

**A SURVEY OF MEMBERS' PERCEPTION OF THE
SERVICES OF THE UNION OF KENYA CIVIL
SERVANTS**

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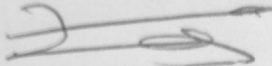
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**A management research project submitted in partial
fulfillment of the requirements for the degree of Master in
Business Administration (MBA), School of Business,
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Declaration

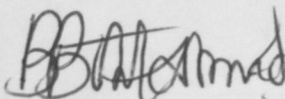
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This report has been submitted for examination with my approval as University supervisor.

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A. Dedication

To my friends like Anne, Esther Radoli, Dr. Oukoh Oborah and Tom Achok who taught me that *“education is the only liberator of every human beings mind”*.

My sincere thanks is extended to all who spent time to answer the questionnaires and to those who contributed in any way towards making the research project a success. Special gratitude to Stephen Eshete and Jay Owino for their efforts in assisting me.

Heartfelt appreciation to my supervisor for his invaluable comments, patience, guidance and having allowed me to work on this project regardless of the times. The professional coordination by the MBA Office cannot go unmentioned.

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I am greatly indebted to my family for their encouragement. Special thanks to my wife Rose, Maria Emma and friends for being supportive and giving advice all the time. To my children Victor, Vincent, George and Mercy, it is thanks for their patience during my study. A pat to my late brother Hon. Engineer Owidi for having been my academic mentor. Not forgetting to mention Pastor Wood Ombaga and late mother Okong'o Sitengo Magwar Kibuti for their continuous prayer right from the beginning. Above all the disproportionate Grace of my Lord and Savior Jesus Christ.

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Abbreviations

UCKS	Union of Kenya Civil Servants
KNUT	Kenya National Union of Teachers
KUDHEIHA	Kenya Union of Domestic Hotels Educational Institutions Hospital and Allied Workers
KCSWA	Kenya Civil Servants Welfare Association
COTU	Central Organization of Trade Unions
FKE	Federation of Kenya Employers
PSCK	Public Service Commission of Kenya

Abstract

The topic of study was a survey of members perception of UKCS services in Nairobi. Despite the fact that various people have studied trade unions but none had touch specifically UKCS services. To achieve the above, a descriptive survey was carried out among civil servants in Nairobi who were answering questionnaires. A sample of 262 respondents was selected. Questionnaires with both open ended and closed questions were administered to the respondents. Primary data was collected which was summarized and analysed using descriptive statistics was presented in tables graphs and narratives. A five point Likert scale was used to measure and identify the extent members perception of UKCS services.

The study established that members perception is faced by various challenges and factors found to affect the members perception included lack of trust, lack of support by the government, lack of feedback, lack of skills, no existence of perception standards, inaccuracy in viewing and a negative attitude of the members towards UKCS – services corruption, government interferences, wrangles among the officials etc. From the findings of the study, it was concluded that members perception has been negative in most cases. It was recommended that strong measures be put in place so that the members perception can be useful for intended purposes like, promotions, improving working conditions, reward, salaries, accommodation and improvement of health and safety in work place. Perception of members is important in an organization in that when well analyse and executed, it should furnish or make available to management critical information on which decisions impact on organizations success on the side of employees, government, employers and other parties involve would gain.

CHAPTER ONE

INTRODUCTION

1.1 Background

The formation of trade unions came up as a result of industrial revolution in 19th century in Britain and then spread in Europe. Before that business was in its family ownership form called “family business”, the workers relations with the employer were simple and straight. However, these relations gradually changed to complex and strained, with the advent of industrial revolution. The growth of modern industrial establishments involving the employment of large number of workers in conditions which make them helpless in bargaining individually for their terms of contract. The workers were faced with number of problems ranging from low wages rates, low salaries, poor working environment and health problems. As such the workers felt the need of having some organization to establish contacts with employer to protect their interest. This gave birth to trade unions in industrial organizations. Trade union has emerged over the period as a major institutional mechanism for resolving conflicts of interest between the workers and the employers in a free society like ours. It is against this background which led to trade union formation (Aluchio; 1998).

The trade unions act of Kenya (cap 233) defines the trade union as: An association or combination whether temporary or permanent of more than six persons (other than a staff association, employees’ association or employees’ organization not deemed to be a trade union under section 3 of this Act, the principle objects of which are under its constitution,

the regulation of relations between employees and employers or between employees and employees or between employers and employers, whether such combination would or would not, if this Act or any Act thereby repealed had not been enacted, have been deemed to have been an unlawful combination by reason of some one or more of its purposes being in restraint of trade.

In developed countries like Britain, associations of wage earners started to appear in the late 18th century mainly as a result of the development of factory industry. In Kenya position was different. Continuous association of wage earners started prior to the industrialization process. 'This was because the union came into being as vehicles of protest against working conditions. The employers involved were foreign and the working conditions were attributed not only to the disorder and uncertainty caused by the growth of money economies and commercial production, but equally to outside intervention' most trade unions therefore came into being either out of a direct confrontation of workers and employers or out of collusion between workers and politicians.

The trade union movement in Kenya began in the early 1900's. However it took almost 50 years before the first real trade union movement became a permanent feature of the industrial relations scene. Between 1900-1946, some important changes occurred which contributed to the emergence of trade unions. The impact of the two world wars, the enlistment of soldiers from East Africa and their intensive training not only in arms but also as carpenters, masons, drivers, fitters etc. had its effect on the workers.

Their experiences abroad in places like Italy, Egypt, India, Ceylon and Burma had shown them new ways of life. After the war, they had to return home, but after seeing conditions of work in other parts of the world and with the intensive training they were given, these people could not be expected to come back and be contented with the terms and conditions of work at home. Most of them therefore became militant leaders of workers, but the colonial government did not give them a chance to organize themselves (Aluchio; 1998).

An industrial union is a union composed primarily of semi-skilled, blue-collar employees in the manufacturing industries. The industrial union is often referred to vertical union, this is because it includes all workers in a particular company or industry regardless of their occupation. It thus, constitutes a mixture of skills and lacks the homogeneity in skill example Kenya union of Domestic Hotels, Educational institutions, hospital & allied workers (KUDHEIHA). A trade union, also called craft union, is an association of workers cutting across many companies and industries. It is called a horizontal union this is because its members belong to one craft on a closely related group of occupations. Examples of this type of unions are ones that have organized by carpentries, electricians, and machinists.

An employee association it, is also known as fraternal order is generally composed of white-collar or professional employees such as teachers, police officers examples technical and health employees. Good example is K.N.UT. General unions: Those being together all categories of workers of a range of industries regardless of craft industry and occupation. They are mostly for those occupations which cannot be easily defined as either craft or industrial, but occupational or manual unions, these are basically concern with

organizing technical, clerical, professional, supervisory and managerial staff separately from other workers (Nzuve; 1990).

The unions represents their members in collective bargaining negotiations with employers which determine the terms of service for such members and sign such agreements with employers on behalf of their members in handling dispute and grievances, the unions, following a procedure agreed upon with management which may vary from agreement, and the provisions of the appropriate Kenya labour legislation represent their members in the handling of disputes and grievances that may arise, beginning with the initial stages and advancing (if necessary) to the final stages. Organizing the unions by trying to increase their membership by attempting to persuade workers who qualify for membership to join the union. The unions attempt to better the conditions of the lives of their members by providing them with a variety of projects and activities of a socio-economic nature (e.g. cooperatives, workers education courses). Maximize the wages and employment of their members within the framework of the wage work contract of employment (Negotiate within a framework).

Establish a joint rule making systems which protect both their members form arbitrary management, actions and allows them to participate in decisions made within the organization in which they work. (Aspect of participatory management) employees to contribute to matters affecting them. Express social cohesion and aspiration of political ideology of their membership and seek to develop societies which reflect this view. One

needs to be recognized by the political system and society. So the workers contribution is widely known and recognized (Nzuve; 1997).

1.1.1 Perception

Perceptions vary from person. Different people perceive different things about the same situation. But more than that, we assign different meanings to what we perceive. The meanings might change for a certain person. One might change one's perspective or simply make things mean something else. (WEB: 1990). Perception is the process by which am to create a meaningful picture of the world (Kotler; 2003).

The main point is that perceptions can vary widely among individuals exposed to the same kind of situation. Perception has strategic implications for union of Kenya civil servants this is because members make decisions based on what they perceive rather than on the objective reality. It is not easy for members to evaluate the services rendered by the union neither positively or negatively. This is because of certain distinctive characteristics of services offered by them (Shiffman and Kanux; 2004). For each person reality is a totally personal phenomenon based on the person's needs, wants, values and personal experiences. Therefore to the members perceptions are much more important than their knowledge of objective reality because individuals make decisions and take action based on what they perceived to be reality.

Perception of members of trade unions influenced by the role of officials in the management of resources. They use members' contribution to pay their salaries and

allowances. They rarely invest to create funds that could sustain members during the period of strike. They also perceive their positions as a springboard to political positions (Mobley; 1980). According to (Mutua; 1998) trade union movement in Kenya started long before independence and was involved in the fight against colonialism. Trade unionism became little less than crusade in Kenya after the II world war. According to (Mutua 1988) from the hesitant beginning in the 1950's and nationalization action in the early 1950's to growth and consolidation in the 1950's and 1960's trade unions in Kenya have paralleled and greatly contributed to nationalism and the realization of an independent republic under majority rule. During the darkest days in the 1950's it was the trade union movement, which occupied the center of political stage.

A survey carried by Flanagan (1990) shows that while most union members are satisfied with their representation, the fraction of non-union involves designing union representation has declined. Increased job satisfaction, job commitment, job improvement and increasing doubts the unions can improve wages and working conditions have played a major role in the decline. Although weak the Kenya civil servants trade union management highlights the poor working conditions of the civil servants. The union through negotiations with the government has managed to achieve some minimal improvements in terms of conditions of work and wages (preliminary investigations).

Members' perception helps the employer to understand what constitutes discrimination under-employment acts. This makes the employers to be confident in their understanding of employment act and subsequent action. Also place a high priority on receiving

information concerning the different grounds that are protected under trade union act, legal responsibilities for employees right at work and who is protected, hiring practices and duties of organizations to accommodate employees.

Informing the employees about their rights and issues, while the majority of employers believed employees rights in the workplace were important but many of them were not providing information to employees. Employers had experienced complaints from the employees concerning health and safety, working conditions, wages etc. In perspective on discrimination the employers are able to identify a number of areas that they believed to constitute discrimination in workplace. Also help in gaining perceived benefits of positive practices. The employers cited the benefit of a positive work environment” in attracting the best employees. Government employees and employers learn barriers to positive practices might be as a result of “limited resources (money and staff)”. Both employees and employers were able to access information and assist. They had their own legal counsel as an important source of information (Owuor; 1997).

1.1.2 Union of Kenya Civil Servants Union

The increase in the concentration of wage-earners in the agricultural, manufacturing and other sectors led to a greater awareness amongst wage-earners of their economic plight. The increased awareness led to the formation of the workers organization in the 1940's. The union of Kenya Civil Servants (UKCS) was registered under the trade unions Act (Cap233) in August 1959 to represent civil servants of all ranks and files. Strongly

advocating for democracy, it provided a channel for effective participation, communication and collective bargaining process.

It was banned down by the government on July 19, 1980 after 21 years of existence. Its offices were all closed down, the property seized and the union staff lost their jobs immediately without compensation. The President lifted the ban in 1992 and appointed a committee under the Chairmanship of Industrial Court Judge, Mr. Justice Saeed Cockar, to examine the need re-establishing the union and investigate the status of its property.

The ban was finally lifted and the UKCS re-registered on December 10th 2001. It was subsequently gazetted by the Registrar of trade unions on January 14th, 2002. It received a DPM circular dated February 21st, 2002 asking all civil servants on job group 'H' and below to join the union. Its assets and liabilities were taken over in 1980 by a government-appointed caretaker, the Kenya Civil servants Welfare Association (KCSWA) which also continued to administer a check-off system for civil servants until 1998. Its plots in several towns countrywide were grabbed. Other property includes bungalows at Lang'ata, maisonettes at Kariobangi. Following this plunder, the Union is now housed temporarily on the ninth floor of Ufundi Plaza, opposite Jevanjee Gardens at the corner of Moi Avenue/Moktar Daddar Street, Nairobi (Atwoli; 2000)

1.2 Statement of the problem

The strength of membership organization is positive perception of its members (Mobley; 1980). Trade unions all over the world have had several criticism from not only employers

but also their own members. Drucker suggests that by 2020, we will see the virtual elimination of the blue-collar factory worker. There are a number of challenges that confront trade unions in view of changing work conditions and increased competition among firms leading to decline in resources. Some of the criticisms based on what members perceive of the union. Positive membership perception is key but constructive criticism is also a source of improvement in service delivery (Kuria; 2002). The experience of the Union of Kenya Civil Servants has been characterised by key incidences which elicit varied reactions from members. Such incidences include; unnecessary long notices 21 days after which another 7 days must be given by union before industrial action can commence. During this period the ministry of labour can initiate voluntary or forced arbitration. As opposed to Britain whereby a secret ballot is now required before industrial action can take place (Aluchio; 1998). A case at hand the Union of Kenya civil servants and the government Ministry of Health versus Kenyatta National Hospital employees disagreement over pay increment. Before even negotiation, the strike was declared illegal in June 2005 (Preliminary investigation).

Government has impose some unworkable policies to unions for example restriction for only people of low cadre or grade to join unions. At times if you are an active official of union you can be frustrated through transfers to hardships areas. Hence creating fear on workers to join union or participate actively in union matters. A case at hand is the recent strike by civil servants-which a judge of high court warns them of dire consequences if they go on strike. Minister of labour also threaten striking workers by summarily dismissal (preliminary investigation).

Related studies in the area of members perception and other areas in the trade union include (K'Obonyo; 1981) who studied the operations of trade unionism in Kenya: A study of the railways African union (Kenya), (Nagemi; 1974) who looked at trade unions and government: A study of union and industrial relations legislation in independent East Africa up to 1972, (Waweru; 1975) who studied the development of personnel and industrial relations in Kenya, (Kiranga;1975) who studied the operations in particular firms in Kenya, (Njihia; 2002) who conducted a survey of women's participation in trade unions in Kenya and (Atandi; 2003) who looked at the involvement of trade union in the application of performance management programme. All these studies did not specifically address the perception of members of Union of Kenya Civil Servants services. This study therefore intends to fill this knowledge gap.

1.3 Objectives of the Study

- i. To establish how the members of the union of Kenya Civil Servants perceive the services of the union.
- ii. To determine the factors that influence the perception of members of the union to its services

1.4 Importance of the study

- i. The study will be useful to trade union leadership in helping them understand better the various perception of members incase and improve services for their members.

- ii. It will enable employers to understand the changing approach by trade unions towards representation of employees in dynamic world and in the spirit of “win-win” partnerships, be more responsive to their employees changing needs.
- iii. The study will contribute a lot to the wider body of academic field and in the area of trade unions.
- iv. It will also enable members to understand their rights better.

1.1.1 Trade unions

The trade union structure offers some employees an opportunity to participate in the decision-making process that is not available to them in the business organization (Okunle, 2001). He goes further to say that some workers join trade unions to obtain a voice in management decision-making. This is also true if it provides an avenue for employee's participation in management. There is also joint consultation to trade unions with management in the disciplinary system. Some workers become

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The advent of globalization, structural adjustment and liberalization of the economy has exerted pressure on industrial relation field as labour market seek to fit into the pattern of things and events by being liberalized as well. This has resulted in greater conflicts and the impact of the situation felt on the employees (Blunt; 1986). According to (Nzuve; 1997) workers join trade unions for various reasons. Members believe that union increase their share of the economic package, higher wages, increase benefit, shorter working hours and better working conditions basically assumed to improve the economic welfare of members. Members want protection from unfair dismissal and retrenchment by their employer. He went further to say that Employees are social beings and would want to belong and be recognized by their peers. A trade union therefore offers an avenue for affiliation with other workers who share common interest.

2.1.1 Trade unions

The trade union structure offers some employees an opportunity to gain-recognition that is not availed to them in the business organization (Okumbe; 2001). He goes further to say that some workers join trade unions to obtain a voice in influencing decisions that affect them. It provides an avenue for employee's participation in management. There is also joint consultation to trade unions will seat in disciplinary system. Some workers become

union members simply as the regulation agreement to employment or union shop close - once you are employed, you became a union member automatically.

At the core of industrial relations is the labour contract, it's an exchange relationship in which the worker offers the labour of his person in return for wages. But the exchange involved in this transaction is inherently unequal. The contract places a worker in a subordinate position while the wage paid to him by the employer legitimises the latter's control over the former. Each of the parties in the employment contract endeavours to maximize its own interests. In Crouch's words; "The interest of the dominant role in such a relationship can be defined as the maximization of control over labour, offset by the extent to which such maximization will reduce the effectiveness, or incite the revolt, of the labour. The interests of the subordinates consist in eroding, evading or replacing domination, offset by the extent to which attempts to do so will either incite coercive sanctions or involve destruction of existing means for securing existence".

Under capitalist system the interest of the workers and employers are more often than not at variance. This is more so with respect to remuneration. The employers always try to set a wage rate that leaves them with part of the profit that is sufficient for paying factors of production as well as desirable business expansion. The workers try to get the highest possible wages in order to provide for themselves and their families with good and sufficient food, to live in good homes and to dress decently. What a worker perceives as fair terms of service may not be perceived as such by the employer. This difference in perception creates a situation that is susceptible to misunderstanding and, hence, conflict. Because of this conflict inherent in the employment situation and the possibility of

confrontation between employer and his employees as a result of this, employers feel more comfortable to deal with workers individually. As Crouch has pointed out; "Purely capitalistic domination depends on the worker being treated as an individual in the sense that his/her labour may be bought and sold as a unit commodity and is neither embedded in traditional constraints nor collectively organized as a restraint against the authority of the labour market" (K'Obonyo; 1981).

Realizing that they were subjected to more or less similar conditions, workers became aware of the need to unite in pressing for their demands. They realized that their strength lay in their numbers; that they had no alternative but to combine and bargain jointly for their demands and felt compelled to organize strikes if needed be. Workers' organizations (Unions) also aim at providing a countervailing power to that of management. Trade unionism, with collective bargaining that it gives rise to, has a wider intention of removing arbitrariness that the actors on the industrial relations scene may resort to. This role is crucial for securing greater security for the workers protecting his job (against other workers or redundancy etc.), protecting him when employed, and sick, injured at work, among others. The union also seeks to protect the dignity of the workers from the abuse by the employer or the superior.

Unions also work for greater social justice. They wish to see workers treated on the basis of merit and not on the colour of skin. Alongside the above, Trade Unions deal with other conditions of work such as hours of work, safety at the work place, holidays, sick leave, and the accompanying benefits, and a host of other factors. The place one is asked to work,

in may turn out to be cramped or badly ventilated; it may be too hot or too cold; the lighting may be bad, the atmosphere dusty and the process of work injurious to health. These conditions do affect mental and physical power. In some countries, particularly in the third world, Trade Unions are expected to participate positively in the process of economic development. In Kenya, for instance; Government's key policy statement appearing in sessional paper No. 10 of 1965 asserted; "The Government will assist Trade Unions to become involved in economic activities such as cooperatives, housing schemes, workers discipline and productivity, and in general, to accept their social responsibilities." All in all, Trade Union movement exists to extend the influence of the working people over the policy and purpose of industry and to arrange for their participation in its management.

2.1.2 Relations between government and trade unions

Government has keen interest in trade unionism and trade union activities. The government plays two major roles in industrial relations scene. Constituting the two roles are law-making and peace-keeping functions. In exercising its legislative right the government generates statutes which are regulatory in nature. The peace-keeping role is practiced through arbitration (either voluntary or compulsory), use of tribunals and as a last resort, intervening directly by the use of instruments of coercion – usually in the form of police, paramilitary unit and even the military in some extreme cases. Aware of the potential power of Trade Unions and the possible social and political disasters that are bound to arise from the use of the said power, practically all governments all over the

world have passed legislations with varying degrees of severity aimed at curtailing the power of organized labour (Aluchio; 1998).

The extent to which the government legislations and policies are restrictive depends largely on the relationship between union goals and government policies. As Ross amply argues; the stronger the Unions become the more consistently do they demand the higher wages and improved living standards which they are pledged to obtain. These demands confront them with a set of dilemmas: Workers desire more consumer goods but the government feels that savings are necessary for capital expansion. Unions press for wage increases but the government seeks to avoid inflation in order to conserve foreign exchange. The capitalist system boasts of what has become to be known as free collective bargaining – a situation in which the state does not intervene, in industrial relations matters. But as we are told by Roses, collective bargaining may create a wage structure which may be very different from the wage structure envisaged by the government's economic plans. Because of the possible interference with the development plans many governments in the developing countries have low degree of tolerance for anything involving work stoppage.

(Sandbrook; 1974) has given a statement which gives a fair summary of the above. He says; "Political leaders have employed both coercion and rewards to elicit the compliance of trade unionists within their conception of organized labour's proper role. Governments have legislated increasingly stringed regulatory and supervisory powers over trade union goals, selection of leaders, and internal administration. The legislation of course stipulates penalties to be applied against union leaders who infringe any of its provisions." To

recapitulate, governments regulate labour management relation by providing industrial relations machinery which binds both the management and the union in their interaction or specially negotiations. Within this frame work, the government enacts the legislations to safeguard the respective rights of the management, employees, workers' union as well as the rights and interest of the community at large (K'Obonyo; 1981).

The employer-employee relationship is one of domination and subordination. Yet the two have to co-exist since they are interdependent. The militant stance often assumed by class conscious workers is perceived by the employers as a threat to their profits, power, influence and authority. The owners of capital have, therefore, resorted to various ways and maneuvers of counteracting the disruptive tendencies of the workers organization. One way of achieving this goal is through the use of ideology in crouch's word; ideas may define certain social positions as carrying intrinsic entitlements to recognition of superiority, or to the enjoyment of certain standards of life; by the same token, other positions will be defined in terms of negative entitlements. In this way, the concept of ideology and authority legitimating becomes closely related to the notion of social status." The control of, infact monopoly over, economic resources provide an employer with a strong weapon for regulating the behaviour of workers. In crouch's 'The inequality of the exchange (in the employment situations) implies at one and the same time an inequality of economic reward and authority relationship." Thus in a situation where the product of labour is rising obedience may be secured by constant improving economic reward. However, such reward will only be of a magnitude calculated to cool down a wage-motivated discontent at a given time. Within a capitalist society, the biggest question that faces employers is 'whether or

not the autonomous collective organization of workers can be prevented.' If this cannot be done, and history have shown that this is the case, then other ways have to be found to handle the collective power of the workers. High rate of un-employment and the threat of the dismissal have provided restraints (K'Obonyo; 1981).

The employees also use the policy of welfare capitalism as a means of forestalling or delaying the development of a strong resistance to their policies, programmes and organization of work. Thus sometimes provides the welfare facilities (even if the inferior in quality). They exercise control over their workers even during the latter's non-working hours and, on the whole, always try to play a paternalistic role in the relationship with their employees. Through various tactics, they try as much as they can to handle, if not to manipulate, are enacted to offices. Infact, in extreme cases, the employing organization may patronize the union so much as that it (the union) comes to depend on it for virtually most of the essentials. Another tactic used to handle radical union officials who are employees of the organization whose members they represent is to offer them rewards by way of quick promotions so as to render them ineffective in their Union work (K'Obonyo; 1981).

In short, the method that some employers have used to humble their employees and the latter's organization has been called paternalism by some writers. But I would also call it "tactical domestication" Conflicts in human groups of whatever nature and size are not uncommon. Industrial relations as arena of conflict have attracted a broad spectre of interest. Much of what has been said and written on conflict has emphasized the

relationship between the persons who provide the labour, or their agents, who provide capital. In other words, much of the concern in the industrial conflict has been with the union-management solutions. In this study however, focus will be on the intra-Union conflicts. These are conflicts that arise between two or more officials and potential or aspiring candidates for the Union posts. Conflicts arise as a result of differences, real or perceived. This could be a difference about information available to the interested parties, a difference about means for attaining common goals, differences about goals or difference of values (K'Obonyo; 1981).

Lack of information or accurate information leads to a breakdown in communication. This escalates into widespread rumours, distortion of issues and consequently, mistrust and suspicion. The means of attaining an agreed goal may cause a serious rift. For instance, some members of a group may prefer peaceful and diplomatic negotiations with the employer while another section of the group may opt for a radical approach that does not allow for modification in the original demands if such modification is seen to be in favour of the opponent.

Conflicts involving differences in goals have more serious consequences and are even more difficult to resolve. Infact if goals in question are of great significance it is difficult to imagine how the parties involved can work together. In the context of industrial relations, some Union leaders may have the uplifting of the standard of living of the lowest paid workers as the first priority and would therefore, channel most of the Unions recourses and effort to this end. On the other hand, other Union leaders' objectives might be the equitable

distributions of whenever gains the Union makes among all the cadres of the Union members. Different value systems also breed conflict. In the worlds of Bruce Cooper et. al.: "Values are things that move us, that account for large portions of our behaviour" (Ananaba; 1979).

There are, for example, those who believe strongly in workers participation in management while there are those who believe otherwise. Some feel happy and comfortable under a paternalistic system while others cannot just tolerate it. Power struggles in Trade Unions involve competitions in building up support. The resulting formalities are coalitions or factions. Richard Sandbrook has defined faction broadly as; a segment of a clientage network organized to compete with a Unit or Units of a similar type within one or more political arenas. It is a coalition of followers recruited on the basis of mercenary ties by or on behalf of a leader, who is in conflict with another leader or leaders."

Building and maintaining factions involve using whatever relationships offered by the social networks such as ethnic identity. They are also based on expectation of some benefits accruing to the Individual concerned. As Grillo has aptly said, "mutual support entails mutual benefits which may be as basic as cash transaction, a post on a committee, or a scholarship abroad." Where Trade unions are expected or required to support the ruling political party, the party functions tend to spill over to the union. Thus the union official get divided into opposing groups in line with the political party faction they identify with.

As it has been noted that any serious studies on Trade Union movement in Kenya did not start until just about four decades ago. During this time it was dominated by foreign

scholars, mainly political scientist and historians most of these studies have focused on the role the Government has played in industrial relations and the influence the Trade Unions have hand on the politics of the country. The foreign scholars that have contributed in this field include Richard Sandbrook, Alice Amsdan, Roger Van Zwanenberg, Kerstin Leitner, M. Kiloh ad S. Stichter. The most prominent local writers. In this area Makhan Singh and Clement Lubembe. In addition these books there are several articles and these by both foreign and local students (Aluchio; 1998).

For more than a quarter century the labour movement in Kenya has made significant strides for workers. The transition from colonial rule to independence saw the installation of important labour laws which were progressive by Third World standards. A comprehensive minimum wage law mandates both wages and wage increases. Strikes are legal. Dismissals can and are regularly appealed by unions to the industrial court. In recent years, however , these rights have been gradually eroded because of an ever increasing population and slow growing economy where job creations has simply not kept pace with the numbers looking for work. It's a combination that could be a "time bomb" for the country, notes the U.S. Labour Department. The Kenyan government has created a new Ministry of Manpower Development and Deployment to address the problem, but the Ministry's mandate-create jobs with little capital in a tight world economy-may be impossible (Cockar; 1981).

Most of these studies seem not only to emphasize the part played by the Trade Unions in the decolonization struggles but also endeavour to show the decline in the political

influence exercised by the Unions since independence. While most of these studies cover a wide Spectrum of Trade Unions in Kenya, none of them has deal specifically with labour on the UKCS. But several of them have a chapter or section of a chapter on (UKCS). That notwithstanding, the conclusions they make are general and, by and large, to most of the country's Trade Unions, including (UKCS). The Central Organizations of Trade Union is located at Solidarity House located next to 'Gikomba' Market is the umbrella body of all trade unions. COTU currently represents about 45 active Unions that affiliates out of which Kenya Shoe and Leather Workers Union and Jockey Workers Union remains expelled. Kenya National Union of Teachers (KNUT) and Union of Kenya Civil Servants (UKCS) who were excluded from being affiliates of COTU through a presidential decree of 1965. Subscribing members of COTU currently stands at about 330,000 but potential members are about 1.5 million. The FKE is located at Waajiri house upper hill opposite Nairobi Hospital. Its postal address is P.O Box 48311 00100 Nairobi. It was registered in January 1959 under the provision of the Trade Unions Act (Cap 233). Membership to the federation is open to individual employers, companies, firms, associations, federations and other bodies, local authorities. It however does not cover Civil Servants and the Armed Forces. Currently it has 2484 members.

2.2 Challenges facing the trade unions

Political and legal issues/ Government interference: In Kenya situation there is necessary long notices 21 days after which another 7 days must be given by union before industrial action can commence. During this period the ministry of labour can initiate voluntary or forced arbitration. Politicisation is still a serious defect to the unions in Kenya since

leadership as been provided by outsider's especially professional politicians. Leaders being afflicted to one or the other party, the unions were more engrossed in toeing the lines of their political leaders and protecting workers interests. Ironically in many cases the political leaders posses little knowledge of the background of labour problems fundamentals of the trade unionism, the techniques of industry and even little general education. Naturally unions cannot be expected to function efficiently and on a sound basis under guidance of such leaders (preliminary Investigation).

Some of the veteran leaders like Atwoli (COTU), late Adongo (KNUT) and Dennis Akumu have appreciated the need for strengthening the trade union movement in Kenya by stating that " if the trade union movement is not united and strong enough to achieve its objectives, the industrial structure to be built in Kenya on the basis of full fledged open democracy would not have firm foundations and the state in spite of its best 'ideas and designs would find difficult to ensure fundamental rights to the working class". At present trade unions lack vitality due to one reason or the other as stated earlier. Their vitality therefore needs to be strengthened and the real strength must come from within itself. In Kenya the Industrial Relations operate within the framework of Industrial Relations Charter first signed in 1962. "This charter laid a foundation for Industrial Relations in Kenya in a number of ways. It spelt out the agreed responsibilities of management and unions and their respective obligations in the field of industrial relations, it defines a model recognition agreement as a guide to parties and it sets out a joint Disputes commission." The industrial Court of Kenya is at the apex of the industrial relations in Kenya and is the

final arbiter when the disputes arise between civil servants and their employers under this agreement (Cockar; 1981).

Waweru (1984) agrees and summarizes the whole concept of industrial relation in Kenya. He argues "Through time, trade union movement in Kenya has continued to be subjected to severe restriction by the Government. The Industrial Relations Court had been as an effective and indifferent instrument of meting out industrial justice. However, over the years, the increasing encroachment by the Government on its activities, for instance through the issue of wage guidelines has cast doubt to the Court's independence. Yet, however, the court seems to command great respect of both employers and workers, probably due to the stature of its current incumbents."

He further argues that, "Establishing the Industrial Court introduced into Kenya industrial relations systems, somewhat complicated procedures to be followed before a legal strike can take place. Even when all procedure has been followed, the Minister for labour may still declare a strike illegal. On the whole the (Trade Disputes) Act and its subsequent rules and procedural regulations have tended to minimize the freedom of the workers in resorting to the strike as a last weapon in his fight against the recalcitrant employer". He finally argues that "Indeed, since 1974 there has not been any strike worthy of the name in Kenya. Some observers point out this as evident of the Kenyan industrial system. While this may be true in some respect, it must be pointed out that the hostility shown by the Government towards strike action is itself a great disincentive to resort to strike action on the part of workers. In short, the employer-Government alliance has

effectively contained the workers". The working-class history in general of Kenya. On 3rd November 2000. The civil servants' union could be revived by June if the Cabinet agrees, for registering the union was among major conditions given to the Government by the International Labour Organization. On 15th December 2000 the World Bank rejected calls by retirees that it intervenes in the civil service retrenchment issue. More than 100 retrenches had marched to the Bank's offices seeking an explanation on how the money it had released for the program was being disbursed. On 4th February 2001 Labour Minister Joseph Ngutu has finally ended his silence over calls on him to lift the ban slapped on the Civil Servants Union 21 years ago. (Source: World History Archives and Civil Servants Journals at COTU Headquarters). The other writers on the Kenya Trade Union movement have not been reviewed either because they have negligible on UKCS (K) per se. Finally, it is hoped that this study will be an improvement on the earlier works on the subject and not a mere repetition of the same and it is noted that little has been done on the "UKCS" if any (Multinational monitor; 2003).

One challenge facing trade unions today is that many organizations attempt to keep unions out of their plants. They feel that this gives them greater freedom over the control of Labour costs, Perhaps more importantly, they fee that they retain a degree of flexibility of Labour deployment that is often reduced by the many agreements that Labour leaders, understandably, wish to make to "better" the terms of employment of their members. If a company loses flexibility, it may lose the ability to innovate and to be competitive. (Peetz and Todd; 2001) in a study on the Malaysian banking union note that the union devotes considerable resources to activities that might not seem "traditional" but which it considers

are central to establishing a strong bond amongst union members. These have included such things as charity luncheons, games, treasure hunts, dinners, dances and trekking. Such events are especially important when there are no disputes and in the context of a decline in local community bonds and falling social interaction amongst workers in the face of increasing work demands and competition from television, video and other electronic machines that make workers confined to their homes. These special services, which seem not to be a mainstream union, Activity, emphasize collective identity. Thus unions need to compete with alternative forms of expression that are available to workers.

(Peetz and Todd; 2001) also note that such cultural mechanisms are also important to preempt ethnic divisions that may otherwise arise within the workforce. Banks differ in the ethnic compositions of their workforces, according to their ownership and customer base, but cultural reinforcements and the emphasis on solidarity and consistency (e.g. through industry bargaining) minimize the potential for internal union damage due to ethnic division.

(Lucio and Stuart; 2002) document the modernization of employment relations via partnership as is articulated in terms of the need to move away from adversarial to cooperation. (Kochan and Osterman; 1994) argue that partnership is based on reinforcing collective voice mechanisms at the strategic, human resource department and workplace level. Underpinning this commitment to voice is investment in training and development and fairness at work. Basically, the challenge is on trade unions to move away from traditional positions such as protection of workers rights to playing an active role in

influencing management decision making in favor of improved workers conditions. Like all sectors, trade unions face the challenge of Information and Communication Technologies (ICTs) in generating unions renewal and enhancing negotiation and bargaining. It has been argued that ICTs offer unions new ways of mobilizing and engaging with members and potential members and that they create opportunities for strengthening the union movement on an international scale (Diamond and Freeman, 2002).

The terms “E-union” (Darlington, 2000) and “cyber union” (Shostak, 1999) were used to describe the new form of unions that would arise as a result of this technological revolution. While unions have embraced ICTs, and in some cases used the technologies innovatively, we have yet to see the genuine e-union or cyber union. Trade Union negotiation process is also subjected to the increased presence of regional trading blocs. That regional trading blocs may be more than market-making arrangements has encouraged the view that they may be a possible site of social-standard setting, particularly on Labour and environmental matters (Cook and Katz, 1994). The revival of the East African Community is set to allow for free movement of Labour among the three east African states of Kenya, Uganda and Tanzania. This will affect trade union negotiations within the individual member states, as there would be a need for standardization, among other requirements. Ananaba pointed out that”. It is not uncommon to hear that some full time salaried officials of trade unions are on the payroll of the employers whose workers they represent “Gin and Tonic” is a popular nickname in Nairobi. Thus, it refers to a union and his connection and deals with employer (Ananaba; 1979).

CHAPTER THREE

RESEARCH METHODOLOGY

This section outlines the research design that was used to meet the objectives of the study. The design gave the framework of the study, the target population, sampling design, data collection procedures and data analysis technique. The research was carried out in Nairobi.

3.1 Research design

A descriptive survey design was used to carry out the study so as to establish how the members of the union of Kenya civil servant perceive the services of the union and to determine the factors that influence perception of members of the union to its services. This design was considered appropriate for the study, when the objectives of the study is to describe the extent perception of groups according to (Malhotra; 1996).

3.2 Population

The target population for the study were those who are in job groups A to L numbering 5209 (PSCK; 2005). The members who are in job groups M and above are none union members.

3.3 Sample

The sample size consisted of 5% in each job group in the population of study of members in Nairobi. The sample of 262 was drawn from a population of 5209 taking 5% of each job

group. Stratified techniques was use. The sample units were selected on convenience basis as in Table 3.

Table 3

Job group	Total No	Sample
A	115	6
B	200	10
C	300	15
D	560	28
E	690	35
F	700	35
G	850	43
H	779	39
J	560	28
K	285	14
L	170	9
Total	5209	262

3.4 Data collection

The researcher used primary data collected by using semi structure questionnaire (Appendix II). The questionnaire in appendix II was completed by respondents. The questionnaires were divided into five sections namely Section “A”, Section “B”, Section “C” Section D, and Section E. Section “A” sought to get the bio-data of the respondents. Questions “B” focused on to establish the objectives members perception of the union services and were further divided so as to clearly describe the extent of members perception towards the objectives of UKCS services. Section “C” sought to get information

on how the union management relations be improved in the will service. Section “D” deals with economic and social ventures. Section “E” deals with control of the union by the government and conflict amongst the members.

The questionnaires were administered by a research assistant who dropped and picked the questionnaires later.

3.5 Data analysis

The questionnaires were edited for completeness and consistency and coded so as to enable the data to be analyzed. The researcher used descriptive statistics including, cross tabulations and frequency to analyse the perception of members of the services offered by UKCS.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 Introduction

Data was analyzed using descriptive statistics i.e. frequencies and percentages have been used extensively to summarize the data and is presented in table, pie charts, bar graphs and narratives.

4.1 Response rate per job group

Job Group	Frequency	Percentage
A	4	2%
B	7	4%
C	10	5.5%
D	19	10%
E	30	16%
F	28	15%
G	27	15%
H	23	13%
J	20	11%
K	10	5.5%
L	6	3%
Total	184	100

4.1.1 Gender of respondents

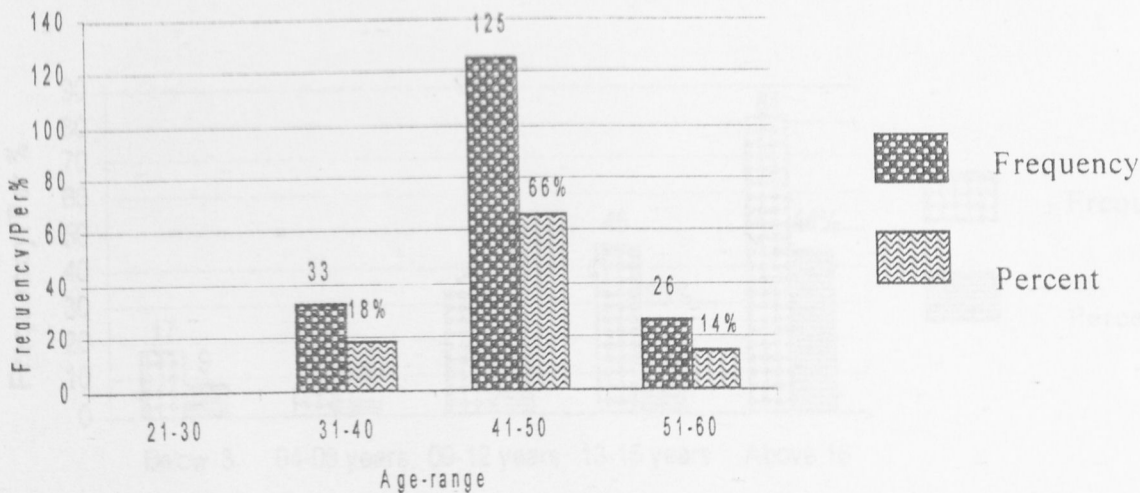
The respondents were not equally distributed in terms of gender. The majority of the respondents 84% were men and 16% were women shown in chart 1.

Chart 1 Gender



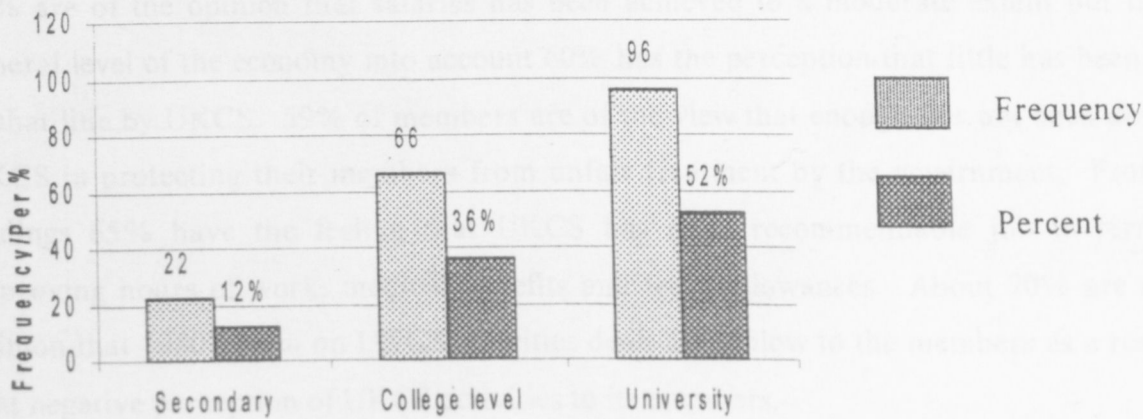
4.1.2 Respondent's age

Majority of the respondents 68% were aged between 41-50 years, 14% were aged between 51-60 years, 18% were aged between 31-40 years shown in figure 1 below.



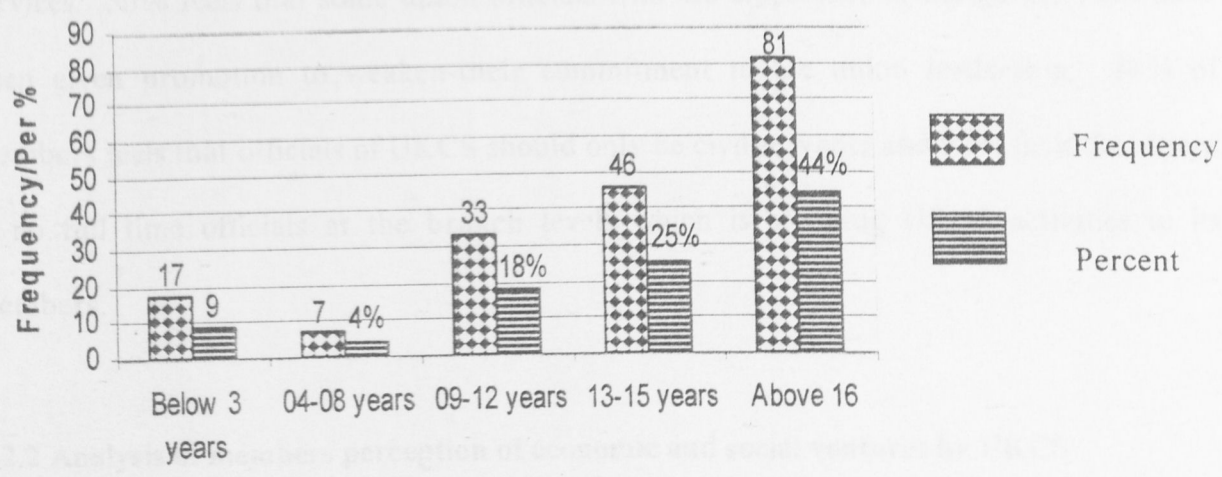
4.1.3 Level of Education

Out of 184 of the respondents 52% had a university education, 36% had college education, and 12% had secondary school education as shown in figure 2 below



4.1.4 Years worked in the civil service

Out of 184 respondents, 44% have been in the civil service for above 16 years, 25% for the period between 13-15 years, 18% had worked for 9-12 years, 4% had worked for 4-8 years and 9% had worked for below 3 years as indicated in figure 3



4.2 Analysis of members' perception of activities offered by UKCS.

From the analysis of activities of UKCS to its members 80% have the feeling that little has been done in attaining their expectation as per the activities of the union to its members. 45% are of the opinion that salaries has been achieved to a moderate extent but taking general level of the economy into account 60% has the perception that little has been done in that line by UKCS. 59% of members are of the view that enough has not been done by UKCS in protecting their members from unfair treatment by the government. From the findings 65% have the feeling that UKCS has done recommendable job in terms of improving hours of work, medical benefits and leave allowances. About 70% are of the opinion that 1980's been on UKCS activities dealt a big blow to the members as a result of that negative perception of UKCS activities to its members.

4.2.1 Analysis of members perception of union-management relations

From the findings, 78% of the members are of the opinion that union management relations is not cordial which affects the UKCS services to its members. 70% feels that the

government interferes with UKCS affairs a lot which contributed to negative perception of members to union services. 60% feels that government at times transferred union officials at the headquarters in Nairobi who are the government employees to other stations with the sole purpose of making them ineffective in terms of their contribution to the union services. 50% feels that some union officials who are employees of the government have been given promotion to weaken their commitment to the union leadership. 88% of members feels that officials of UKCS should only be civil servants and 97% feels that there is no full time officials at the branch levels which is affecting UKCS activities to its members.

4.2.2 Analysis of members perception of economic and social ventures by UKCS

55% feels that UKCS has done little in the area of economic and social ventures and nothing has been achieved in terms of accommodation. 100%, have the opinion that UKCS is doing nothing to its members in cases such as long sickness, accidents, disablement and so on. 81.5% feels they have not benefited in courses and training and 88% are of the opinion that much has not been in that area.

4.2.3 Analysis of Control of the union by the government and conflict amongst the members:

54% feels that there is too much restriction of UKCS services by the government and 47% are of the opinion that nothing can be realized with such restriction. 70% feels that UKCS has no sound financial base and 81% UKCS is not affiliated to other bigger trade unions, therefore UKCS future is not promising. 67% believes that main reason for conflict

between the government and members have been salaries, terms and conditions of service. 66% are of the opinion that imposition of leaders and lack of confidence amongst the leaders, holding of regular elections would not address that issue.

4.1 Summary

The study focused on the members' perception of the services of the union of Kenya Civil servants to the members. It was conducted in Nairobi. The study objectives were aimed at establishing the perception of the members of the union of Kenya Civil servants and determine the factors that influence the perception of members of the union of Kenya Civil servants. The study established that members perception is influenced by various challenges and factors. The study found that the members perception is influenced by lack of confidence in the government, lack of feedback, lack of skills, no confidence in leadership, transparency in financial and a negative attitude of the members towards the government. The study also established that members perception is influenced by the following factors: lack of confidence in the government, lack of feedback, lack of skills, no confidence in leadership, transparency in financial and a negative attitude of the members towards the government. The study also established that members perception is influenced by the following factors: lack of confidence in the government, lack of feedback, lack of skills, no confidence in leadership, transparency in financial and a negative attitude of the members towards the government.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter compares the findings of this study with other findings discussed in the literature. Conclusions of the study are presented with the recommendations based on the conclusion, subsequently the suggestion are made for further study. In summary, the study shows that members perception of the services offered by union of Kenya Civil Servants has not been impressive.

5.1 Summary

The study focused on the members' perception of the services of the union of Kenyan – Civil servants to its members. It was carried out in Nairobi. The study objectives were aimed at establishing the perception of the members of the union of Kenya civil servants and determine the factors that influence the perception of members of the union to its services. The study established that members perception is faced by various challenges and factors found to affect the members perception included lack of trust, lack of support by the government, lack of feedback, lack of skills, no existence of perception standards, inaccuracy in viewing and a negative attitude of the members towards UKCS – services corruption, government interferences, wrangles among the officials etc. From the findings of the study, it was concluded that members perception has been negative in most cases. It was recommended that strong measures be put in place so that the members perception can be useful for intended purposes like, promotions, improving working conditions, reward, salaries, accommodation and improvement of health and safety in work place.

Perception of members is important in an organization in that when well analyse and executed, it should furnish or make available to management critical information on which decisions impact on organizations success on the side of employees, government, employers and other parties involve would gain. Foremost the researcher established that members perception of the services being offered by their union is below their expectation as it was evidenced by few union members.

5.2 Conclusions

The conclusion derived from the study that the primary focus of this research has been on attempt made to gauge the benefits made available to members by the UKCS in fulfilling its role as a vanguard of workers rights and interests. In doing so, attention has been paid not only to the traditional UKCS role of the procurement of wages, decent housing and the betterment of other terms and conditions and service for the workers-or to the provision of countervailing power to that of government particularly in as far as the workers dignity and personal respect are concerned, but also to the Union's efforts in organizing and stimulating the workers interest in pulling their resources together and collectively, with or without assistance from the government.

Secondly, an effort has been made to expose and explain the nature of the interaction between UKCS and its external environment – specifically, the Government. The emphasis has been on the intended as well as the actual effects of those relationships on the policies of UKCS and its functioning. Thirdly, analysis of internal dynamics of the Union has been undertaken of the centre of interest being to show the conflicts that have plagued the Union leadership for so long, differences and disagreements which have fueled such conflicts.

In its objectives, UKCS, tried to initiate or obtain and maintain some services for its members both inside and outside their places of work. It promised to seek facilities for members to get training and education relevant to their work, and for making them aware of their rights and obligations as workers; to obtain legal advice and any other assistance on any matter affecting any of the members and arising from their relations with the government. It also promised to collect and circulate among members information concerning the Union and to print, publish, and issue papers, periodicals, books, circulars and other literature for the general education of the members. It also pledged to provide relief in sickness, accident, disablement, victimization of trade disputes, and any assistance to the members immediate dependents. On housing, it sought to establish and assist in the operation of tenant purchase housing schemes for Union members and to provide social and welfare services like nursery schools, adult literacy classes, recreational centers and the like. However, it is evident that only a few of these objectives had realized UKCS. There was a regular circular for emitting information from the headquarters to the branches, but there was no newsletter and unlike other Trade Unions in the country, ideas could not emanate from the branches on a regular and systematic basis.

An attempt made to implement the Union's pledge on education, but at best this mostly benefited Union officials and some employees of the union such as secretaries. Members received legal assistance in deserving cases but the Union had yet to employ its own fulltime legal adviser. Most of the objectives had not taken root and there were no indications that they would in the foreseeable future. The reasons for this were said to have been

inadequacy of funds coupled with uncommitted and incompetent leadership. At times competition for leadership in UKCS arena propels the incumbent officials to keep up the fight to keep terms and conditions of service for their members. This is because the retention of their official positions in the Union depends, among other things, on the degree of backing they get from the rank and file, which backing is enhanced by the tangible benefits that flow to the Union members as a result of the Union's efforts. In the light of this, the UKCS officials were very likely to continue pressure for improvement in the terms and conditions of service for the employees. They would also continue the role of protecting the Union members from the arbitrary and unfair decisions or actions of the Government. This is because their survival as UKCS leaders depended very much on whether or not they convince the Union members that they were actively committed to the objective was of the Union. However, it is worth noting that with the stringent provisions of the labour laws and the constant warnings and threats of punitive measures by the political leaders against those bent on disrupting industrial peace, it was very unlikely that any militant posture assumed by UKCS would be translated into industrial action of the kind witnessed in June last year 2005. This means that the Union's success in getting the government to improve the workers remuneration and other terms and conditions of service as well as protecting workers dignity would be determined, largely be shrewd negotiations and adjudication by the industrial court.

Many workers join UKCS only when it is sufficiently attractive to them. In other words, it has to be reasonably clear to them that the Union is making a genuine effort, accompanied by a high probability of success, to improve their lot. Given the restriction imposed by the

Government in 1980s and 1990s, particular with respect to the use of strike as a weapon, UKCS would increasingly find it difficult to pressurize the government to yield to its demand. Though not of its own doing, this situation would portray the Union as a toothless bulldozer in the eyes of its members. This would most likely lead to apathy and, hence, lack of interest to join the Union, since it would not be adequately attractive.

UKCS objectives concerning socio-economic ventures were unlikely to be realized in the foreseeable future primarily because of lack of adequate funds. The Kenya governments restrictive measures were very likely to continue into the future, more so because its priorities in economic development and emphasis it placed on harmonies and peaceful industrial climate were unlikely to change, at least not in the foreseeable future. In this respect, UKCS weak power base, emanating from the aforesaid restrictions, would continue to be due to government restrictions.

5.3 Recommendations

As deduced from the findings recommendations are adduced to the facts that since most of members of UKCS perceive that little is done by the union for their general welfare to improve on their perception, UKCS should try to build good and corporative relationship with both workers and employers this would reduce conflict. It should also achieve commitments through workers involvement in communication processes. Past experiences indicate that political rivalries, disunity among the ranks of workers and so on have been responsible for lack of strength in the UKCS. Unity in the union is therefore necessity because "unity is the strength".

All union members with different political affiliations should have one policy, programme, objective and one method for the labour movements free from political influence. At present union leadership is in the hands of politicians who have more concern for their political ideologies than for interest of working class. This has weakened UKCS. Therefore one way of strengthening the trade union movement is the provision of leaders from the ranks of the workers themselves.

On account of poor financial resources the workers movements/strikes did not prolong and ended in failure. Therefore the maintenance of strike funds by the unions is a necessity. Thus strike fund would be used to help workers during strikes as "strike pay". This will not only strengthen the bargaining position of the unions, but they will also get the loyalty of the workers.

Welfare activities for workers along with efforts to improve the financial status the union may effectively start activities such as the provision of day schools for children crèches at work place night schools for adults, reading rooms, libraries co-operative stores, gymnasiums and so on. In partnership agreements this is a situation in which both parties that is management and union agree to work together to their mutual advantage and to achieve a climate of more cooperative and therefore less adverse effects to the industrial relations. The main values to partnership agreement such as continuous exchange of information, devolved decision making process which involves all parties mutual trust and

respect recognition of central role of collective bargaining and joint vision for future and ways to attain it.

Corruption is a disease which need to be cured ones and for all for the success of the union. In this case before one become an official of UKCS official he/she must be vetted into details and stiffer measures for those who are found to be corrupt. A way needs to be found to limit the number of union officials who are at the same time employees of the government. This is because these people are not very reliable as they have a divided loyalty. Things are even more critical at the branch levels where none of the officials is fulltime employee of the union. Thus these officials devote very little of their time to union activities as they have to work fulltime for the government. I feel that away out of this lies in making at least the Branch Secretary a fulltime employee of the union. The snag here is likely to be shortage of funds. however, with proper planning there is no reason why this bottleneck should not be overcome.

5.4 Suggestions for further research

The study has noted that the major challenge of having a survey on members perception of UKCS services, should be relied on for the intended purpose. This would make it a proper tool for weighing general work condition and welfare of civil servants. This help in measuring their satisfaction with union services to them. It is critical to find how of use members perceptions report would affect their work. This requires further research.

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APPENDIX I

LETTER OF INTRODUCTION

Dear Sir or Madam,

RE: REQUEST FOR RESEACH PROPOSAL DATA

I am a student undertaking a degree in Masters of Business Administration at University of Nairobi. I am carrying out a research proposal project in partial fulfillment of the degree requirements.

The research proposal topic is: '**MEMBERS PERCEPTION OF THE UNION OF KENYA CIVIL SERVANTS**'. (A case study within Nairobi).

I kindly request you to fill the attached questionnaire. The information you will give will be used purely for academic purposes and will be treated as confidential.

Thank you,

Yours faithfully,

CHARLES O. OWIDI

APPENDIX II

QUESTIONNAIRES

(Please tick where appropriate)

Section A: Demographics

Personal Details:

1. What is your name?
2. (Optional).....
3. What is your Designation?
4. Please indicate your Gender [☐] Male [☐] Female
5. Please tick the age bracket in which you fall.

Below 20 years	[☐]
21-30 years	[☐]
31-40 years	[☐]
41-50 years	[☐]
51-60 years	[☐]
Above 60 years	[☐]
5. Please indicate your Level of Education

Primary	[☐]
Secondary	[☐]
College	[☐]
University	[☐]
Others (Specify).....	
6. For how many years have you worked as a civil servant?

Below 3 years	[☐]
4-8 years	[☐]
9-12 years	[☐]
13-15 years	[☐]
Above 16 years	[☐]

SECTION B: ACTIVITIES OF UNION OF KENYA CIVIL SERVANTS

Please put a tick in the box that represents your feelings?

A five point Linkert scale is used to describe the extent of members perception towards the activities of UKCS

Scale: 1= to no extent 2= to a little extent 3 = to a moderate extent 4= to large extent 5 = to a very large extent.

Statement	1	2	3	4	5
1. Do you think the UKCS has achieved its objectives					

Statement	1	2	3	4	5
2. Is the minimum salary paid to civil servants adequate?					

Statement	1	2	3	4	5
3. Considering the general wage level in the economy as a whole would you say that salaries paid to the servant employees are enough?					

Statement	1	2	3	4	5
4. Do you think salary increases that have been given to civil servants since have been due to the efforts of UKCS?					

Statement	1	2	3	4	5
5. Has the representation of UKCS in the salary review commission set to review terms and condition of KCS contributed to their any good.					

Statement	1	2	3	4	5
6. Do you think the ban on UKCS in 1980s dealt a big blow to the union's objectives?					

Statement	1	2	3	4	5
7. To what extent is the UKCS concerned with the workers wages currently?					

Statement	1	2	3	4	5
8. Do you think the UKCS has scored in connection with the following since its inception? Hours of work, Medical benefits and Leave allowances disturbance					

Statement	1	2	3	4	5
9. Does the UKCS act in any specific instances while protecting its members from unfair treatment by the government?					

SECTION C: UNION – MANAGEMENT RELATIONS

Please put a tick in the box that represents your feelings?

A five point Linkert scale is used to describe the extent of members perception towards Union – management relations.

Scale: 1= to no extent 2= to a little extent 3 = to a moderate extent 4= to large extent 5 = to a very large extent.

Statement	1	2	3	4	5
1. Is it necessary for the union’s Headquarters staff to be employees of the government?					

Statement	1	2	3	4	5
2. Should union officials who are not civil servants continue holding their offices?					

Statement	1	2	3	4	5
3. Does the Union have any fulltime officials at the branches?					

Statement	1	2	3	4	5
4. Has the Union, at one time or another, experienced a situation where Union officials who are employees of the Government have been given quick promotion to weaken commitment to the Union objectives?					

Statement	1	2	3	4	5
5. Has there ever been a situation where the Government has transferred the Union's officials at the Headquarter in Nairobi who are the Government employees to other stations with the sole purpose of making them ineffective in terms of their contribution to the Union activities?					

Statement	1	2	3	4	5
6. Has the Government at any time sponsored people of its union leadership positions during elections?					

Statement	1	2	3	4	5
7. If the answer to D.6 is positive, has the practice been frequent?					

Statement	1	2	3	4	5
8. Have the various kinds of tactics employed by the Government to weaken the Union been successful?					

SECTION D: ECONOMIC AND SOCIAL VENTURES

Please put a tick in the box that represents your feelings?

A five point Linkert scale is used to describe the extent of members perception towards economic and social ventures.

Scale: 1= to no extent 2= to a little extent 3 = to a moderate extent 4= to large extent 5 = to a very large extent.

Statement	1	2	3	4	5
1. One of the unions objectives is to improve the living standards of its members in terms of accommodation. To what extent do you think the UKCS has achieved in this area?					

Statement	1	2	3	4	5
2. The objectives of educational/training courses for union members have been to expose them to new negotiation and communication skills					
i. Do you think those who have attended courses/training have benefited?					
ii. Do you think enough has been done in the area?					

Statement	1	2	3	4	5
3. The union has been using the media and its manuals to disseminate information to its members. Do you think the flow of information is adequate?					

Statement	1	2	3	4	5
4. The UKCS is an affiliate of other trade unions and ensure that they not left behind during trade unions conferences which are organized locally and internationally. i.e. (ILO). Do you think this add value to its objectives.					

Statement	1	2	3	4	5
5. Does the union give any kind of relief to its members in cases such as long sickness, accidents, disablement, among others?					

SECTION E: CONTROL OF THE UNION BY THE GOVERNMENT AND
CONFLICT AMONGST THE MEMBERS

Please put a tick in the box that represents your feelings?

A five point Linkert scale is used to describe the extent of members perception towards control of the union by the government and conflict amongst the members

Scale: 1= to no extent 2= to a little extent 3 = to a moderate extent 4= to large extent 5 = to a very large extent.

Statement	1	2	3	4	5
1. To what extent does the government restrict the activities of UKCS?					

Statement	1	2	3	4	5
2. Do you think the operations of the union can be realized when there are restrictions?					

Statement	1	2	3	4	5
3. Should the union activities be liberalized and not be interfered with by the government?					

Statement	1	2	3	4	5
4. Do you think the union has a sound financial base?					

Statement	1	2	3	4	5
5. Is the UKCS an affiliate of any other bigger trade union?					

Statement	1	2	3	4	5
6. To what extend is the future of UKCS promising?					

Statement	1	2	3	4	5
7. The main reason for conflict to union members and the government have been salaries and terms and condition of service. Do you think reason for the conflict is binding?					

Statement	1	2	3	4	5
8. Union elections popularize the union and its objectives to members. Do you think the non-holding of election have improved the union activities and service delivery to its member?					

Statement	1	2	3	4	5
9. The imposition of leadership in the union has threatened the existence of the union and lack of confidence amongst the leaders. Do you think the holding of regular elections would address this issue?					