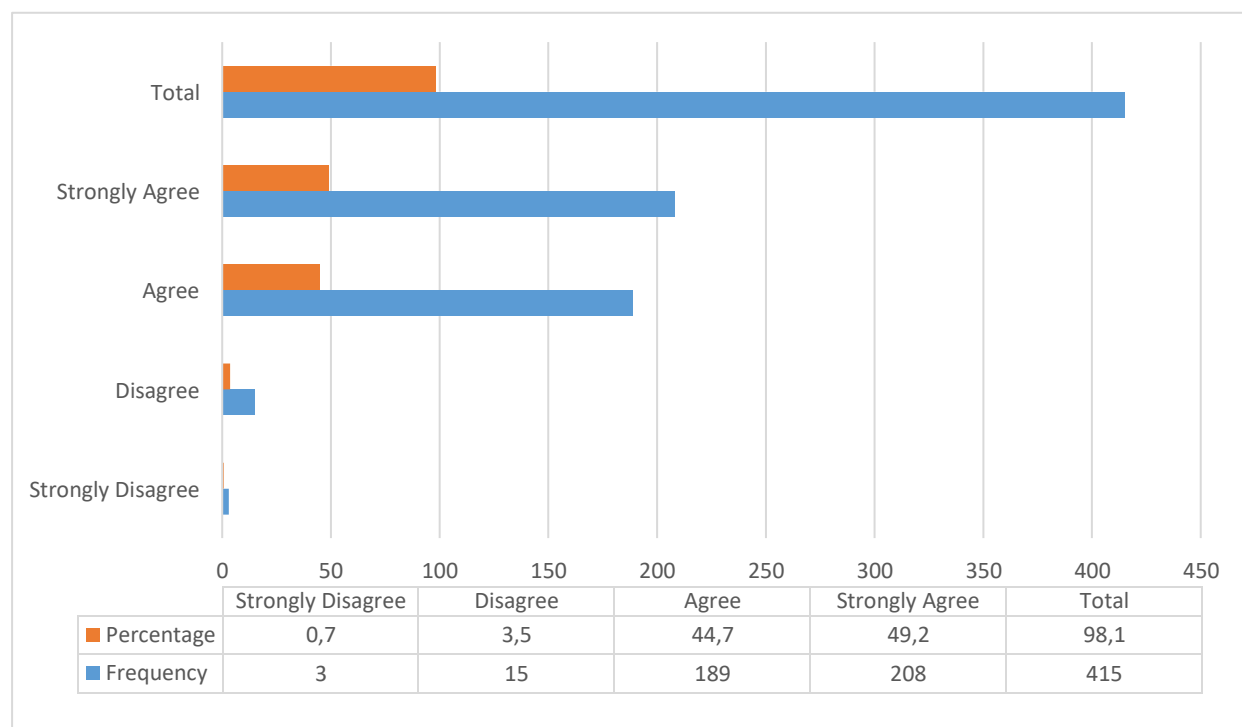


Figure 4.8: Union listens to members concerns

Figure 4.8 illustrates that 397 (94%) of the 423 surveyed members, were of the opinion that their union listens to its members concerns. Only 18 (5%) of members indicated that their union did not listen to their members concerns. A total of 8 (2%) of respondents did not answer this question. It can, therefore, be concluded that the unions adequately address their members concerns. This is a positive sentiment in favour of the unions and their functioning.

Unions exist for the main purpose of addressing members concerns. Barnes (2019: 576), is of the opinion that despite a hostility to unions by some employers and

members, where there were consultative committees in place, committee members who were union members were more effective at representing their constituents concerns and providing feedback to their electorates because they had well established communication channels. Unions also believed that the committees provided them with useful insights into Management thinking and opportunities to address areas that could lead to disputes.

Shore et al (1994) as cited in (Chawla: 2019: 212) explained that members global perceptions of unions were determined by the extent to which the union values their contributions and cares about their well-being.

The principle of union assistance underpins the basis for social exchange. This mutual interaction involves the responsibility and reciprocation between the participants and their unions. This is based on a partnership where the person compels the receiving party to provide extra benefits by offering beneficial services to another party. As a result, if members believe that the union worries about their welfare and supports them, they may be anticipated to display greater interest and loyalty to the union.

Buttigieg et al (2014: 18) as cited in Debono (2017: 8) observed that labour union leaders in Australia are often more eligible to trust their unions when their workplace representatives responded to their desires and to their interests. Nonetheless, a study conducted amongst trade union members in 12 European countries showed that a large majority of participants were not happy with the reliability of representation only when a union official of the workforce was positioned at their current workplace (Buttigieg et al 2014: 18 as cited in Debono 2017: 8).

The results of this study as shown in Figure 4.8, demonstrates that a majority of the respondents were of the view that unions listened to their concerns and addressed them accordingly.

4.12.7 Information about union affairs

Figure 4.9 indicates whether information is provided regarding union affairs.

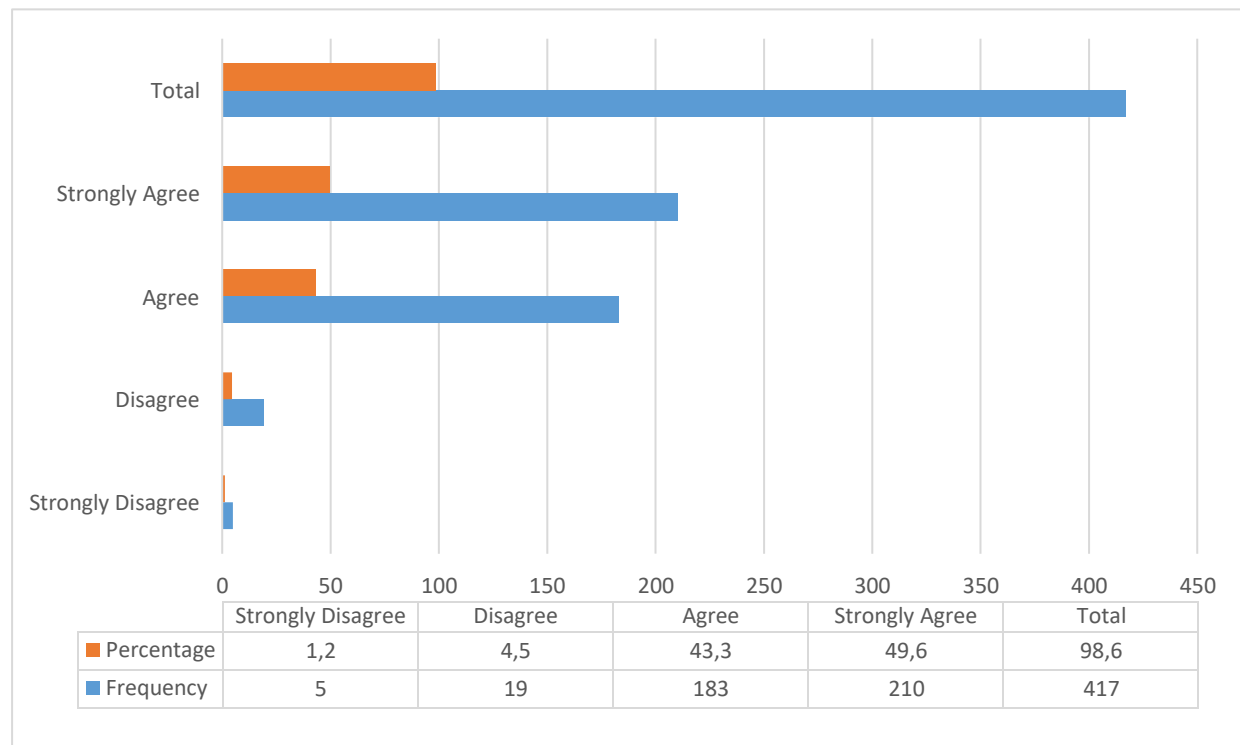


Figure 4.9: Information about union affairs

Of the 423 respondents, a majority, 393 (93%) were of the opinion that the union provided sufficient information about its affairs. Only 24 (6%) of respondents felt that the union was not providing information about its affairs. Six (1%) of respondents did not answer this question. It can be concluded from this result that unions provide sufficient information about its affairs to members. This result is corroborated by the findings presented in Figure 4.7 where a majority, 381 (90%) of respondents indicated that the union was well marketed.

Chawla (2019: 211) defined union ideology as a set of beliefs, attitudes and values held by an identifiable social group. It reveals the unity of members towards the labour union. Participants engaged in union activities because they were motivated by the value of the mission, that their own involvement would make a difference, that many will be interested and that they'd be productive together (Chawla: 2019:211).

Frenkel and Kurvilla (1999: 564) speculated that the success of the union is dependent on the happiness of the participant of the internal union ties with the contact, representation and leadership processes of the unions. In addition, reduced fulfilment and engagement may be largely the product of the impression by union members of a lack of contact, comprehension and control as an outcome of union systems, procedures, and leadership and the competence of members.

4.12.8 Opinions about Collective Agreement/ Union Constitution

Figure 4:10 represents member's opinion on the collective agreement.

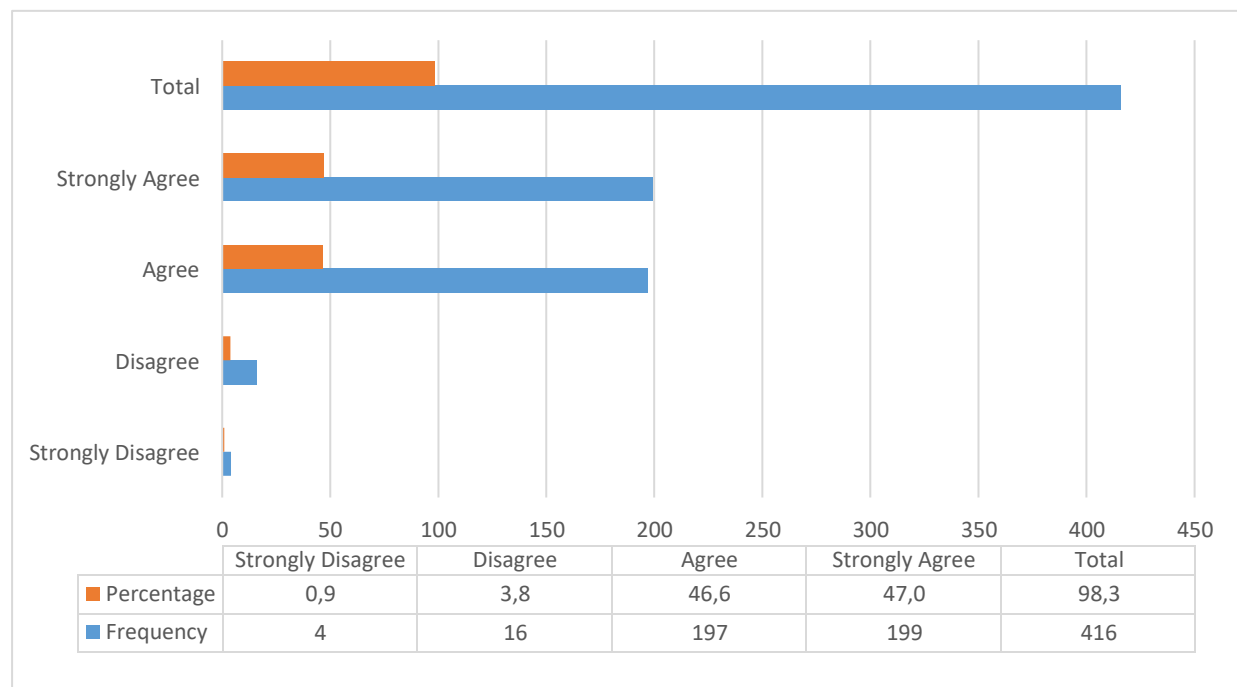


Figure 4.10: Opinions about collective agreement

Figure 4.10 illustrates that a majority, 396 (94%) of the respondent's unions encouraged the members to express opinions on the union's collective agreement whilst only a minimum of 20 (5%) indicated that their union did not encourage them to express opinions. Only 7 (1%) respondents did not answer this question. This result shows that unions allow for members to be involved in its activities especially by expressing opinions on the collective agreement which is the vital document regulating the relationship between unions and the organization.

Figure 4.11 represents member's awareness of the union's constitution.

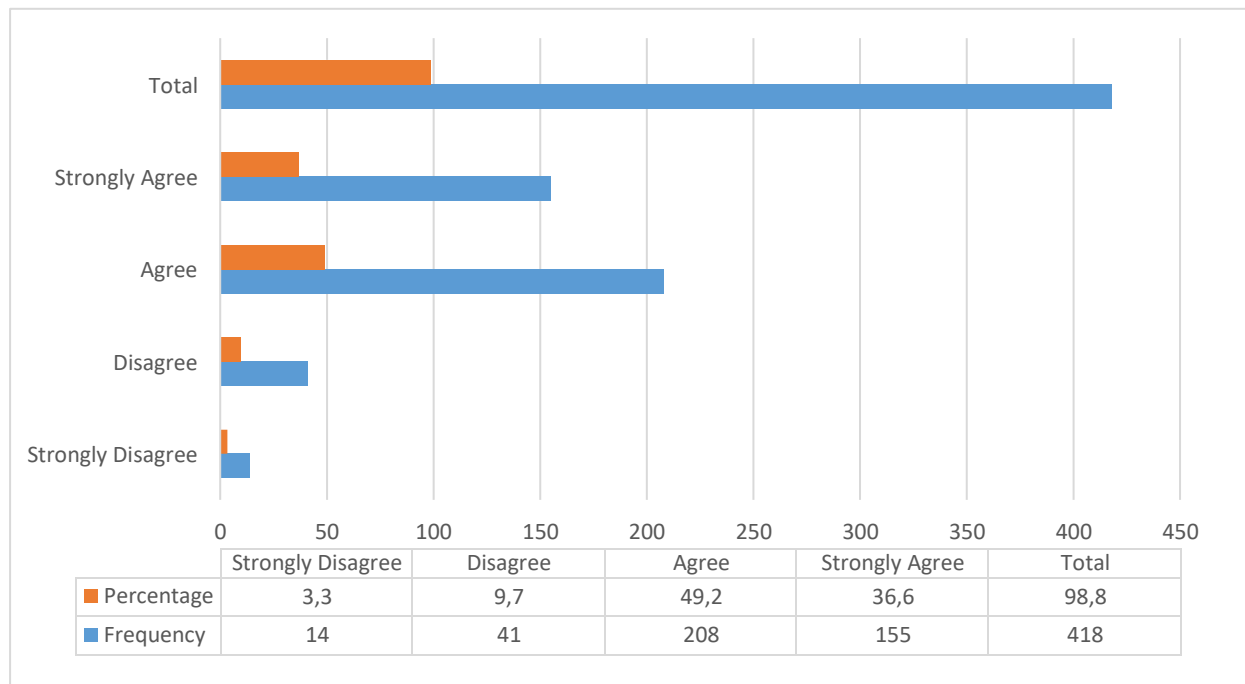


Figure 4.11 Awareness of union constitution

A majority, 363 (85%) of the 428 respondents were aware of their union's constitution (Figure 4.11). Only 55 (13%) of the members were unaware of their union's constitution. Five (1%) of the respondents did not answer this question. It is, therefore, important to note that overall, a majority of the union members were aware of their union's constitution and this could be due to the fact that the members are involved in the nomination of their union leadership, the union is marketed, members have information given to them are involved in the operations of their unions as indicated in Sections 4.11.2; 4.11.4; 4.11.7 and 4.11.12. This is seen as complimentary towards the effective functioning of the unions in the workplace.

As part of the recommendations of their study Kgapola and Smit (2017: 345) indicate that:

- Unions must be frank, open and fair with members at all times;
- The unions must practice good governance through the release of audited financial reports;
- The unions need an efficient communication plan to communicate knowledge more efficiently.

In the current study, Figure 4.10 illustrates that a majority of the respondent's unions encouraged the members to express opinions on the union's collective agreement. In addition, Figure 4.11 indicates that a large majority were aware of their union's constitution. In the light of Kgapola's and Smit's (2017) recommendation it can be noted that at the DUT that the unions have an efficient engagement approach for insightful distribution of information because the majority of the members have an input into the collective agreement and are aware of their union's constitution.

4.12.9 Solving Problems Peacefully

Figure 4.12 indicates whether unions solve problems peacefully.

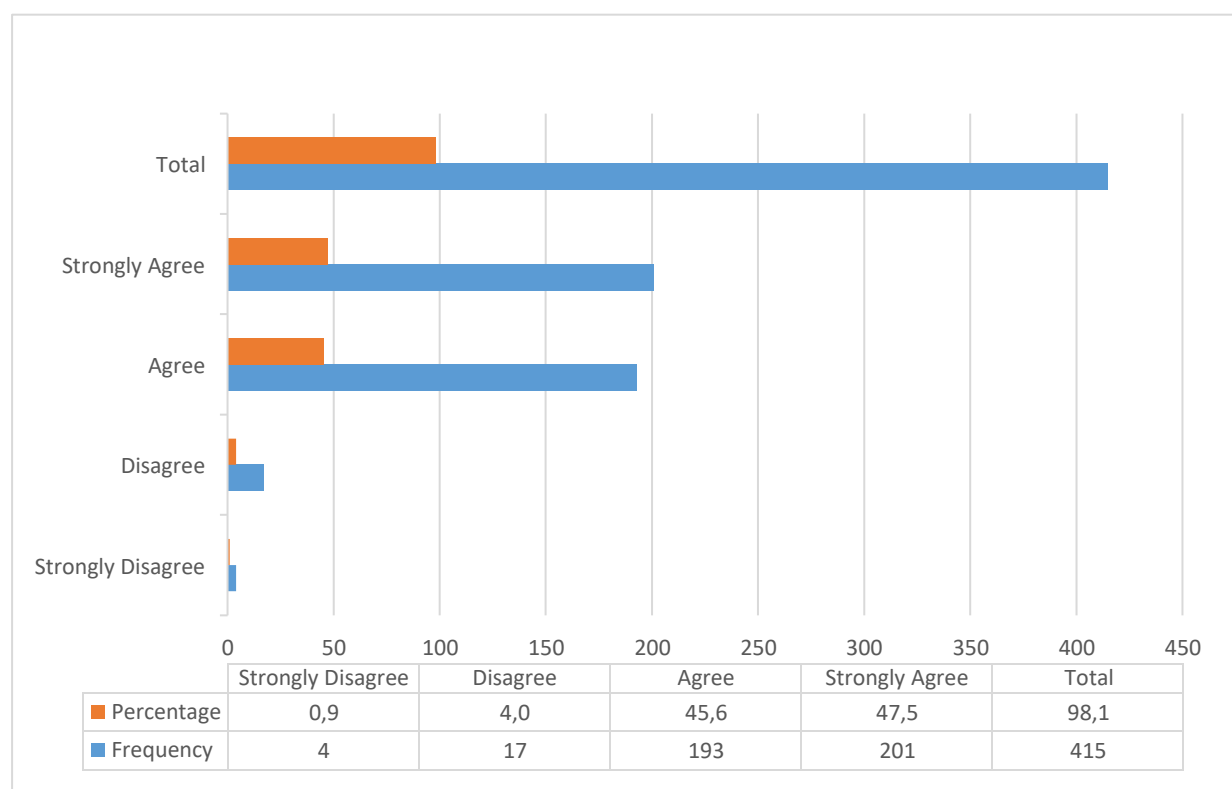


Figure 4.12: Solving problems peacefully

The respondents were unanimous in their opinions that their unions solve problems peacefully. It can be noted that a majority, 394 (94%) of respondents supported the statement that unions solve problems peacefully (Figure 4.12). Only a minority, 21 (5%) of respondents felt that unions do not solve problems peacefully. Eight (1%) of the respondents did not answer this question. It is, therefore, evident that members

perceive the unions as structures that embark on problem solving through reasonable methods rather than being hostile, aggressive or through strikes/protest actions.

Chawla (2019:213) strongly believe that trade unions are an attractive device by which the problems of workers can be easily resolved through effective management. Rather of responding to discontent by withdrawing, participating in strikes and marches to resolve their frustration with trade unions helps increase morale and solidarity and offers alternative conflict resolution channels for workers.

Peetz (2012) as cited in Chawla (2019: 213) states that favourable work behaviours, employment contentment and a decline in levels of conflict at workplace are possible when workers are able to show their problems through unions, which in turn act as a medium for peacefully addressing their concerns.

The results of the current study have shown that unions at the DUT are resolving issues peacefully and this in turn has a positive influence on profitability and worker contentment in the workplace (Figure 4.12).

4.12.10 Union Officials Pursue Their Personal Ambitions

Figure 4.13 indicates whether union officials pursue their personal ambitions.

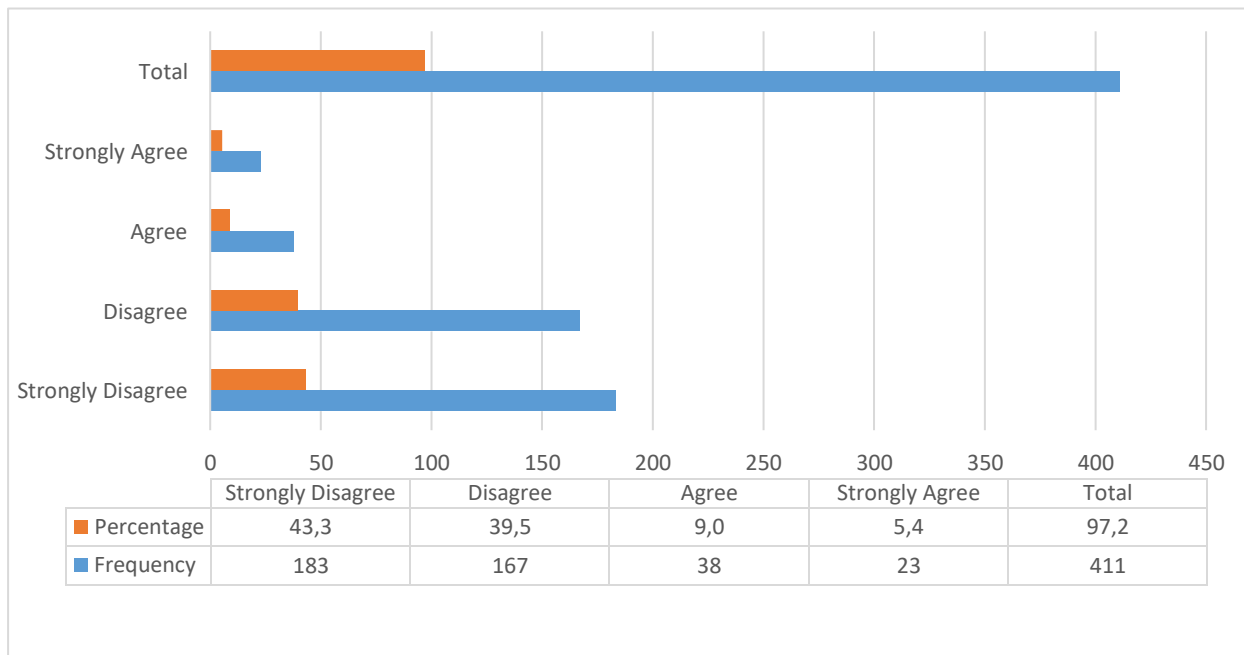


Figure 4.13: Union officials and personal ambitions

Figure 4.13 illustrates that a majority, 350 (83%) of respondents were of the opinion that the union officials did not pursue their personal ambitions. Only 61 (14%) of respondents felt that union officials pursue their personal interests. A minimum of 12 (3%) of respondents did not answer this question. It can be concluded from this result that union officials are perceived as being committed to working for their members rather than for their own personal gains. This is a positive sentiment for the unions as it means that officials are doing what they have been elected to do and this is acknowledged by the members. It also indicates that members' involvement in the nomination of officials and their choices in who should become union officials is noble because these union officials don't pursue their own interest (Figure 4.4).

Hu et al (2017: 975), is of the opinion that unions need to re-emphasize their representative role to represent labour's interest. In the study of Chinese unions workers regarded unions as "administrative" unions or even as "bosses" union. In the current study, members surveyed indicated that they were satisfied with the way in which their union operates (Figure 4.7; and Figure 4.20).

It can, therefore, be concluded that majority of members are of the opinion that union officials do not pursue their personal ambitions (Figure 4.13).

4.12.11 No Concern with Union Activities

Figure 4.14 required the member to indicate whether they were not concerned how the union functioned as long as they paid their membership fees and were protected if anything happened to them

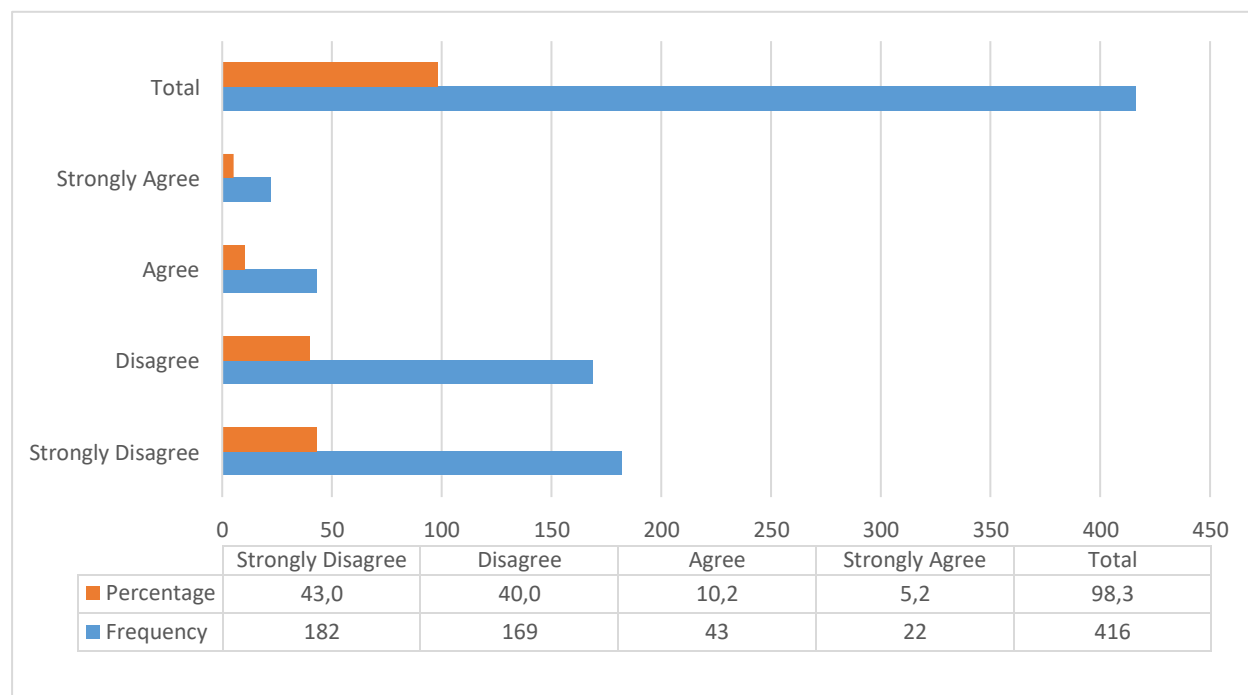


Figure 4.14: No concern with union activities

A large percentage 83% (351) of respondents Strongly Disagreed/Disagreed with the statement that they were not concerned with the union activities as long as they paid their membership fees and were protected if anything happened to them. A minority, 65 (15%) Strongly Agreed/Agreed with the statement. Seven (2%) of respondents did not answer this question. A majority of the members were of the opinion that they were concerned with the unions' activities and how the union functioned. These positive sentiments are may be due to the fact that unions, as indicated in Figures 4.7; 4.8; 4.9; and 4.10, where respondents indicated that: they are satisfied with their current leadership; the unions address members' individual concerns; unions provide members with information; and unions allow members to express opinions about the collective agreements.

In any labour union there'll be a mass of passive members. Passivity doesn't mean total non-participation, according to Bradley (1994:44), some members participated in certain events such as balloting, reading union publications, and attending on-site meetings. Because of household tasks and other strains on their time, some members are reluctant to relinquish time and freedom to engage in division meetings or events.

The current study identified a minority 65 (15%) of respondents who fell into the category of passive membership, whereas a majority 351 (83%) of respondents were active members. The researcher did not include a follow up question requesting reasons for non-participation.

Although the enthusiasm is conveyed by members eager to participate in union activities, this involvement is decided by the specific needs of the individual and their expectations towards the union. Recent researchers emphasize other ways of involvement that are considered as incredibly significant as joining union meetings or occupying a union position. Those activities include holding informal meetings in the union offices, engaging in initiatives and reading the Union-related literature in support of the union (Chawla 2019: 208).

4.12.12 Members Involvement in Union Operations

Figure 4.15 represents members who had a say in the operations of the union.

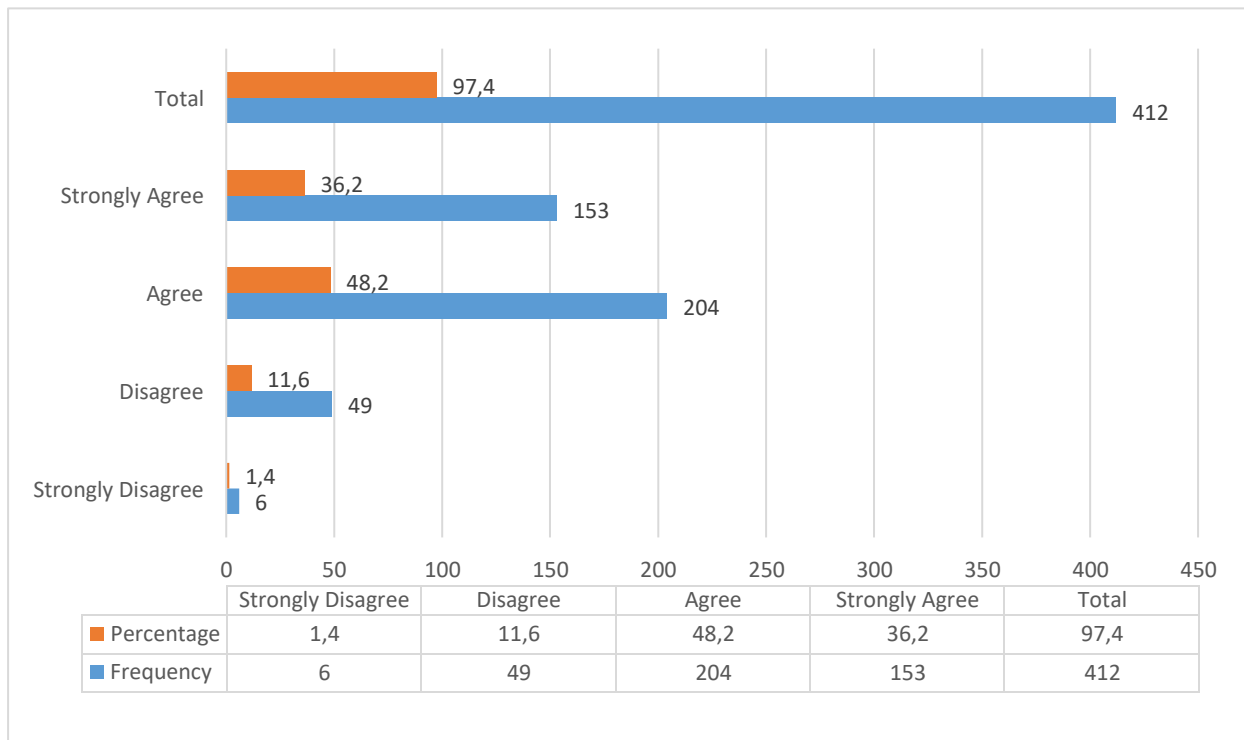


Figure 4.15: Members have a say in how unions operate

Majority of the respondents 357 (84%) showed that their union allows them an opportunity to provide input in the union's operations (Figure 4.15). A minority, 55 (13%) indicated that their union did not provide them with an opportunity to provide input in how their union operates. A total of 11 (3%) of respondents did not answer this question. It is good to note from this result that members have opportunities to provide input in the operations of their union. This is important because the unions exist to address members' matters and concerns and by having input into the operations, members are directly involved and can be of assistance.

Chawla (2018: 207) provides some relevant questions that unions need to ask of themselves:

- Are the members active in the life and work of the union?
- Does the union have processes for member engagement?
- Will its members have the permission of the leadership of the union?
- Do members agree with the philosophy of the union?

Chawla argues on these topics that even when members take a more active role, unions are more representative and open to the needs of their members. Unions are starting to gain more confidence, are being organized intensively and are therefore better able to bargain with management. Member engagement in all aspects of the unions is therefore a vital part of the equation for improving the governance of the union and the representativeness of the union.

Union members are more likely to participate in trade unions when they believe that their participation will result in pay-offs. This also advises that the authoritative and proven trusts are both essential to influencing the behaviour of trade union leaders (Buttigieg et al: 2014 as cited in Debono 2017: 5).

Goeddeke and Kammeyer-Mueller (2010: 65) as cited in Debono (2017: 17) established that the involvement of an individual in an attempt to recognize a union depends not only on the instrumentality of the union but also on the social ties with the union and the administration. Most of the workers join unions to protect themselves against discrimination or to improve working conditions.

Gall and Fiorito (2016:193) state that members provide the resources to empower their unions in terms of providing subscriptions that is used to hire staff and compensate officials for time spent on union work. In addition, the volunteering by members is a way by which much more union work is conducted.

4.12.13 Union Officials Handle Members' Grievances

Figure 4.16 indicates whether union officials addressed member's grievances.

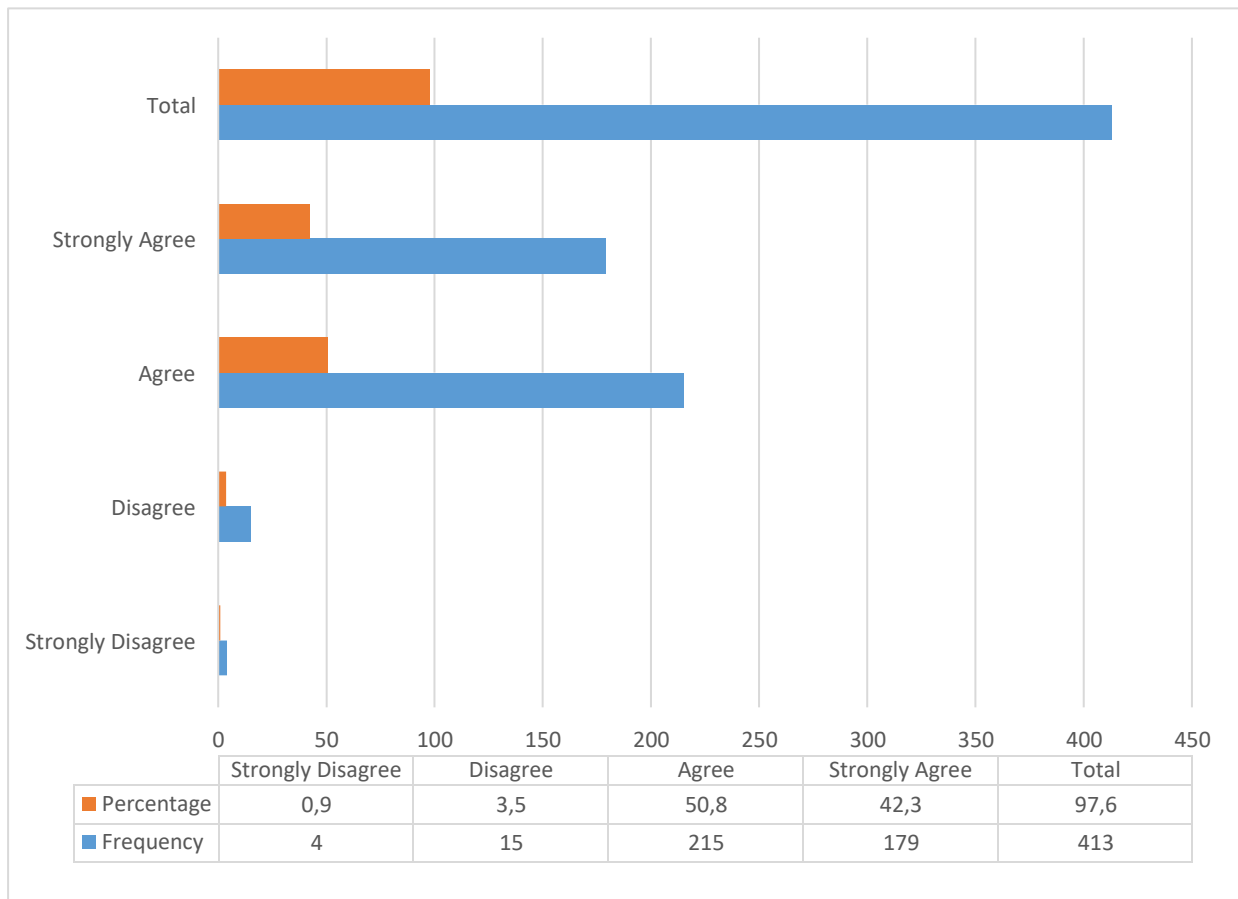


Figure 4.16: Union officials and members grievances

It is concluded from the results in Figure 4.16 that union officials fulfil a very important task of addressing members' grievances. Of the 423 members surveyed, a majority, 394 (93%) were of the opinion that their union addressed their grievances. Only a minority, 19 (5%) of respondents felt that their grievances were not addressed. Ten (3%) of the respondents did not answer this question. These results once again highlights, as with other results in Sections 4.11.5; 4.11.6; 4.11.7 and 4.11.8, that members perceive their union to be effective and are satisfied with their union.

Hu et al (2017: 966-967) in their study on Trade Unions in China found that although these unions have a dual role of performing managerial functions for the organisation as well as protecting employee rights, the unions primarily draw on state power and negotiation with the organisation to resolve labour grievances. Therefore, unions play an important role by offering support and protection and reduce the potential of unsatisfactory work events.

The current study found that the majority (93%) were of the opinion that their union addressed their grievances.

4.12.14 Union Officials and Representation in Disciplinary Hearings

Figure 4.17 indicates whether union officials represent members in Disciplinary Hearings.

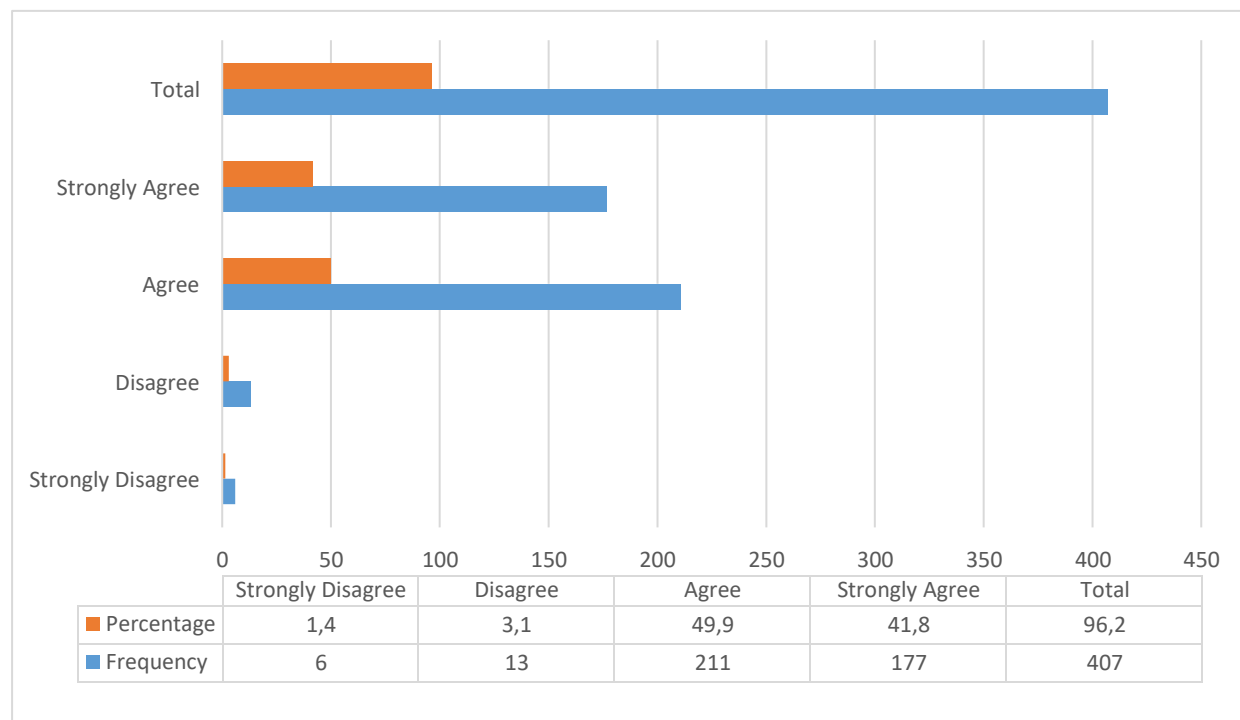


Figure 4.17: Union officials and disciplinary hearings

A majority of respondents, 388 (92%) indicated that the union officials represented them at disciplinary hearings whilst only 19 (5%) were not represented at disciplinary hearings. Sixteen (3%) of respondents did not answer this question (Figure 4.17). A possible reason for the 16 respondents not answering this question is the specific member did not have a disciplinary case against him/her. From the survey conducted, a large majority of the respondents have showed that union officials represent members at Disciplinary Hearings.

This however, does not translate into the fact that the members had disciplinary cases instituted against them. This opinion could be provided by these respondents based on marketing of the union; information provided by the union as well as respondents

individual interaction with other members who may have had disciplinary actions instituted against them. This result further indicates that unions are perceived by members to be undertaking one of its many roles in the workplace which is to give the member fair representation at disciplinary hearings.

Jensen (1963) reports that collective bargaining has achieved a decent degree of recognition in our culture. The fundamental nature of the process has not been grasped. There is an interdependence between the unions and the organisations, and they need each other. The parties may have differing or opposing interests, however, there is bargaining over those conflicting interests. Disciplinary measures against workers result in one conflicting interest.

Workers are more aware of their interest and expect union officials to play a greater role in defending labour rights. The Chinese Government requires unions to be more responsive to labour demands and as a result the bonds between workers and unions have strengthened. When frustrating conditions occur, members turn to unions for help because they trust and accept unions as their representatives (Hu et al: 2017: 968).

Figure 4.17 indicates that a majority of the respondents in this study (92%) were represented satisfactorily at disciplinary hearings by their union officials. In light with the sentiments expressed by Jansen (1963) and Hu et al (2017), it is evident that when conflicts situations result in disciplinary hearings at the DUT staff trust their unions to represent them effectively.

4.12.15 Availability of Union Officials When Needed By Members

Figure 4.18 indicates whether union officials were available when needed by members.

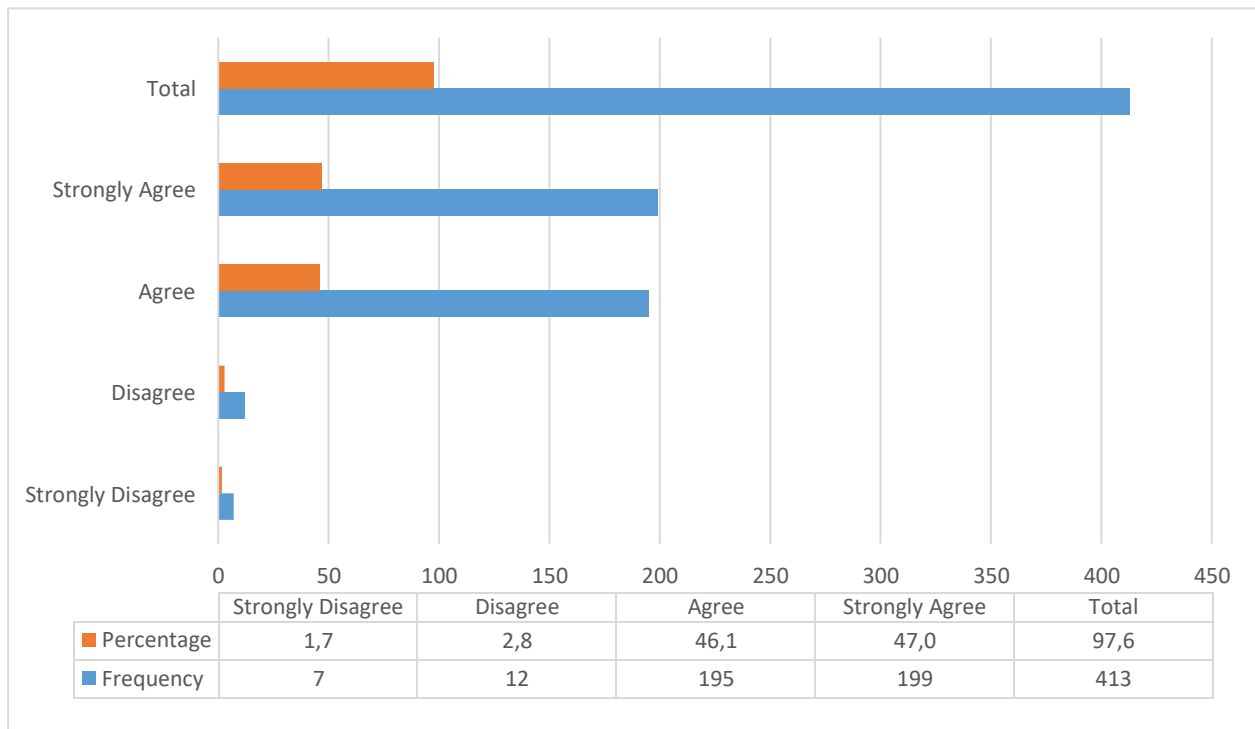


Figure 4.18: Availability of union officials when needed

Figure 4.18 shows that 394 (93%) of respondents indicated that the union officials were available when required. Only a minority, 19 (5%) members, were of the opinion that the union officials were not available. Ten (2%) of respondents did not answer this question. This result further reinforces the fact that unions are well marketed, provides information, involve members in their operations, represent their members, and are accessible as indicated by results (Figure 4.6, 4.9, 4.14 and 4.17)

Union offices and officials must be available when needed. In their study on trade union services and members satisfaction in the South African public sector, Kgapola and Smit (2017: 343) found that effective and open channels of communication can mitigate the level of displeasure among union members. Furthermore, resolving any confidence gap that would lead to reducing the social divide between union leaders and their members would help.

Trade unions should aim to ensure that their programs and benefits are of excellent standard, and to promptly and effectively attend to the questions of their members. By increasing the standard and service, member's satisfaction will improve and this will impact positively on the loyalty of the members.

The current study has confirmed that 93% of the respondents indicated that the union officials were available when required (Figure 4.18).

4.12.16 Membership fees

Figure 4.19 represents members' satisfaction with union membership fees.

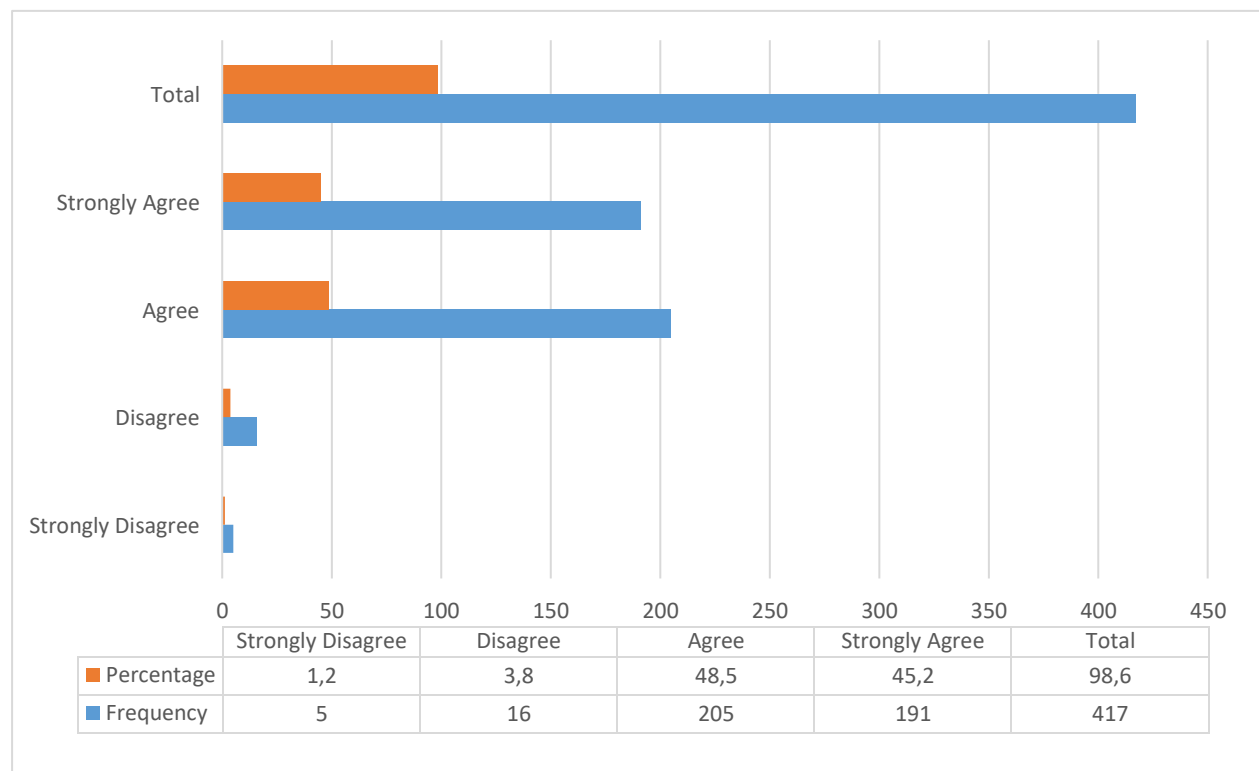


Figure 4.19: Membership fees

Of the 423 members surveyed, 396 (94%) were satisfied with the membership fees whilst only 21 (5%) were not satisfied. Six (1%) of respondents did not answer this question (Figure 4.19). It can, therefore, be concluded that members are satisfied with the current membership fees. This, therefore, means that union officials have taken into consideration the affordability of the membership fees and this is the reason why members find the fees reasonable.

Whilst unions rely on membership fees to run their daily operations, these fees have to be reasonable in light of the members' affordability. Trade union members generally have to pay a membership fee and, accordingly, individually bear the costs of

membership. However, trade unions mostly provide services which raises the question of why people join union (Goerkea et al 2011).

Toubel and Jensen (2014: 135-154) are of the opinion that after considering the pros and cons of joining a trade union members frequently join trade unions. If the interest is high enough for the individual, the individual will join the union especially in the light of the union subscription fees.

Results from the current survey showed that the majority of respondents were satisfied with the fees charged for membership. Toubel and Jensen (2014: 135-154) provided a probable reason for this, indicating that members weighed the benefits and advantages of joining a trade union in terms of value benefit. Membership felt that by paying their membership fees they were protected in the event that there was a problem in the workplace.

4.12.17 Satisfaction with the effectiveness of the union

Figure 4.20 represents members overall satisfaction with the union, the final statement requested the respondent to indicate their satisfaction with the union.

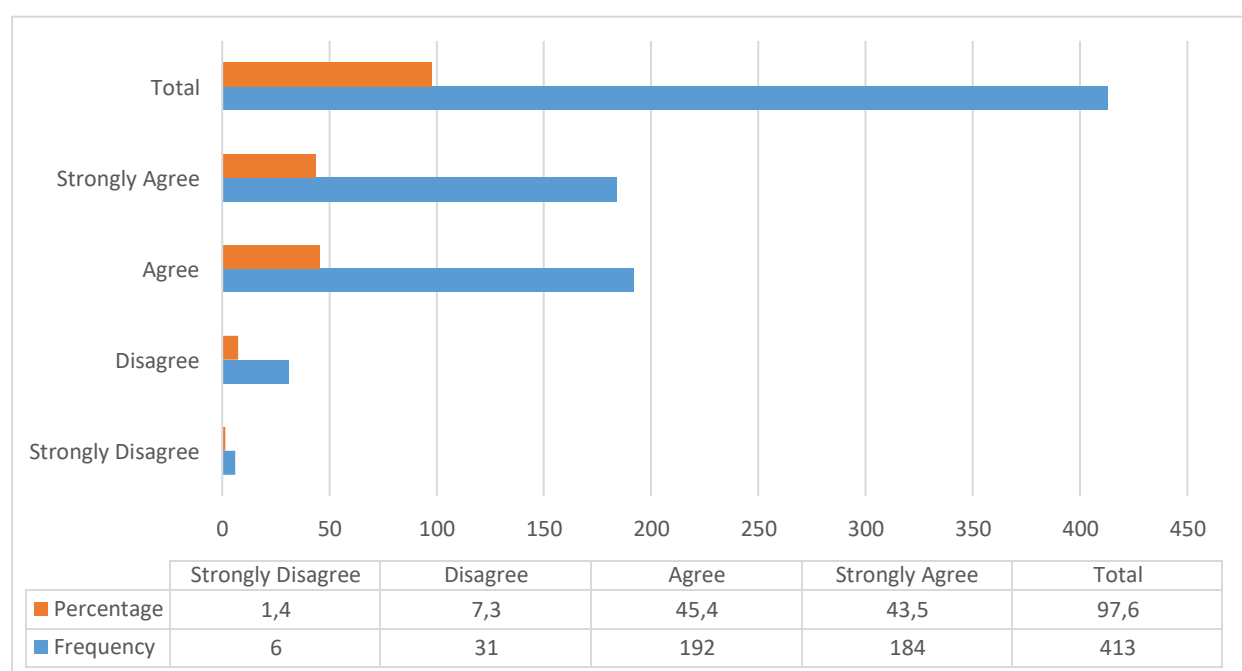


Figure 4.20: Satisfaction with the effectiveness of the union

Figure 4.20 indicates that a majority, 376 (89%) of respondents were satisfied with the effectiveness of their union. Only a minority, 37 (8%) of respondents were dissatisfied with the effectiveness of their union. Ten (2%) of respondents did not answer this question. It can, therefore, be summarized that the members are very satisfied with the effectiveness of their unions.

Interviews revealed in a Bradley study (1994: 42-43) that there is still substantial support for the trade unions. Eighty-four per cent agreed that there was a growing need for unions, while some were sceptical of their own unions and services.

Frenkel and Kuruvilla (1999: 569-570) in their study of the Korean Industrial Sector surveyed the most important determinants of unions satisfaction. The results suggested that the most critical things impacting member satisfaction with their union was the availability of union representatives when they needed them, allowing members a say in how the union works, keeping their members informed about union affairs, and coping with grievances.

Contrary to common belief, these findings show that union members did not worry too much about economic benefits but rather on the importance of internal union democracy which increases member satisfaction with the union.

4.13 General comments

Respondents were given an opportunity to provide general comments on any aspect of the study. The comments were collated and are presented in Table 4.10. Whilst each respondent expressed his/her comments in specific terms, the various comments were grouped under common themes and presented.

Table 4.10: General comments from respondents

| |
|---|
| A union is very important to any employee |
| Being in the union is important because when you have issues at DUT the union helps you resolve most of the problems |
| Commendable |
| DUT unions must be a bit more wary |
| Workers must take advantage of knowing their rights and responsibilities in the workplace |
| Good work done by union. Union goes the extra mile to help staff |
| I thank the union for the time and effort they put to represent members |
| I am grateful for the union to resolve my case with Management in terms of unfair labour practice regarding the grading of my job |
| I have lost faith in the unions |
| I wish we had an academic staff union which only represented academic |
| If you have not joined a union you do not know what you are losing out on |
| In all the short listing and interview meetings I have attended union reps do not pitch especially in the Midlands. |
| In my opinion without union representation our staff have no voice. We are thankful to have a union who takes care of our needs. |
| In PMB we feel like step children because we not updated on any issues. |
| Interesting study. |
| It is Safe to be unionized in the workplace. |
| Joining a union at DUT is like taking an insurance policy. It is only when you are in need that you realize your investment. |
| Thank you and continue the struggle with clean hands and pure heart. |
| The PRMA has not been resolved yet. Many years have passed and they demand money every time. |
| Unions are being rail roaded by Management and need to counter act Management's prerogative. |
| Unions are essential in today's running of the University otherwise the university may be run by a dictator without any democratic process. |
| Unions are important in taking care of members' well being |
| Unions are not available when we need them. Issues take too long to be resolved. Communication is poor. |
| Unions bring more security in the public sector. |
| Unions have been hijacked by management. |
| Unions must be bolder, strong and put their head on the block. There should be one union for all members. |
| Unions need to penalize respective members for not giving it support when it's really needed. |
| Unions should be more active regarding staff issues. |
| University undergoing transformation. There are many 'cliques' but will support union matters as unions can make a difference. |
| Well done to the DUT team thank you for all your kind assistance. |
| Well done to union members for their time and effort in working for the welfare of staff. |
| While the union functions effectively there is always room for improvement. |
| You feel safe to have someone on your side |

It can be summarized from Table 4.10 that a majority of the comments were very complimentary towards the unions. There were some negative comments where respondents felt that they lost faith with the unions, the unions have been high-jacked by management and that unions should do more for their members.

Some of the comments presented by respondents gave advice to unions, i.e., unions must be more wary, unions must be bolder, strong and put their head on the block, there should be one union for all members, unions need to penalize respective members for not giving it support when it is really needed, unions should be more active regarding staff issues. There are many “cliques” but will support union matters as unions can make a difference.

According to Bradley (1994: 43) whilst a significant number of members believed that their members were satisfied with their unions and the services they offered, the most common ground for complaint was that the union was powerless, ineffective and could not deliver what it promised. The other frequently voiced criticism was lack of consultation with members and poor communication. Table 4.10 presents results similar to what Bradley (1994) has echoed.

4.14 Conclusion

This chapter provided results and discussions of the study. The above-mentioned results and discussions show a positive response from the respondents and can be, therefore, concluded that the staff at the Durban University is content with the service quality obtained from their unions. However, it can also be noted from the discussions above that a minority of respondents did, however, experience certain challenges with their unions at the DUT. Despite the challenges faced the overall findings is that the respondents are satisfied with their unions.

The following chapter will provide the conclusion and recommendation drawn from the current research and the researcher will provide recommendations for future research.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

5.1 Introduction

The previous chapter provided the results and discussions of the study. This chapter will provide the conclusions and recommendations based on the results obtained in this study as well as limitations of the study.

The aim of this study was to investigate the level of satisfaction/dissatisfaction with union representation of workers interests at the Durban University of Technology.

The objectives of this study were to:

- Determine whether union members are satisfied with union representation of their interests.
- Identify the areas of representation that was lacking.
- Recommend ways in which worker interest can be improved.

The critical questions that this study sought to answer were:

- Are union members satisfied with union representation of their interests?
- What areas of representation was lacking?
- Which areas of representation are satisfactory?

In total, 620 questionnaires were distributed and 436 were returned which gave a 70% response rate. Of the 436 questionnaires returned 11 respondents indicated to question 1 that they did not belong to a union and could, therefore, not answer the rest of the questionnaire.

5.2 Conclusions

These results (Figure 4.1) indicated that of the three unions at DUT, NEHAWU and TENUSA (45.4 % and 42.3%) have a significantly larger membership than NTEU

(14.9%). At the Durban University of Technology, workers can belong to all three unions.

The motivating factors that led staff to join a union were salary negotiations (82.7%) and greater bargaining power (82.3%) (Figure 4.2). It is probable that these motivation factors were chosen favourably amongst most respondents because these factors directly deal with salaries and benefits within the organisation. Satisfactory work conditions (75.7%), collective bargaining (75.2%), sense of security (74.2%), negotiating organisational policies (73.5%) and minimising discrimination (72.6%) are factors that follow the first category of factors. This grouping is seen by respondents as factors that would address matters in the workplace other than salaries and benefits which received a much higher selection.

Respondents indicated that unions improve working relationships (66.4%), provide a sense of belongingness (61.5%) and addressed their interests only if they joined a trade union (61%). It is obvious that from this grouping that members saw these factors as motivators for joining a union but were not as important as salaries, benefits or working environment.

The last category of motivational factors comprised of three aspects job satisfaction (59.8%), platform for self-expression (59.6%) and assist in promotional opportunities (57.7%). These motivation factors fell on the lower end of selection by the respondents as they did not seem to contribute much in terms of the members needs such as salaries, benefits, working environment, security and discrimination.

With the results presented in Figure 4.2 it can be concluded that there is an extreme satisfaction with union representation at the Durban University of Technology.

Thirty two (8%) of the 423 respondents surveyed, held leadership positions within their respective unions. A majority of respondents, 391 (92%) were ordinary members (Table 4.4).

A significant number of members (51%) approach their unions to address matters or issues (Table 4.6). It can, therefore, be concluded that unions have an important role to play in assisting members in the workplace.

Of the matters referred to unions to address, a large majority, 164 (68%) of the 211 respondents who approached their union to address their matter, had their matter resolved whereas only a minority, 77 (32%) of matters were unresolved (Table 5.2).

A majority (94%) of respondents believed the union actively represents its members. Only a minority (5%) were of the view that the union did not represent its members (Figure 4.3). It therefore can be summarized that the unions are actively representing its members.

Three hundred and forty-three (81%) of respondents were actively involved in the nomination of their union leadership (Figure 4.4). This result indicates a positive and active involvement of members in the nomination of their union leadership which in turn signifies active participation and acknowledgement of the role of members in the union processes.

The union office is viewed as being approachable for individual assistance by a majority of respondents (Figure 4.5). It is evident from these results that the union office is available and prepared to assist individual members with individual assistance.

A total of 365 (86%) of respondents Strongly Agreed/Agreed that the union was well marketed whilst a minority (12%) were of the opinion that the union was not well marketed. These results indicate that unions have an adequate marketing strategy. It is reassuring to note that in the current study a majority of members felt that their union is well marketed and provides information about union affairs as indicated in Figure 4.9.

A majority (90%) of respondents were satisfied with the current union leadership (Figure 4.8). It can, therefore, be concluded from this results that there a great deal of satisfaction among members with the current union leadership.

Three hundred and ninety-seven (94%) were of the opinion that their union listens to its members concerns (Figure 4.8). It can, therefore, be concluded that the unions adequately address their members concerns. This is a positive sentiment in favour of the unions and their functioning.

A majority, (93%) were of the opinion that the union provided sufficient information about its affairs (Figure 4.9). It can be concluded from this result that unions provide sufficient information about its affairs to members. This result is corroborated by the findings presented in Figure 4.7 where a majority, (90%) of respondents indicated that the union was well marketed.

The results in Figure 4.9 indicate that the majority of respondents were aware of the union's constitution and Figure 4.4 indicates that a majority of members were actively participating in nominating union leadership. It can, therefore, be concluded that the respondents subscribed to their unions ideologies which in turn means that they participated in their activities and this had a positive impact on union effectiveness.

A majority (94%) of the respondents indicated that their unions encouraged the members to express opinions on the union's collective agreement whilst only a minimum of 20 (5%) indicated that their union did not encourage them to express opinions (Figure 4.10). This result shows that unions allowed for members to be involved in its activities especially by expressing opinions on the collective agreement which is the vital document regulating the relationship between unions and the organisation.

Furthermore, 85%, of the respondents were aware of their union's constitution (Figure 4.11). It is, therefore, important to note that overall, a majority of the union members were aware of their union's constitution and this could be due to the fact that the members are involved in the nomination of their union leadership, the union is marketed, members have information given to them are involved in the operations of their unions.

The respondents were unanimous in their opinions that their unions solve problems peacefully. A majority, (94%) of respondents supported the statement that unions

solve problems peacefully (Figure 4.12). Members perceive the unions as structures that embark on problem solving through reasonable methods rather than being hostile, aggressive or through strikes/protest actions.

A majority, (83%) of respondents were of the opinion that the union officials did not pursue their personal ambitions. Only (14%) of respondents felt that union officials pursue their personal interests (Figure 4.13). It can be concluded from this result that union officials are perceived as being committed to working for their members rather than for their own personal gains. This is a positive sentiment for the unions as it means that officials are doing what they have been elected to do and this is acknowledged by the members. It also indicates that members' involvement in the nomination of officials (Figure 4.4) and their choices in who should become union officials is noble because these union officials do not pursue their own interest.

A large percentage (83%) respondents Strongly Disagreed/Disagreed with the statement that they were not concerned how the union functioned as long as they paid their membership fees and were protected if anything happened to them (Figure 4.14). They were, in fact, concerned with the unions' activities and how the union functioned.

A majority of the respondents (84%) indicated that their union allows them an opportunity to provide input in the union's operations (Figure 5.15). It is good to note from this result that members have opportunities to provide input in the operations of their union. This is important because the unions exist to address members' matters and concerns and by having input into the operations, members are directly involved and can be of assistance.

A majority, (93%) were of the opinion that their union addressed their grievances (Figure 4.16). Ninety-two percent respondents indicated that the union officials represented them at disciplinary hearings (Figure 4.17).

This result further indicates that unions are perceived by members to be undertaking one of its many roles in the workplace which is to give the member fair representation at disciplinary and grievance hearings.

A total of (93%) of respondents indicated that the union officials were available when required (Figure 4.18). This result further reinforces the fact that unions are well marketed, provides information, involve members in their operations, represent their members, and are accessible.

Of the 423 members surveyed, the membership fees were satisfactory (94 per cent). It can be concluded therefore that members are satisfied with the current membership fees (Figure 4.19).

A majority, (89%) of respondents were satisfied with the effectiveness of their union (Figure 4.20). It can therefore be summarized that the members are very satisfied with the effectiveness of their unions.

Respondents were given an opportunity to provide general comments on any aspect of the study. Whilst each respondent expressed his/her comments, a majority of the comments were very complimentary towards the unions. There were some negative comments where respondents felt that: they “lost faith with the unions” the unions have been high jacked by management and that unions should do more for their members.

Some of the comments presented by respondents gave advice to unions, eg., “unions must be more wary, unions must be bolder, strong and put their head on the block, there should be one union for all members, unions need to penalize respective members for not giving it support when it is really needed, unions should be more active regarding staff issues, there are many “cliques” but will support union matters as unions can make a difference”.

5.3 Recommendations

Although a majority, (89%) of respondents were satisfied with the effectiveness of their union. The researcher wishes to offer recommendations to address those aspects that were given a negative rating. The recommendations on the negative rated areas will only help to further strengthen the overall effectiveness on the unions.

In analysing, the motivational factors presented to the respondent's where they were given an option to choose more than one factor (Figure 4.2), showed that the factors which had the highest selection were salary negotiations (82.7%) and greater bargaining power (82.3%), satisfactory work conditions (75.7%), collective bargaining (75.2%), sense of security (74.2%), negotiating organisational policies (73.5%) and minimising discrimination (72.6%) are factors that follow the first category of factors.

Respondents indicated that unions improved working relationships (66.4%), provided a sense of belongingness (61.5%) and addressed their interests only if they joined a trade union (61%). It is obvious that from this grouping that members saw these factors as motivators for joining a union but were not as important as salaries, benefits or working environment. The last category of motivational factors comprised of three aspects: job satisfaction (59.8%); platform for self-expression (59.6%) and assist in promotional opportunities (57.7%).

Unions need to concentrate on information to members and actions that would help improve working relationships, provide a sense of belonging, address all aspects of work situations not only of individual members' interest, assist in job satisfaction, provide adequate platforms for self-expression and assist members in securing upward mobility in terms of skills development and promotional opportunities.

Bradley (1994: 42) in supporting this recommendation, stated that the unions need to identify that various groups of members have different requirements. It is not enough to say that what the Members want is more benefits. Unions need to learn how to properly recognize and respond more efficiently to the needs of members. This result identified salaries and bargaining power as the most precise particular needs of members.

A majority, (68%) of the respondents who approached their union to address their matter, had their matter resolved (Table 4.7).

It is recommended that the unions need to improve their administrative and follow-up processes in respect to matters lodged by members. This process can be made more efficient through the use of constant tracking of progress and processes by use of

appropriate Information and Communications Technology (ICT) use. Members who have lodged matters to be addressed should provide regular updates regarding their matter/s. Unions must also capacitate their shop stewards to be able to handle matters so that there can be direct one on one (shop steward – member) consultations and feedback regarding individual matters.

Respondents were presented with 18 statements on various aspects of unions and activities. The respondents were presented with a Likert Scale (Strongly Disagree, Disagree, Agree and Strongly Agree) and needed to respond to each of the statements using the scale. Although, there was unanimous positive rankings for each of the 18 statements, the researcher will nevertheless provide recommendations in terms of the negative ratings.

It is recommended that unions must undertake an extensive survey amongst all of its members to determine the reasons why certain members feel that the union does not actively represent its members. Once the reasons have been identified unions must embark on addressing and implementing corrective measures so that all members can positively state that the union actively represents them.

This recommendation is supported by Jensen (1963: 549-550) who argued that unions are seen by workers as addressing certain of their interests such as job security and work improvement and it is these interests that attracts the worker to the union. Individual members have separate needs, and these may have to be accommodated by the union.

The researcher recommends that unions need to find creative mechanisms to ensure that all members are vigorously involved in the nomination of their union leadership. Active marketing and more extensive information provision will result in members being aware of the processes of their unions and thus would be more inclined to participate in the nomination of the union leadership. The nomination process of union leadership can be facilitated by online nomination and voting. This will address matters of geographic distance and physical location.

The researcher's recommendation is supported by Fallon (2009), who indicated that members knew very little about the processes of their unions. Despite preferences for democratically elected officials, factors such as instrumentality, reliability and familiarity are more important. Fallon (2009), recommended that there is a fundamental need for trade unions to ensure greater awareness of their own function, limitations and possibilities.

Kgapola and Smit (2017: 332-336) reaffirmed the recommendation by indicating that trade unions are service providers and must therefore give workers enough reason to become and remain members. Labour unions give due consideration to their members and will behave in their best interest of the person. The essence and standard of the services provided by the union should be regarded by the members as adequate and acceptable. For several cases, labour unions have increased their variety of programs provided to their members in order to recruit and maintain members.

The current marketing strategy used by the unions must be revised to determine why all members are not receiving or being exposed to the marketing efforts. It may be possible that unions are marketing themselves through electronic means and in the English language. Unions need to therefore ensure that members who do not have electronic devices receive a hard copy of the marketing regalia and for those who do not understand the English language the marketing pamphlets, documents and materials are translated into the various indigenous languages.

In the light of this argument, Jarley et al (1990) claimed that collective bargaining agreements on bread and butter have little effect on the membership appraisal of the union. It is obvious that members find the dedication, transparency and service delivery of the union to be essential. Union officials appear to understate the significance of internal collaboration and openness as membership's main concern. Improvements in these areas could go a long way. Enhancements in these areas might go a long way towards enhancing the satisfaction of the union's representation.

Although, there is a great deal of satisfaction amongst members with the current union leadership, the researcher recommends that unions should identify the areas of member's dissatisfaction with the current leadership and address these accordingly. The researcher

is mindful that some of the reasons for dissatisfaction may be personal in nature, however, only the substantive areas of dissatisfaction need to be addressed by the unions.

With respect to this recommendation, Hammer and Wazeter (1993: 317) as cited in (Frenkel and Kuruvilla: 1999: 562/3) identified three relational factors relating to union effectiveness. Such factors include the cooperation of other unions, the dedication of union members to concerted action, the mind-set of union members and the successful leadership of the union. Union representatives must be attentive to union members, committed to the short-and long-term needs of workers, and able to negotiate and participate in other legal and administrative actions. Member commitments to the unions and union satisfaction are two ways: more responsibility is likely to lead to benefits that increase contentment, whereas stronger happiness is likely to lead to higher dedication.

Whilst the researcher is aware that unions exist for the main purpose of addressing member's concerns, unions have to be guarded against addressing members concerns that are unreasonable. It is, therefore, recommended that the unions embark on further surveys to understand and identify which concerns of their members unions did not address. This will then be able to inform the union whether a matter is reasonable or not.

Shore et al (1994) as cited in (Chawla: 2019: 212) explained that members global perceptions of unions were determined by the extent to which the union values their contributions and cares about their well-being. A framework for social exchange underpins the notion of union aid. This social exchange is about responsibility and sharing between the members and their unions. This is based on a partnership where a person obliges the acceptance party to provide benefits in return by offering beneficial services to another party. As a result, if members believe that the union cares about their welfare and supports them, they may be anticipated to display greater interest and loyalty to the union.

Unions need to ensure that members who do not have electronic devices receive information in hard copies and for those who do not understand the English language the information should be made available in the various indigenous languages.

In supporting this suggestion, Frenkel and Kurvilla (1999: 564) theorized that the effectiveness of the union is dependent on the happiness of the participant with internal union relations in terms of communication processes, representation and union leadership. In addition, reduced satisfaction and engagement may be largely the product of the perception by union members of a lack of contact, comprehension and control as a product of union systems, procedures, and leadership and the competence of members.

Unions are often called at regular intervals to review collective agreements. Unions therefore need to make concerted efforts in ensuring that each and every member is engaged with this process. This can be done by calling for special meetings to discuss the collective agreements and to also facilitate opinions and inputs from members via electronic processes.

The researcher recommends that, to include members who have no awareness of the union's constitution, unions embark on the following measures: place the collective agreement on the web sites, place the constitution on the web site and the place the important organisational policies on the web site. In addition, these documents must be translated into the respective indigenous languages and hard copies be made available for those members who do not have electronic access.

These recommendations are further supported by Kgapola and Smit (2017: 345) who recommended that trade unions should communicate with members in a fair, open and accountable manner at all times; labour unions must practise "good governance" by routinely releasing audited financial reports; and trade unions should adopt an effective communication policy for the efficient distribution of information and knowledge.

Whilst it is evident that members perceive the unions as structures that embark on problem solving through reasonable methods rather than being hostile, aggressive or through strikes/protest actions, the researcher recommends further exploration to determine why some members are of the opinion that problems are not solved peacefully. When these are identified appropriate measures need to be undertaken depending on the specified aspects identified to address them.

In endorsing the opinion of the researcher, Chawla (2019: 213) believed that labour unions are a sustainable strategy in which the problems of workers can be easily resolved through competent management consideration. Instead of reacting to dissatisfaction by quitting, taking part in strikes and marches to address their frustration, unions are helping to raise morale and unity and providing workers with alternative dispute resolution platforms.

The researcher recommends that although union officials are being seen as not pursuing their own interest by the majority of the members, it will be important to determine from the minority members the reasons that account for them perceiving the union leaders as pursuing their personal ambitions. Here again the researcher is aware that some of the sentiments could be due to personal differences between members and union officials. An extensive survey to determine why exactly these members feel that union officials pursue their personal interest will assist the unions in identifying justified causes which the union needs to address.

Hu et al (2017: 975) supports the researcher's assertion by stating that unions need to re-emphasize their representative role to represent labour's interest. Unions are regarded as "administrative unions" or even a "bosses union". For unions not to be labelled as "administrative union" or "bosses union" the above recommendation will prevent such a situation.

Although, the bulk of the respondents showed positive sentiments the researcher is of the opinion that all members should be directly involved and have a say in how their union operates. In light of this, the researcher recommends that the unions embark on a campaign that involves participation of all its members in terms of functioning and operations amongst others. Whilst the reasons could be many, passive members need to be identified and involved in some part of union activity. Members could be "roped" in on individual matters depending on their areas of expertise and capacity.

These recommendations are based on Bradley's (1994: 44) sentiments, which stated that "passivity" doesn't say complete – non-involvement, as certain participants engage in other events, such as balloting, understanding union books, magazines,

reports etc. and attending on-site meetings. Nevertheless, because of household duties and other constraints on their time, these leaders are not able to forego their time and relaxation to attend scheduled union meetings or activities.

In addition, (Chawla: 2019: 208) claimed that the commitment of participants willing to engage in union activities is dictated by the personal interests of individuals and their behaviour towards the union. Recent studies emphasize certain ways of involvement that are perceived as relevant as attending labour union discussions or volunteering to hold an official position in the labour union. These tasks usually involve organizing informal discussions in union offices, taking part in events and reading the union-related literature in support of the labour movement.

The researcher recommends that unions should improve its processes of member engagement, information provision, marketing, process of delegation, transparency and inclusivity. By embracing channels of communication that caters for individual member needs such as access and language, having site officials and regular meetings on operational matters with the general membership, the union will afford more opportunity for members to have a say in how the unions operate.

Chawla (2018: 207) further supports the recommendations of the researchers and gives some relevant questions that the unions need to ask themselves: Are union members satisfied with union representation of their interests? What areas of representation was lacking? Which areas of representation are satisfactory?

On these questions, Chawla (2018) asserts that even when members actively take part, unions are much more equitable and open to the wants of their members. Unions are gaining additional power, are being organized intensely and are therefore better able to negotiate with management. Membership in all facets of the unions is also the key part of the equation for strengthening the equality of the Union and the representativeness of the Union.

It is the researcher's assertion that not all grievances can be addressed to the member's satisfaction. There will be instances where the union has to engage on negotiation between the employer on grievance matters and the outcome of such processes might

not be exactly the outcome as requested by the aggrieved member. The outcome may be a “win-win” compromise for the member and the organisation. This may be construed as an unsatisfactory resolution on the part of the member. The researcher recommends that unions need to embark on an extensive membership programme on the grievance policy, procedure and the process of negotiation. Once members understand this then they are less likely to feel dissatisfied.

In support of the researcher’s recommendations Hu et al (2018:966-967) found that unions embark on negotiation with the organisation to resolve labour grievances and in doing so unions play an important role by offering support and protection and reduce the potential of unsatisfactory work events.

The researcher recommends that a limited study be undertaken on representation at disciplinary hearings amongst all its members to determine the extent and nature of non-representation at disciplinary hearings. These challenges must then be addressed accordingly.

In addition to the researcher’s recommendation, Jensen (1963) asserted that collective bargaining has gained a fair level of acceptance. The fundamental nature of the process has not been grasped. There is an interdependence between the unions and the organisations, and they need each other. The parties do have differing or competing interests. There is bargaining over those conflicting interests. Judicial actions against employees result in one opposing concern. One conflicting interest result in disciplinary measures against workers.

The researcher recommends that unions explore additional options by which members are able to access their union officials when needed. Unions must provide a regular and updated communication of all allocated shop stewards to individual site to be the contact person and point, circulate a list of executive, shop stewards and site officials contact details, as well as alternative after-hours email contact to all members.

The researcher’s recommendation is supported by Kgapola and Smit (2017: 343) who found that the degree of displeasure among union members can be mitigated by effective and open channels of communication. It will also be helpful to address any

trust deficit that would contribute concerning the tapering of the break-away from society amongst labour union representatives and their members.

It is recommended that unions revise their membership fee structure to be based on a sliding scale taking into account the individual member's earning rather than having a fixed membership fee per member per month.

In support of the researcher's recommendation, Toubel and Jensen (2014: 135-154) state that members often join trade unions after considering the advantages and disadvantages of enrolling in a labour union. If the person's assessment is convincing, the person will choose to become part of the union despite knowing the membership fees to pay.

5.4 Limitations of the Study

The study is limited to one geographic area and only one Higher Education Institution, therefore, it cannot be generalised to all University of Technology's or the Higher Education Sector.

5.5 Recommendations for further Research

Whilst the current study provided a very broad survey of employee satisfaction with union representation at one South African University of Technology, the researcher recommends the following for further research:

- Many of the aspects surveyed broadly in the current study at the specific institution can be explored more in-depth;
- The study be conducted by each union at the university to evaluate their individual members' satisfaction with the employee representation;
- The study be undertaken at other higher education institution unions to add to the knowledge in this area of employee satisfaction with union representation as much of the current literature focuses on union representation specifically limited to job satisfaction.

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APPENDIX A

LETTER OF INFORMATION



Dear Participant

Herewith is a letter of information pertaining to the study that I am undertaking.

LETTER OF INFORMATION

Title of the Research Study: Employee satisfaction with union representation at a selected South African University of Technology.

Principal Investigator/s/researcher:– Ms Shamilla Govender: (BTech: Management).

Supervisor/s: Prof. JK Adams (PhD)

Brief Introduction and Purpose of the Study:

In terms of the LRA 66 of 1995 every employee has the right to participate in forming a trade union and to join a trade union subject to its constitution. In addition every member has a right to participate in the union's lawful activities, participate in the election of its office bearers or trade union representatives and to stand for election as an office bearer or trade union representative and if elected, carry out functions of a trade union representative in terms of the act or any collective agreement (Labour Relations Act 66 of 1995).

Most of the studies on unions have focused on intent to join unions and member voting behaviour. Very limited research has been done on union member satisfaction. Job satisfaction and other attitudes linked to the theory of expectancy centred on worker attitudes on unionisation. Most of the studies conducted on union representation have been in the form of speculative essays and interpretations or have considered union satisfaction within broader studies of membership attitudes and behaviour.

Therefore, this study seeks to fill the gap by exploring the issue of union satisfaction at the Durban University of Technology thereby adding to the limited existing knowledge on employee representation and satisfaction.

The aim of this study is to investigate the level of satisfaction/dissatisfaction with union representation of workers interests at the Durban University of Technology.

The objectives of this study are to:

1. to determine whether union members are satisfied with union representation of their interest.
2. to identify the areas of representation that is lacking
3. to recommend ways in which worker interest can be improved.

This study therefore seeks to determine the perceptions of workers with regards to trade unions representing their interest in the workplace at the Durban University of Technology.

The study will use quantitative research because it will use a questionnaire. It will also be looking at the perceptions of union members.

The population of the study will be all full time staff members of the Durban University of Technology which equals to \pm 1427 workers.

A minimum of 234 Academic workers, 162 Academic support and 226 Administrative workers is the recommended sample size. A stratified (academic and admin) random sampling method will be used.

Benefits:

The researcher aims to benefit by:

- Presenting at a national conference.
- Publishing at least two journal articles in accredited journals.

The participants will benefit by:

- You will be able to address areas of improvement and level of satisfaction in union representation.

Remuneration:

You will not receive any form of remuneration.

Costs of the Study:

There will be no cost to you.

Confidentiality:

Data will be collected under strict conditions of anonymity. Your identity will be kept confidential. You will not be asked to divulge your name.

Questionnaires will be stored in a safe storage for five years and thereafter be shredded. Electronic records will be kept for five years and thereafter be deleted.

Research-related Injury:

There will be no research related injury.

Persons to Contact in the Event of Any Problems or Queries:

Supervisor and details:

Prof. JK Adam: (Work: 031 – 373 3093).

Researcher:

Mrs Shamilla Govender (Work: 031 – 373 5438; Cell: 073 960 4697).

The Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Acting Director: Research and Postgraduate Support, Prof. KJ Duffy on 031 373 2828 or kevind@dut.ac.za.

APPENDIX B

LETTER OF CONSENT



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, , about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: IREC 081/19.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant

Date

Signature/Right
Thumbprint

I, Mrs Shamilla Govender (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

MRS SHAMILLA GOVENDER

Full Name of Researcher

Mrs Shamilla Govender

Tel: 031 - 3735438

Cell: 0739604697

Email: shamillaq@dut.ac.za

Date

Signature

Full Name of Witness (If applicable) Date

Signature

Full Name of Legal Guardian (If applicable) Date

Signature

APPENDIX C

QUESTIONNAIRE

DURBAN UNIVERSITY OF TECHNOLOGY
DEPARTMENT OF ENTREPRENEURIAL STUDIES AND MANAGEMENT
DRAFT QUESTIONNAIRE

TOPIC : EMPLOYEE SATISFACTION WITH UNION REPRESENTATION AT A SELECTED
SOUTH AFRICAN UNIVERSITY OF TECHNOLOGY.

This questionnaire has been developed to collect data. The data will be used to study the above topic and the findings will provide essential information on the roles of unions with specific reference to DUT.

The information provided in the questionnaire will remain confidential and will only be used for the purposes of the study.

Where applicable please place a (✓) in the appropriate response.

1. Are you a member of a union?

| | |
|-----|--|
| YES | |
| NO | |

If you answered **NO** to Question 1 please give a reason and ignore the rest of the questionnaire.

2. If you answered **YES** to Question 1 which of the following union/s do you belong to?

| | | | | | |
|------|--|--------|--|--------|--|
| NTEU | | NEHAWU | | TENUSA | |
|------|--|--------|--|--------|--|

3. Which of the following reasons motivated you to join the union?
(You may choose more than one option).

| REASON | TICK |
|---|------|
| Unions have greater bargaining power. | |
| Unions help minimize discrimination in the workplace. | |
| Unions provide a sense of security for me. | |
| Unions are an important stakeholder in collective bargaining. | |
| Unions provide a sense of belongingness. | |
| Unions provide a platform for self-expression. | |
| Unions help improve working relationships. | |
| Unions assist in job satisfaction. | |
| Unions engage in salary negotiations. | |
| Unions assist in promotional opportunities. | |
| Unions assist in negotiating organisational policies. | |
| Unions ensure that working conditions are satisfactory. | |
| My interests can only be addressed if I join a trade union. | |

4. Are you an elected official of the union?

| | |
|-----|--|
| YES | |
| NO | |

5. If you answered **YES** to Question 4 please specify what position you were elected to.

6. Did you approach your union to address any matter or issue?

| | |
|-----|--|
| YES | |
| NO | |

7. If you answered **YES** to Question 6 please specify whether the matter was resolved to your satisfaction.

| | |
|-----|--|
| YES | |
| NO | |

8. If you answered **NO** to Question 6 please explain.

9. Kindly respond to each of the following statements using the scale:
STRONGLY DISAGREE, DISAGREE, AGREE, STRONGLY AGREE

| STATEMENT | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE |
|---|-------------------|----------|-------|----------------|
| My union actively represents me. | | | | |
| I am actively involved in the nomination of my union leadership. | | | | |
| It is easy to approach my union office for individual assistance. | | | | |
| My union is well marketed. | | | | |
| I am satisfied with my current union leadership. | | | | |
| My union listens to the concerns of the members. | | | | |
| My union keeps members informed about union affairs. | | | | |

| STATEMENT | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE |
|--|----------------------|----------|-------|-------------------|
| | | | | |
| My union encourages members to express opinions about the collective agreement. | | | | |
| My union strives to solve problems peacefully. | | | | |
| The elected officials of my union only pursue their personal ambitions. | | | | |
| I am not concerned with union activities as long as I pay my membership fees and know I'm protected. | | | | |
| My union gives members a say in how the union is run. | | | | |
| My union officials' handle member's grievances. | | | | |
| My union officials represents members adequately in disciplinary hearings. | | | | |
| My union officials are available when you need them. | | | | |
| My union membership fee is reasonable. | | | | |
| I am aware of my union's constitution. | | | | |
| I am very satisfied with the effectiveness of my union. | | | | |

10. General comments

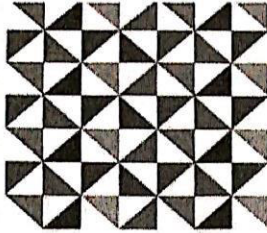
Thank you for your participation in this study.

Yours faithfully

Shamilla Govender
Tell: 0739604697

APPENDIX D

ETHICS CLEARANCE



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Berwyn Court
Gate 1, Steve Biko Campus
Durban University of Technology

P O Box 1334, Durban, South Africa, 4001

Tel: 031 373 2375

Email: lavishad@dut.ac.za

http://www.dut.ac.za/research/institutional_research_ethics

www.dut.ac.za

14 August 2019

Ms S Govender
1 Camelthorn Place
Trenance Park
Verulam
4339

Dear Ms Govender

Employee satisfaction with union representation at a selected South African University of Technology.

Ethical Clearance number IREC 081/19

The Institutional Research Ethics Committee acknowledges receipt of your notification regarding the piloting of your data collection tool.

Kindly ensure that participants used for the pilot study are not part of the main study.

In addition, the IREC acknowledges receipt of your gatekeeper permission letter.

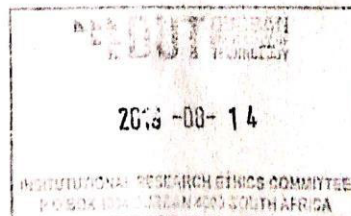
Please note that FULL APPROVAL is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the IREC according to the IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the IREC as outlined in the IREC SOP's.

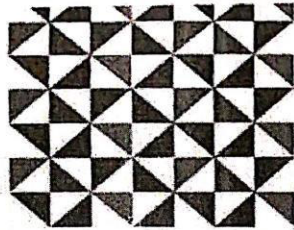
Yours Sincerely

Dr M A Sathar
Deputy Chairperson: IREC



APPENDIX E

LETTER OF PERMISSION



*Directorate for Research and Postgraduate Support
Durban University of Technology
Tromso Annexe, Steve Biko Campus
P.O. Box 1334, Durban 4000
Tel.: 031-3732576/7
Fax: 031-3732946*

2nd August 2019

Ms Shamilla Govender
c/o Department of Entrepreneurial Studies & Management
Faculty of Management Sciences
Durban University of Technology

Dear Ms Govender

PERMISSION TO CONDUCT RESEARCH AT THE DUT

Your email correspondence in respect of the above refers. I am pleased to inform you that the Institutional Research and Innovation Committee (IRIC) has granted full permission for you to conduct your research "Employee satisfaction with union representation at a selected South African University of Technology" at the Durban University of Technology.

The DUT may impose any other condition it deems appropriate in the circumstances having regard to nature and extent of access to and use of information requested.

We would be grateful if a summary of your key research findings can be submitted to the IRIC on completion of your studies.

Kindest regards.
Yours sincerely

PROF KEVIN DUFFY
ACTING DIRECTOR: RESEARCH AND POSTGRADUATE SUPPORT DIRECTION