

**CHALLENGES TO WORKERS PARTICIPATION IN
ORGANIZATIONS IN ARUSHA, TANZANIA
A CASE STUDY OF TANZANIA NATIONAL PARKS (TANAPA)
HEADQUATERS, ARUSHA**

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**A DESSERTATION SUBMITTED TO THE FACULTY OF
SOCIAL SCIENCES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD FOR THE AWARD OF BACHELOR DEGREE IN PUBLIC
ADMINISTRATION OF KAMPALA INTERNATIONAL
UNIVERSITY**

AUGUST 2007

DECLARATION

I, **Erick Ngabona** declare that this work is my own original work. It has not been presented or submitted to any institution or university for an academic award.

Student's Name: **Erick Ngabona**

Signature



Date




APPROVAL

This research book is submitted to the faculty of Social Sciences after being supervised and approved by Mr. Mulegi Tom

Supervisor. **Mr. Mulegi Tom**

Signature.....

Date.....

DEDICATION

I dedicate this book to my beloved late parents, Mr. Ngabona Edward and Mary Godfrey Mushumbusi. *May their souls rest in eternal peace.*

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LIST OF ABBREVIATION

CCM-	Chama Cha Mapinduzi.
CHODAWU-	Conservation Hotels Domestic and Allied Workers Union
DFHRA-	Director of Finance Human Resource and Administration.
DPDPTS-	Directorate of Planning, Development Projects and Tourism.
DRCEM-	Directorate of Resources Conversation and Ecological Monitoring.
NUTA-	National Labor Union of Tanzania.
OTTU-	Organization of Tanzania Trade Union's
HQ-	Head Quarter
TFTU-	Tanzania Federation for Trade Unions.
TANAPA-	Tanzania National Parks.

ABSTRACT

This study was about the Challenges of Workers Participation in Organization in Arusha, Tanzania, TANAPA being a case study.

The study gives out a picture on how TANAPA manages Workers Participation in their day to day activities. It also provides the mechanisms on which TANAPA use to make staff to be involved and much less some problems occurred during the process.

The population Sample Involved Employees of TANAPA Headquarters .The sample size includes 50 employees, which is equivalent to 40% of total population.

The researcher applied Simple Random sampling and judgmental /purposive sampling in selecting sample objects.

The data were collected using questionnaires, interviews, direct observation and documentation, which helped the researcher to obtain relevant and reliable information's. Moreover the Researcher found some challenges encountered TANAPA in the Whole system of Workers Participation, such as lack of education, management tendency of not accepting Participation, and the employees' personal factors.

CHAPTER ONE

INTRODUCTION

1.0 Background

The concept of workers participation is not a new concept in Industrial Relations in Tanzania. Participation as a word refers to a process of taking part to a certain job or event, therefore, in industrial Relation's point of view workers involvement means a process where employees become share holders of an organization. The history of workers participation started in Tanzania around 1950's where workers were the sole builders of the nation, although their contributions were not effective due to colonial system, which owned all the major means of production thus made workers not be active. During that age there was National labour Union (NUTA) which was the sole stakeholders.

In 1960's after independence, Tanzania had one major political party known as "Chama Cha Mapinduzi" (CCM) which influenced politics as well as workers condition, through JUWATA, which was the National Labour Party at that period. Workers were living in a very critical condition thus could not have say on anything. JUWATA stood as a symbol to workers but with no proper actions, all of them came from CCM. The wind of change in the international political scene had an impact on the labour scene in the whole United Republic of Tanzania. The cry of democracy was heard from workers due to the fact that CCM at that period treated workers under harsh conditions. Workers seized the opportunity to reorganize its labour movement. The sectorial industrial units had to become autonomous trade unions. However in order to transform the labour movement and allow such changes a constituent congress was held in September 1991 and it formulated the establishment of the Organization of the Tanzania Trade Unions (OTTU) under the Act of parliament known as OTTU Act of 1991. It has become national embracing both Tanzania mainland and Zanzibar. The party obliged to fight for the rights of its members and to supervise and spearheaded democratization process within the trade union movement in Tanzania.

In 1995 another workers union was formed under OTTU Act known as TFTU which had a task of accomplishing what was left by OTTU, it was also operating in both the mainland and island. The establishment of new labour party was as a result of the weakness shown by previous parties and therefore new amendments were done to curb the situation. Today workers Unions in Tanzania are taken into lead by TUCTA at least from such changes now day's workers are in a better situation. The whole idea of Workers Participation may include the joint consultation between Workers and Management, Collective Bargaining to employees and making freely decisions in matters concerning organizations development.

On top of that workers are now given chance in management, for example most of organization now days whether private or public do accept workers by letting them to form their own unions, which will stand on behalf of workers. Example RAAWU, CHODAWU, etc.

1.1 Statement of the Research Problem

Since workers are crucial resources in any organization, their absence in every Industrial development can lead to harmful effects.

Workers Participation in TANAPA has different phases; it may be in decision making or the totality of their involvement in organization development. It is clearly that, many organizations have undergone conflicts with their workers due to deficiencies shown by management not involving workers in decision making plus other contributions which might be given by them. Any manager of a public undertaking who avoids arranging meetings of the workers or who withholds important matters from the attention of these bodies should realize that he is making a fool of himself and he is betraying the public.

The challenges of workers participation in Tanzania have to be taken into account in order to ensure success of workers participation. If they are ignored, they will have negative consequences. Despite its important the concept of participation has not been adequately considered in work places. Researches conducted elsewhere have indicated that workers participation is affected by various factors. (Human Resource Department, Mzumbe University 2003)

Therefore this study is about to show how workers are involved in all matters concerning organization development. What mechanisms are taken to ensure workers are participated and the problems encountered by them in a participation system.

1.2 Research objectives

1.2.1 Overall Objective

The overall objective of this study was to asses the challenges of workers participation in organizations in Arusha, Tanzania.

1.2.2 Specific Objectives

- i. To determine different forms of workers participation used by TANAPA in involving workers.
- ii. T o identify the main areas of workers participation in TANAPA.
- iii. To assess the effectiveness of workers participation in TANAPA

1.3 Research Questions

- i. What are the different forms of workers participation used by TANAPA in involving workers?
- ii. What are the main areas of workers participation in TANAPA?
- iii. To what extent do the workers participate effectively in TANAPA?

1.4 Scope of the study

The study was carried at TANAPA Head Quarter's, situated at Burka in Arusha Municipality. For a quite a period of time, problems of workers participation in organizations have been in existence since independence and this particular study took a period of four months so that the required information could be fully collected.

The assessment was basically focused on the practice going on levels of workers participation when it comes to the decision making in the organization. It looked also at how much workers understand what is going on in the organization and what strategies the management use to impart knowledge in the organization. It focused on one unit which TANAPA is being the case and help to come out with data, which are relevant and reliable.

1.5 Significance of the study

Emphasizing worker's participation in the organization will make employees to be aware of the concept of participation and will make them identify more with the organization.

TANAPA Management would realize the importance of Workers Participation as part of the organization Development.

Research findings would be of great use to other organizations by keeping them aware on the importance of employees Participation.

The study will add to the existing pool of documented literature. The study also may be used as a basic source of information.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher will go through different views from various authors by looking on the subject matter concerned. It is expected to add more knowledge and to familiarize the researcher with any relevant information about the topic.

Workers being the crucial object in organization development need to be much considered in various organizational decisions. Workers Participation can take in different forms. It can be either through Collective Bargaining, Joint consultation, job enrichment, delegation, workers council or board representation. But each of them has a distinct role in the whole process of participation.

2.1 PROBLEMS OF WORKERS PARTICIPATION

Workers are being facing problems towards participation process, some of them have brought by themselves and others by their representatives. This has made the system not to be active and still to increase more problems on their side. The following points have been pointed out to be major problems facing workers participation.

Some of the workers councils have not been able to create a co-coordinated relationship between management and the workers which of a very great importance at place of work.

There has been more marked development of participation consciousness among the workers than of their leaders in some of managements, since the workers are always trying to attend educational seminars which managements pretend that they have already known what is concerned all about.

In some organization there are not yet appointed proper officers to deal with workers participation educational direct contact with them in case of necessity.

There is a problem of communication, in most organizations there is no feedback of the deliberation of the councils, or boards of directors to the workers and that workers are made to repeat the same discussion on similar and sometimes be confused and bring irrelevant subjects to the workers councils.

Some organizations seem not to have any programmes for workers education, and in such institutions nothing is done to change both the attitudes of the management and also the participation ability of the workers.

The problem of the possibility of a conflict between collective bargaining and participation in management bodies by workers' representatives was discussed at length, particularly in the case of equal representation. Mention was made of the possibility of a conflict of interests for the workers representatives who would be expected to defend both the interest of the staff in collective bargaining and those of the undertakings on the board of directors, thus possibly having to face the problem of divided loyalties (International Labour Office, 1976:35).

2:2 Meaning of workers participation

There is no common way of defining workers participation. Different perspectives give different interpretation on the concept. For example, employers interpret it as a joint consultation prior to decision making, while employees consider it as equivalent to co-decisions. Experts often regard it as joint of labour without the final authority or responsibility in decision – making process.

According to Keith Davis: Participation refers to the mental and emotional involvement a person in a group situation, which encourages him to contribute to group goals and share in the responsibility of achieving them.

In the words of Mehtras “the concept of participation as a principle of democratic administration in an industry, implement a share by rank and file in the decision making process of an Industrial organization through their representatives at all the appropriate levels of management in the entire range of managerial action”.

According to David G. and Derek F (1974:10) have described participation as “a process in which two or more parties influence each other in making certain plans, policies and decisions. Participation referring to it as formal involvement of members in the exercise of control, usually through decision making in group meeting (1974:10).

Involvement at work means, cooperation and commitment in people finding significant and achievement in their task, in regarding it not merely as a way of earning a livelihood, but as an outlet for both energy and skills, where judgment as well as delivery are nearer and where decisions have to be made (Paul I.S. 1973: 15).

In broadest sense it could also mean democratization of ownership, of government, of terms of employment and of management. Participation is a process which influence in decision making process of interaction between workers and managers and used upon information sharing (Augustine A. 1999: 169). The degree to which influence is exerted determines the degree of participation which occurs given that such influence is expected through a process of interaction and information sharing and is not solely dependent upon coercive power.

According to Milanzi M. C. (1993:143) from the definition provided by Salomon, 1992:324, he cited as measures introduced by management intended to optimize the utilization of labour and at the same time secure the employees identification with the aims and needs of the organization. Participation covers a broad spectrum of possible activities, ranging from highly specific and narrow the words of Mehtras “the concept of participation as a principle of democratic administration in an industry, implies a share by rank and file in the decision making process of an Industrial organization through their representatives at all the appropriate levels of management in the entire range of managerial action”.

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According to Milanzi M. C (1993: 143) from the definition provided by Salomon, 1992:324, he cited as measures introduced by management intended to optimize the utilization of labour and at the same time secure the employees identification with the aims and needs of the organization. Participation covers a broad spectrum of possible activities, ranging from highly specific and narrow delimited inputs by a given worker concerning his or her tasks in discussion with supervisor, to far-reaching, definitive determination of work objectives and procedures over long periods, involving top management (Massarik F. 1985:3).

According to Gupta C.B (2003), from these definitions the following features of workers participation in Management can be identified.

Participation means mental and emotional involvement rather than mere physical presence. It is more than consent or approval to management actions.

Workers participate in management not as an individual but collectively as a group through their representatives.

Workers participation in management is based on the theory that a worker invests his labour and ties, his fate to his place of work. Therefore, he has a legitimate right to share in the determination of a Company policy.

Workers participation in management may be formal or informal in both cases, it is a system of communication and consultations where by employees express their opinions and contribute to managerial decisions. They are kept informed of the company's affairs.

Therefore, there can be three levels of participation – shop floor plant, department and corporate level.

Shop floor plant: at this level workers are participated at lower level, and they do not take decisions on matters of great importance to organization. They only regarded as special tool at work place, therefore they need to be valued rather than despised. This is because he or she might be in immaturity stage; he is naive on making sound decisions.

Departmental: Workers are now involved in departmental wise, where they can be left alone sometimes in order to make decisions on their own. At this level, it is believed that a worker has already undergone into pre-maturity stage and he or she can contribute more than he was at shop floor plant.

Organizational or corporate level: These stage staffs are involved at top-level decisions. Where as he can join into board meetings, management meeting and can bring decisions effectively and efficiently, at this level a staff is at full maturity stage to handle matters effectively.

2.2.1 EFFECTIVENESS OF EMPLOYEE INVOLVEMENT

Besterfield D.H et al (2001) sited some benefits of involving workers in different matters Pertaining organization development. Involving employees, empowering them, and bringing them into decision making process provide the opportunity for continuous process improvement. The untapped ideas, innovations and creative thoughts of employee can make the different between success and failure. Competitive is so fierce that it would be unwise not to use every available tool.

Thus, employee involvement improves quality and increases productivity because;
Employees make better decisions using their expert knowledge of the process.
Employees are more likely to implement and support decisions they had a part in making.
Employees are better able to spot and pinpoint areas of improvement.
Employee involvement reduces labour or management friction by encouraging more effective communication and cooperation. Employee's involvement increases morale by creating a feeling of belonging to the organization. Employees are better to accept changes because they control the work environment. Employees have an increased commitment to unit goals because they are involved.

More involvement might encourage by the sign "No one of us knows as much as all of us". In the words of Dick Watkins (2000), "Employees are responsible for our success and our failure, if we do not have employee's involvement; we will not see long term success".

2.2.2 FORMS OF WORKERS PARTICIPATION IN TANZANIA

Collective bargaining: this is between representative of workers and management reaching into comprise collectively. This process depends much on the bargaining power of each part, but largely staffs are the ones who are in a great risk to loose what they have suggested. It is more direct approach rather than indirect one in a system of participation. Collective bargaining is also stipulated in employment and labour relations act of 2004 that as one of the ways to involve workers in matters relating to organization. Section 67 number 1 of the same Act shows recognition of workers unit in representation in bargaining system as show; "A registered trade union that represent the majority of the employees in an appropriate bargaining unit shall be entitled to be recognized as the exclusive bargaining agent of agent of the employee in that unit".

Work councils: Established joint bodies between managers and employees which are considering and agreeing on matters affecting organization in large. This method is power cantered with a bit of indirect method of participation.

Delegation: form of participation whereby a manager of a certain undertaking is divided his or her power to the lower level of his authority for the aims of conducting activities at time when he or she might be out for work. Chapter 298 of public service act number 8 of 2002 stipulated in detail this aspect as it is in section 21 (1, b) and (2).

(1,b) the president may, by regulations delegate to a public servant the exercise of any such function in relation to a public service office. (2) the president may, by regulations authorize the commission or any public servant to whom the president has delegated the exercise of the functions, under this section to depute to the public servant to whom the president is authorized by this section to delegate the exercise of such functions to exercise on behalf of the commission or the public servant such of the functions, the exercise of which has been delegated to the commission or public servant as may be specified in the regulations.

Employee directors: kind of participation when certain employees are appointed in rank on the board of the organization to influence the decisions which might happen over. This process is more indirect one due the fact that it has a risk on employee side where they can have minority influence over decisions.

Joint consultation: It is only form of participation where workers are consulted on matters affecting their work. It is more objective in participation process and it is bit little active in management hierarchy. Involvement in work organization which has low managerial hierarchy and task centered where by staff are actively participating. It is more direct method of employee participation rather than indirect approach.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is intended to provide a description on how the research was conducted. It described in detail what was done. In respect to that, the study collected all the necessary informational that helped the researcher to assess the challenges of workers participation.

The research design, area of study, population, sampling technique, data collection technique, data analysis and presentation and research instruments are included in this chapter.

3.1 Research Design

The researcher as the mode of investigation used case study design; the researcher employed this kind of research design due to the limited resource such as time and money to carry out research through design such as survey.

3.2 Population of the study

The total population of this study includes 95 employees both management and staff of TANAPA. The population covered the management of TANAPA which had 1 Director General, 3 Directors, 8 Managers, 50 employees in Directorate of Finance, Human Resource Development and Administration, 25 Employees in the Directorate of Resource Conservation and Ecological Monitoring and 8 Employees in Directorate of Planning, Development Projects and Tourism services.

3.3 Sample collection

The sample size selected was 50 of the whole population. This includes Directors, Managers and junior staff. Quantitative and qualitative methods of sample selection will be used. The researcher will apply two types of sampling procedures, simple random sampling and judgmental sampling.

3.3.1 Simple random sampling

This method was used by a researcher to get a sample from subordinates, due to the fact that each one in this category of staff had an equal chance to be selected on the sample. The method picked 25 people out of 50 from Director of Finance Human Resource and Administration, 15 people from the total number of 25 from Directorate of Resources Conversation and Ecological Monitoring, 3 out of 8 from Directorate and Planning, Development Projects and Tourism Services, 4 out of 8 from managers. All of them conclude the number of 50 samples selected in simple random sampling.

3.3.2 Judgmental sampling

This method was used to get the sample, there are 3 directors and all of them will be included in the sample. The Director of Finance, Human Resource development and Administration, Director of Resource Conversation and Ecological Monitoring and Director of Planning Development Projects and Tourism Services were included.

3.4 Data collection methods

Both primary and secondary data were used in order to have reliable information, interview, questionnaires and documentary source will be the techniques to be used by the researcher to get the needed data.

3.4.1 Interview guide

The researcher made 3 interviews to the 3 Directors. Interview technique was preferred because of its flexibility. With this method one can switch to another question when the first one was not answered satisfactorily. It also has an advantage of collecting more Information since the respondents has a wide chance to talk.

Apart from being flexible, this data collection technique was used because it suited the respondents (Directors) who ere too busy to fill the questionnaires to get reliable data.

3.4.2 Questionnaires

The researcher applied both open and closed questionnaires. Questionnaires were distributed to the targeted population, which included 15 from Director of Finance Human Resources and Administration, 7 from Directorate of Resources Conversation

3.4.3 Documentation

The research also reviewed some Documents related to the concept of which concerned about Workers Participation in TANAPA. The documented such as the TANAPA staff regulation 2004, staff matters file, and CHODAWU file.

3.5 DATA ANALYSIS AND PROCESSING

The data collected through different data collection methods, and were edited, coded and analyzed for interpretation. The study opted for qualitative technique to analyze the information gathered. In qualitative analysis, clear descriptions of information were used to portray the relationship between objectives and actual data.

3.6 Limitations of the Study

1. The researcher faces the problem of time shortage. The duration time given to complete the research was too short. However, the researcher works hard to ensure the research completed within the given time.
2. The researcher also faced practical problems in terms of costs, where by the study costly in terms of funds such as printing of research, report, designing questionnaires and final publication of the research report. However, the researcher got the assistance and support from friends and family who helped proved scholastic materials for printing.

Despite the above limitations and constraints, the study was successfully and all possible efforts were put to solve the bottlenecks especially with the help and guidelines of the supervisor.

CHAPTER FOUR

PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

The presentation reflects the relationship between variables of interest and characteristic of respondents. From each presentation the researcher subsequently gives the analysis, interprets and discusses the data presented based on the objectives of the study. Other studies conducted on the subject, a wide experience, views on the subject matter, expectations of the target group and other respondents are made use of during analysis.

4.1 Mechanism and areas used by TANAPA management in involving workers.

The mechanism here refers to the ways on management style or forms which TANAPA management uses in ensuring participation of workers in various organizational issues.

Table 4:1 Mechanisms used by TANAPA management in involving workers

Mechanism	Response			
	Agree	Disagree	Not Sure	Total
Meetings	26	8	16	50
Individual consultation	27	17	6	50
Recreational facilities	28	12	10	50
Collective bargaining	24	10	16	50
Delegation as per section 5 of TANAPA staff regulation 2004	29	5	16	50

(Source: Primary Data)

Form the figure 4.1 above it shows different mechanisms used by TANAPA in involving workers where by a total of 50 respondents gave out their views (in general), 26 of the respondents agreed that meetings were effective mechanism, while 8 of the respondents disagreed meanwhile 16 of the respondents were not sure.

27 of the respondents agreed that individual consultation were effective mechanism while 17 of the respondents disagreed meanwhile 6 of the respondents were not sure about the individual consultation as the mechanism in involving workers participation.

Another mechanism were recreational facilities where by a total of 50 of the respondents reached for the study, 28 of the respondents agreed recreational facilities were an effective mechanisms while 12 of the respondents disagreed meanwhile 10 were not sure.

Also collective bargaining as the mechanism in involving workers a total of 50 respondents were reached, 24 of the respondents agreed, while 10 of the respondents disagreed meanwhile 16 of the respondents were not sure.

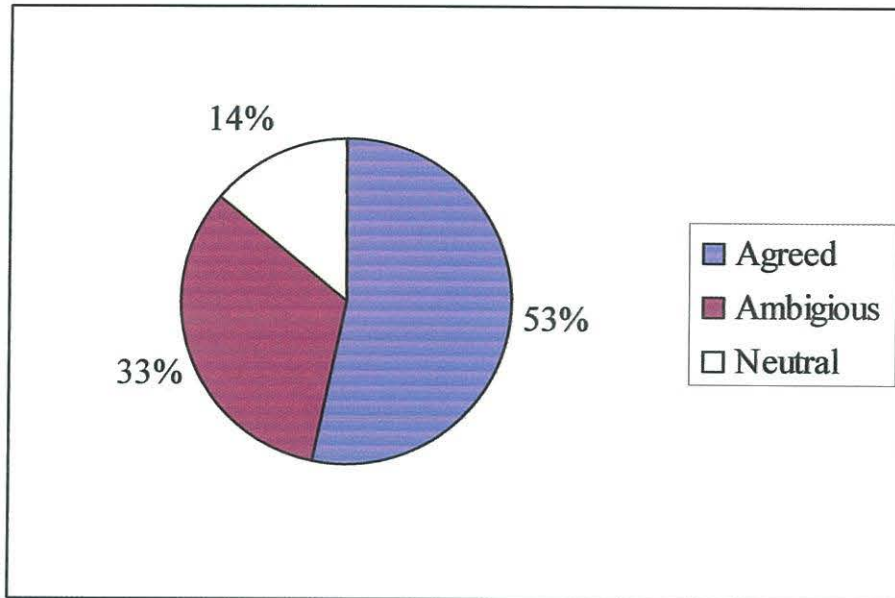
Lastly was Delegation as per section 5 of TANAPA staff regulation 2004, where by a total of 50 respondents reached for the study 29 of respondents agreed as an effective mechanism while 5 of the respondents disagreed meanwhile 16 of the respondents were not sure.

4.2.1 Meetings

In TANAPA as an organization meetings tended to be an effective tool in management of the day to day activities of the organization, this were said to be of various types, namely, master workers council meeting which is done twice a year, meeting with the chairman of the Board of TANAPA, where workers meet with him and discuss matters concerning work, According to the table 4.1 a total of 50 respondents were reached for the study 26 (52%) of the respondents agreed that meetings were an effective mechanism in involving workers while 8 (16%) of the respondents disagreed meanwhile 16 (32%) were not sure. Most important is the fact that this is done specifically when something unclear has come up in the organization, such as internal rumors which is detrimental and can kill or even destroy the reputation of the organization.

4.2.2 Consultation as a method of enhancing workers participation

Figure 4.1: Employee Attitudes towards the meeting

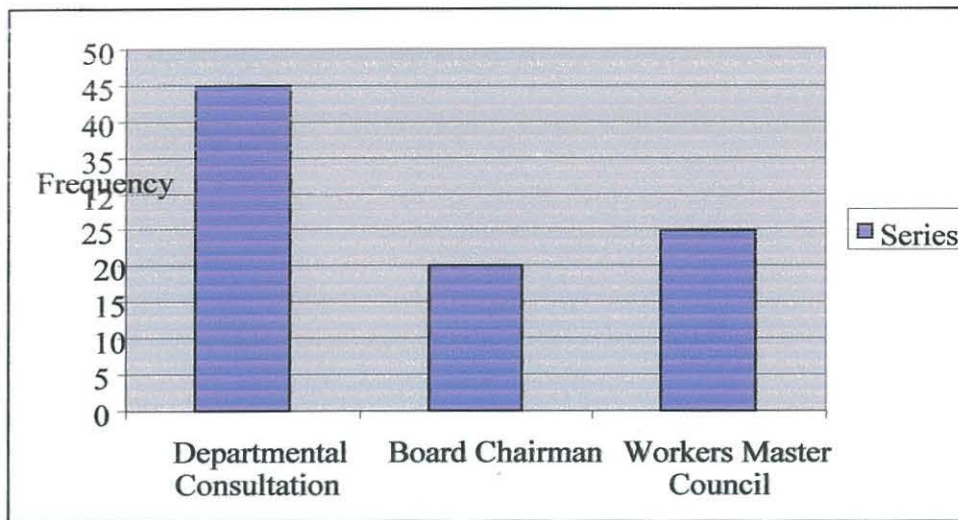


(Source: Primary data)

From the figure 4.1 above shows that 27 (53%) of respondents reached for the study were positive and agreed that meetings were an effective means of enhancing management and improved participation in TANAPA, because it is believed to install a lot of views and encourage popular participation, while 17 (33%) of the respondents mostly workers said consultation is ambiguous and dogmatic because most people fear their bosses this effective participation in the management of the organizations affairs cannot be effective, besides it involves interaction and provocations, besides it involves interaction and provocation, meanwhile 6 (14%) of the respondents were not sure and were okay with what ever kinds of meeting in their midst.

4.2.3 Individual Consultation

Figure 4.2: Description of the various levels of Individual consultation

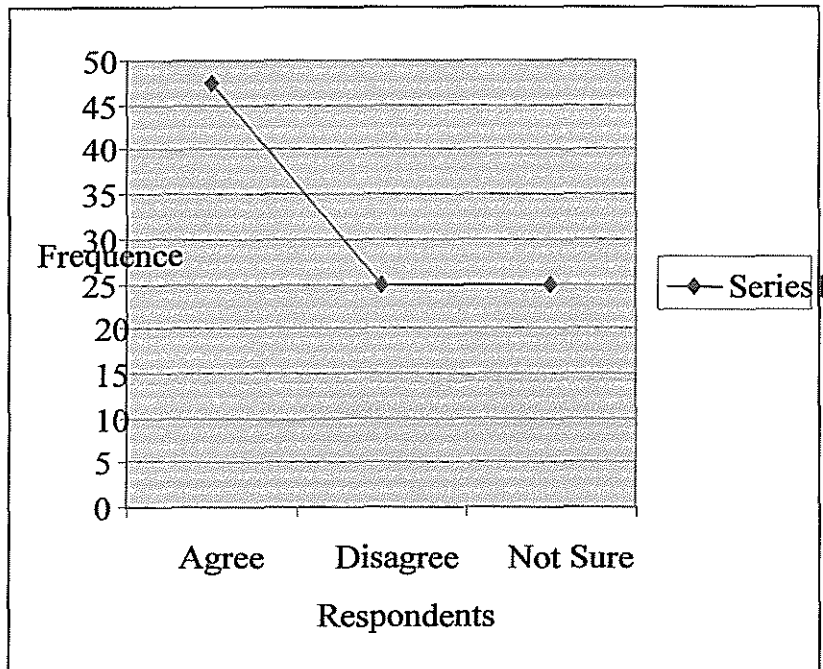


(Source: Primary data)

A total of 50 respondents were reached and gave their response on the individual consultation as an effective / means of involving workers. According to the figure 4.2 above 45 of the respondents emphasized that individual consultation was a perfect way of improving and involving workers in organization affairs. Participation especially at departmental level involves sharing vital information. The staff can come up with an ideal which can later be the made policy that is relevant to the organizations day to day running. 20 of the respondents preferred to interact directly with the board chairman because at that level they are involved in the decision making process and this is what is commonly referred to as the tactical level of management, but they also noted that it excludes a lot of people out of the domain of decision making because, others simply follow through deliberations. While 10 of the respondents felt it was better to consult through the workers council. This is an entity established according to the TANAPA regulation Vol 6, 2 of the TAPANA workers act of 2004. This is believed to have pulled the workers together through associations, with an elected chairman, this is mostly responsible for the discipline and maintenance of the level of the consultation within the membership, but not outside the boundary of the established, norms of the organization.

4.2.4 Collective Bargaining as tool of workers participation on involvement in TANAPA

Figure 4.3: Respondents views on collective Bargaining



(Source: Primary data)

Figure 4.3 above is a presentation of respondents' views collective bargaining as a management tool for enlisting popular support and participation. As shown in figure 4.3 above collective bargaining gets massive support as was exhibited by the respondents supports for popular participation because the bosses are easily convinced of the importance of staff welfare and other pertinent issues that tend to affect the workers as a group, 25 of the respondents disagreed with the idea of collective bargaining for the reason it tends to benefit a few people at the expense of others, most especially those selected to spearhead the cause of the group, 25 of the respondents were not sure and did not take sides in the entire process of the discussion but likened the idea of collective bargaining. The Bipartite relationship among the parties greatly influences the negotiations to reach into a good end. In TANAPA management meets with Trade Union namely; CHODAWU through, BARAZA meeting. It has been noted that through research

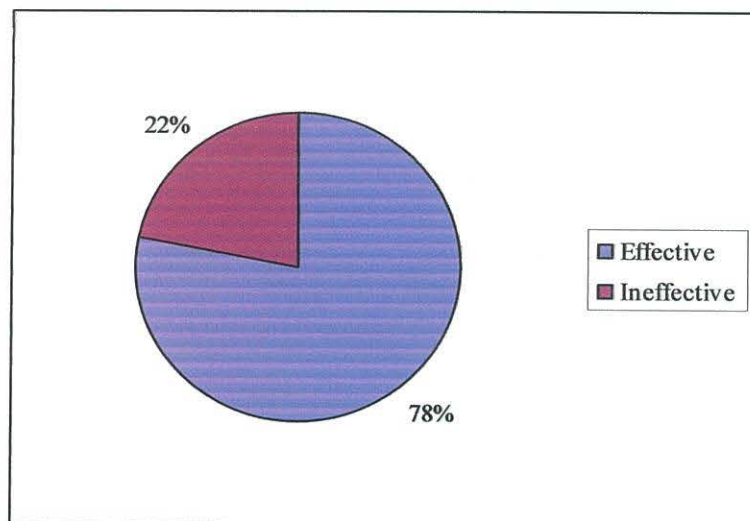
findings such meetings workers are represented only by the chairman of CHODAWU who handles all the matters from the workers and he/she participates fully and make absolute contribution in providing and making decisions on behalf of the group. Consequently CHODAWU seems to be a major stakeholder and sometimes it contributes much on decisions or even appeal on decisions brought by management towards a certain issue, for example termination of a job. In that perspective then the union can come up with its own decisions taken into consideration, but as usual, not all that they decide is listened to, but rather depends much on the matter on table.

4.2.5 Delegation as a method of enhancing workers participation

This is based on section 5 of staff regulations Act (2004) and it appears as follows;

The Trustee may delegate either generally or in any specific case, any power exercisable by imposed on them under these regulations.

Figure 4.4: Responses of the workers on aspect of delegation



(Source: Primary data)

The above presentation shows the response of the workers on aspect of delegation. Accordingly 39 (78%) of the respondents acknowledged the fact that delegation is an effective method of representation of the workers, while 11 (22%) disagreed completely on the anticipation that workers cannot determine the outcome of the group. Those in favor of this method based their argument on the fact that its cheaper to agree on an issue

and allow formation of a delegation on an issue rather involving anyone, that could be time consuming, however those who decry or resent this method is simply because of the fact that the delegation may not necessary represent the entire grievance as certain issues are better expressed to the bosses or the concerned parties, by and large delegation seems an effective tool.

4.3 Problems of workers participation in TANAPA

Just like in any other organization TANAPA is also faced with a couple of problems in the process of participation, from the interview and the focus group discussion conducted the following are forms of the problems, 50 respondents were equally reached for this reason, through out the research process.

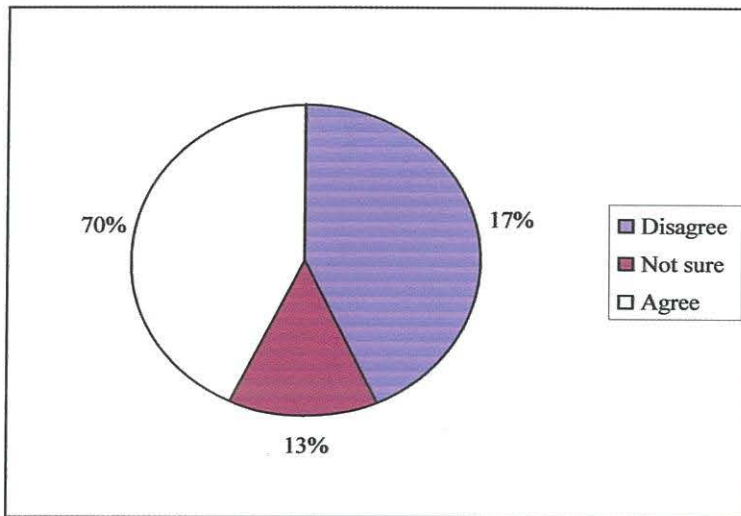
Table 4.2: The consensus of the respondents on the problems faced in TANAPA

Response	Frequency	Percentage
Agree	41	82%
Disagree	7	14%
Not sure	2	4%
Total	50	100%

(Source: primary data)

From the table 4.2 above 41(82%) respondents out of the total 50 respondents affirmative on the fact that a variety of problems do exist, while 7 (14%) respondents disagreed with the notion that those were simply temporary setbacks, that should not necessarily be looked at as a problem but a sign of challenges in progress; meanwhile 2 (4%) of respondents were not sure and this was largely because of the fact that they had stayed longer and were consequently immune with whatever transpired. Nevertheless the problems that do exist range from institutional, monetary and managerial.

4.5 Top management involvement in workers council in TANAPA



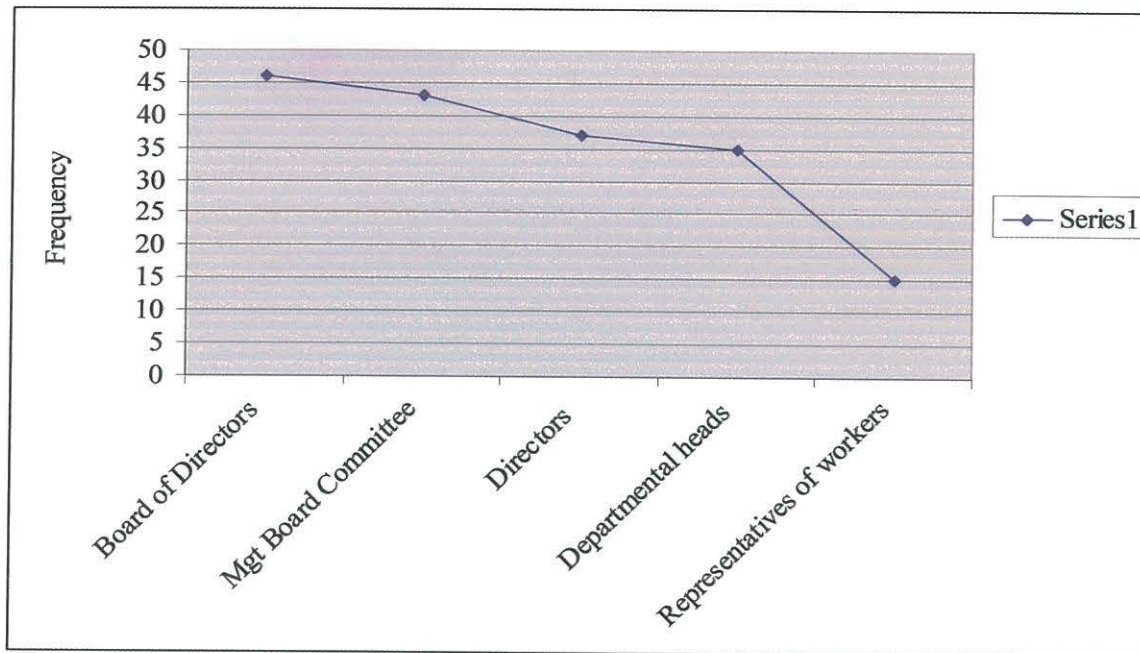
(Source: Primary data)

From figure 4.5 above 35 (70%) of the respondents agree that the problems were basically within the Top management lack of involvement within or in the workers council, while 9 (17%) of the respondents disagreed to the idea because the top management are involved in other crucial management issues, while 6 (13%) were not sure if their bosses were the cause of the crucial management. The aspect of poor involvement by the top management in the workers councils tends to upset effective consensus on issues most especially concerning the workers welfare, such as pay rise and other related emoluments. Within the TANAPA perspective the continued absence of the Top management in most cases has led to failure to meet their needs because of lack of effective representation. And those who disagree with this idea still stick to the busy work schedules of the top management. This eventually removes or depletes the good aspect of participation as an enhancing tool within the perspective of the organization.

4.3.1 Decision making on critical organization issues

This was made possible by the use of the questionnaire and observation made during the study. Accordingly most of the crucial issues decided by management and board committees are done without the input of the representatives of the workers.

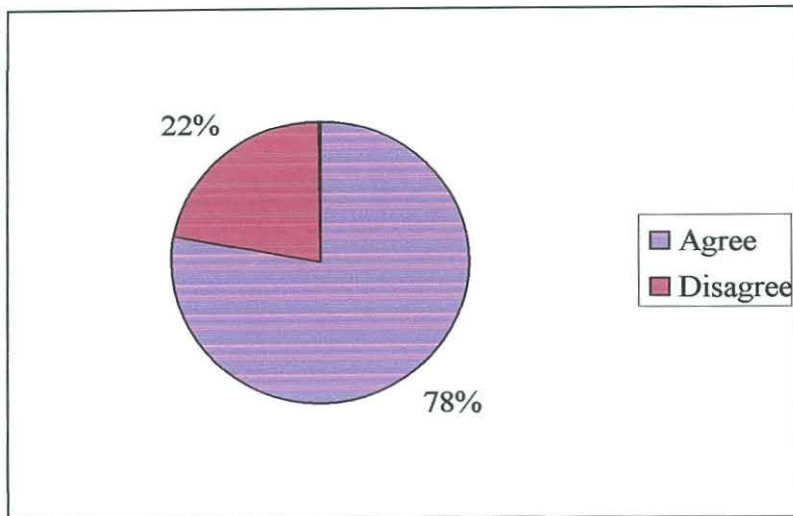
Figure 4.6: Decision Making in TANAPA



(Source: Primary data)

Figure 4.6 above shows the decision making process in TANAPA, according to the board of directors 94% of the decisions are being taken by the Board of the directors, makers Accordingly to the management board committee they contribute 86% of the decision making also the directors contribute 64% in decision making. Another category departmental heads which contributes 70% meanwhile the representatives of the workers contributes only 30% in decision making

Figure 4.7: Opinions and suggestion from junior staff



(Source: Primary data)

From the figure 4.7 above shows what the respondents felt about decision making in TANAPA 39 (78%) of the respondents contend that most suggestions, and opinions from the junior staff are never taken seriously by the management, while 11 (22%) of respondents do accept some level of top management in terms of opinions and suggestions that has been taken into the past, thus rules out insubordination of the junior staff. The former is based on the fact that little or no attention is given to the opinion of the junior staff and they have thus been grouped with a fear of coming together because the leaders will eventually be summarily dismissed. 39 (78%) of the workers of TANAPA agreed with workers participation as a mode of increasing conducive environment for organizations successes; however it failed in matters of giving priorities for especially the junior staff, thus building or creating a big gap between the top management and the junior staff.

4.3.4 Levels of education among the TANAPA workers

Table: 4. 3 Levels of education among the workers of TANAPA

Levels of Education	Frequency	Percentage
Educated	8	16%
Semi-educated	12	24%
Illiterate	30	60%
Total	50	100%

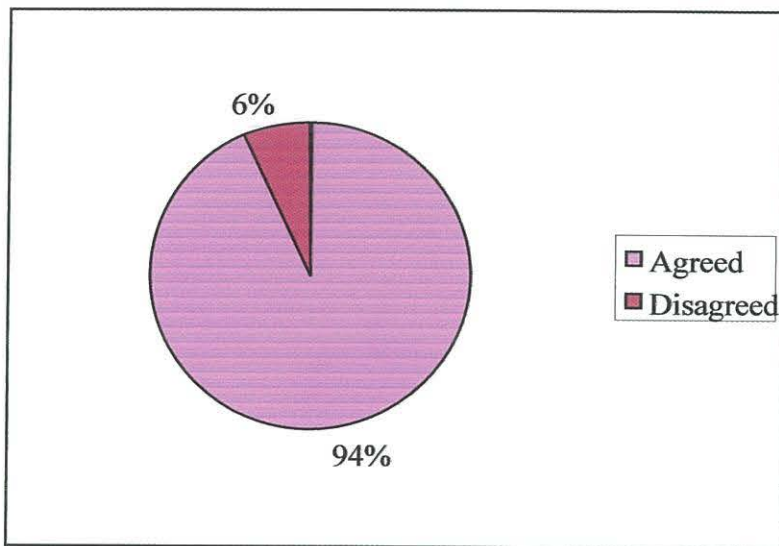
(Source: Primary data)

From the figure 4.3 above illustrates the levels of education among the workers of TANAPA among the 50 of the population. Notably 30 (60%) of the workers are illiterate, while 12 (24%) are semi educated only 8 (16%) of the workers are educated with profession at all levels of education. Notably this has got the challenge of reaching consensus and the desired level of participation, much as all seems to be well with workers participation, poor level of education inhibits them from effective negotiation skill, which perhaps would have been boosted by attaining a level of education. In this scenario therefore, even when the workers participate they cannot provide strong arguments consequently leaving the managers to decide on their own.

4.4 Workers participation in TANAPA

The idea of workers participation in TANAPA is well known to all the staff and they seem to share the feelings across the various level of management.

Figure 4.8: perception of workers participation in TANAPA



(Source: Primary data)

Participation in essence means a process whereby workers become great stakeholders, towards the success of the organization with an opportunity to give out the best. According to the figure 4.8 above describes the effective of workers participation of workers, from the above findings 47 (94%) of the respondents agreed to the notion that participation tends to lead to a lot of positive results, only 3 (6 %) disagreed with the notion that much as the workers are active participants they do not influence the outcome on the side of management. Nevertheless, it tends to be effective; depicting a wide range of benefits ranging from sense of ownership, motivation, job satisfaction improved working relations and organization change among others that is influential in the achievement of strategic objective of the organization.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The overall objective of the study was to assess the challenges of workers participation in organizations in Arusha, Tanzania with specific reference to TANAPA HQ Arusha region. This chapter therefore reviews the key findings of the study drawing appropriate conclusions and develops appropriate recommendations.

5.1 Workers participation in TANAPA

The study generally found the process of workers participation in TANAPA is ineffective and this has been as a result of lack of involvement of the workers in the entire activities of the organization, though not widely practiced some bit of room is given for purpose of ascending workers needs and therefore a critical aspect of the organizations critical aspects of achieving the best out of their workers.

5.1.2 Decision making in TANAPA

Decision making was also found to be a critical aspect of participation among the staff at all levels of the organization. It was noted that decisions tended to be dominated by the senior management to simply be implemented by the lower managers that shows the process of progress in an organization, given the fact that workers are the life blood of any organization. However, some lower managers at departmental level represented the workers and consequently represented the concerns and decision of workers, which tended to be more effective in running the organization.

5.1.3 Response to workers complaints / concerns

TANAPA given the little level of participation they have in a way succeeded in responding to complaints / concerns. It was noted that some complaints normally raised are responded to, and management have reached satisfactory level in solving their workers complaints and also some of the workers views are being taken care of and have been able to reach satisfactory decision together as an organization.

5.1.4 Collective bargaining as a tool in TANAPA

In TANAPA collective bargaining has been an effective tool in enlisting management acceptance because it tends to affect all the workers as a group on pertinent to issues. However, the respondents noted that collective bargaining tends to benefit a few individuals who in most cases tends to hijack all the accrued benefits at the expense of others. Better still it has been instrumental in creating the workers trade union (CHODAWU) who normally appeals on adverse decisions taken by management on workers, thus its effectiveness.

5.2 Recommendations

The above therefore recommends the following in order to improve on workers participation in TANAPA;

The management of TANAPA should improve employee's participation, it should be carried out in a manner that it facilitates effective management decisions as both the employees and employers are brought on board to participate in critical matters of the organization. Involvement of workers and their bosses will be able provided lasting benefits for the organization.

Decision making as a critical aspect of an organization management should be encouraged and adopted by the organization to provide lasting benefits. Decision making should be reached by both the management and the employees so as to enhance the level of implementation and consequently, achieving of the desired organizational goals.

The organization also needs to institute an effective response system for responding to workers complaints, they rather develop systematic bench marks to act as warning system, especially when crucial suggestions are made, this will facilitate the process of motivating workers, besides dealing with the problem of low or no morale.

Collective bargaining as a management tool should be developed in a way that it brings all the workers effective through the trade union (CHODAWU) for purpose of appeal and bargaining for the various anticipation and needs / regiments of workers. How even it

should be done in a way that all the workers are well represented, and not simply used for satisfying or benefiting few individuals but of all the workers as a group.

Above all there should be improved communication between the workers and the management of TANAPA. This is good for purposes of clearing misconception between the workers and the management. This should be done in line with the BARAZA meeting for improve single representative and also give more power for the workers.

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APPENDIX

SAMPLE QUESTIONNAIRE

I am Erick Ngabona, a student of Kampala International University carrying out my field research on Challenges of Workers Participation in Organizations. I kindly request you to help me make my research a success by answering the following questions. I promise not to implicate anyone and that all the information will be treated with utmost confidentiality. Thank you for your cooperation.

Questionnaire to the workers

1. Is there workers Participation in TANAPA?
 - (a) Yes.....
 - (b) No.....
2. Does employees involved in different matters within organization?
 - (a) If Yes how many times.....
 - (b) If No, give out reasons.....
3. If people are being involved, in your opinion, what is the reaction obtained from them towards participation?
.....
4. Does views from workers are relevant to organization development?
 - (a) If Yes, Give reasons.....
 - (b) If No, Give reasons.....
5. Is there any Workers Union in the Organization?
 - (a) Yes.....
 - (b) No.....
6. Does the Union considered as the symbol of representing Workers in matters relation to work?
 - (a) Yes.....
 - (b) No.....
7. Does decisions reached by the Union accepted with the Organization?

(a) Yes.....

(b) No.....

8. Which Mechanisms are used by TANAPA management to make staff to be participated?

- i.
- ii.
- iii.
- iv.
- v.

FACULTY OF SOCIAL SCIENCES

To... TANZANIA NATIONAL PARKS
(TANAPA)

This is to introduce to you Mr/Miss ERICK NGAZUNA
who is a bonafide student of Kampala International University. He/She is
working on a research project for a dissertation, which is a partial requirement
for the award of a degree. I hereby request you, in the name of the University,
to accord him/her all the necessary assistance he/she may require for this
work.

I have the pleasure of thanking you in advance for your cooperation!

