



# **RWANDA NURSES AND MIDWIVES UNION MEMBERS SATISFACTION SURVEY 2018**

## **PRINCIPAL COLLABORATORS AND INSTITUTIONS:**

**Rwanda Nurses and Midwives Union (RNMU).**

## **CONSULTANTS :**

**Jean Damascène Munyagashubi and Jean Paul Rulisa,**



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## **ACRONYMS**

A0	: Bachelors Degree
A1	: Advanced Diploma
A2	: Diploma
BN-H	: Bachelolor in Nursing Honor
CESTRAR	: Central des Syndicats des Travailleurs au Rwanda (Trade Union Centre of Workers of Rwanda)
CNMF	: Commonwealth Nurses and Midwives Federation
HIV/AIDS	: Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
ICAP	: International Center for AIDS Care and Treatment Programs
ICN	: International Council of Nurses
MOH	: Ministry of Health
MPH	: Masters of Public Health
NCNM	: National Council of Nurses and Midwives
NNO	: Norwegian Nurses Organization
NORAD	: Norwegian Agency for Development Cooperation
PhD	: Doctor of Philosophy
RN	: Registered Nurse
RNMA	: Rwanda Nurses and Midwives Association
RNMU	: Rwanda Nurses and Midwives Union

## **ABSTRACT**

Trade unions are legal entities and professional associations that have, historically and ideologically, represented the overall strength of work in order to maximize their effectiveness in their efforts to fulfill their core responsibilities and core functions. The mandate of the unions is to protect, maintain and improve the working conditions of their members. They fulfill this mandate by ensuring that they provide services that meet or exceed the levels of member satisfaction. Trade unions ultimately exist to protect both the work and non-work-related interests of their members, whether these be economic, social, political or environmental (Venter,2003). Thus, trade unions exist because of their members. They are made up of members, they serve their members' interest and they are governed by their members (Nel et al. (2005). That is, they derive their authority and mandate from the members. Therefore, trade union are service providers. They must convince employees to become attracted to them as members and to remain members.

The Rwanda Nurses and Midwives Union as the leading professional and trade union representing more than 6,000 nurses and midwives is committed to being a vibrant, self-sustaining organization that protects the Professional image, improves Socio-Economic Welfare, and promotes the interests of nurses and midwives through effective representation, capacity building and leading the delivery of high quality care to the population. Concerned by better serving and meeting expectations of its members, RNMU hired Innovation for Development Ltd to conduct a survey aiming at gauging the level of members' satisfaction with the services provided to them.

The aim of the study was to assess the level of members' satisfaction and their commitment to support the RNMU. It was found that the majority (62.4%) of members were female, whereas male represent 31.8%.

The sample size calculated by the Survey Software of Creative Research System with confidence level of 95%, confidence interval (or margin of error) of 5 for the population of 6476 members was 363 members. Using the quantitative paradigm, primary empirical data were collected by sending 363 questionnaires to members using the world's most popular free online SURVEY tool, Survey Monkey which yield a 66.7% response rate. Data were analysed by Survey Monkey.

The findings revealed RNMU membership is affected by individual characteristic such as age, gender and education. Approximately two-thirds (63.6%) of the respondents in this study fell within the age category 18 -39 years, considered as young employees and Allmost 92% of the respondents indicated that they have advanced diploma (51.2%) and A2 diploma (40.5%).

From the data in the present study, it is noteworthy that the overall level of members' participation in RNMU activities was relatively high. Atleast 77.3% indicated that they attended some times union meetings in the last 12 months; 69.4% participated in the last elections of RNMU officials and 64.5% indicated that they participated in important activities organized by the union. The findings revealed that members were generally satisfied with their union's performance as 80.1% of the respondents found effective their union in the workplace and the overwhelming majority (74.0%) found fair the amount their monthly subscription fees. The survey affirmed the instrumentality of the union and revealed in general moderate level of members' satisfaction with the services provided by RNMU.

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## **CHAPTER ONE:**

### **GENERAL INTRODUCTION TO THE STUDY**

#### ***1.1. INTRODUCTION AND BACKGROUND TO THE STUDY***

The Rwanda Nurses and Midwives Union was established in 2013, from the transformation of the Rwanda Nurses and Midwives Association (RNMA) for being able to face the problems related to the workplace, education, welfare and profession of nursing and midwives that could not be addressed by The Rwanda Nurses and Midwives Association.

From being an association to be transformed into a Union, and now striving for its sustainability, it is a fairy story of the Rwanda Nurses and Midwives Union (RNMU), as it was presented in its 3rd National Congress. When ANIR (Association Nationale des Infirmier/es et Sages-femmes du Rwanda or Rwanda Nurses and Midwives Association) was being transformed in 2013 into RNMU, members gave themselves a target of becoming a self-reliant organisation as soon as possible by means of membership fee payment policy and investment, to become a legal entity, and increase its partnership both locally and internationally. Members had also set an objective to instate national and local leadership structure and a capacity building policy, to insure the wellbeing of members.

In a four-years report presented to the RNMU Second National Congress, members were told the majority of those objectives were achieved and others in course to be achieved. Members were told the Union statute approved by the National Congress of the 30th June 2013, was ratified and published in the Official Gazette number 22 of 1st June 2015 which allowed the Union to fully fulfill its mandate. RNMU leadership structure beginning down from health Centers or hospitals up to national level is established. RNMU leaders at health

facilities (shop stewards) are 427, 30 at the District Executive Bureau (DEB), six at each of the five Referral Hospital Executive Bureau (RHEB), and six at the Education Chapter (ECEB).

Members were also told that as per now the Union counts 6476 members, among them 4052 having signed a consent form authorizing the Union a deduction at the source of 1% from their salary as membership fee payment. To highlight the ever growing Union's financial capacity, members were told that from assets valued at 1 million Rwandan Francs in the embryo stage of ANIR/RNMU has now assets valued at 400 million francs, including a building valued at 350 million francs, two cars, and fixed assets valued at 50 million francs.

As explained by RNMU Secretary General during the Second National Congress, RNMU generates income from membership fee payment. The contribution was first 500 Rwandan Francs a month per member, but the National Congress has already approved a policy of a deduction of 1% of member net monthly salary, after a consent form signatory. Between 2013 and 2017, RNMU generated 49,417,081 Rwandan Francs from membership fees payment and other revenues generated by RNMU were mainly from its building monthly rent. Between 2013 and 2017, RNMU received sponsorship funds from the Norwegian Agency for Development Cooperation (NORAD) through the Norwegian Nurses Organisation (NNO) after signing a sponsorship agreement in 2013. For the last four years, RNMU received such sponsorship amounting at 864.765.688 francs. However, this sponsorship will end by December 2018, thus a pressing need to find alternative for the sustainability of the Union.

On its objective to partner other professional organisation across the globe, members of the Congress were told that RNMU is a member of local Union umbrella CESTRAR, the international Nurses Council (ICN), and the CNMF (Commonwealth Nurses and Midwives Federation). Members were told that

RNMU has a strong partnership with local entities like the Ministry of Public Service and Labour, the Ministry of Health, the Rwanda Women Parliamentary Forum, the Digital Opportunity Trust Rwanda, White Rubbon, the Rwanda Women's Network, and the National Council of Nurses and Midwives. Regionally, RNMU partners with professional organisation like the Uganda Nurses and Midwives Union, the Tanzania National Nurses Association, NONM, Zambia Union of Nurses Organization and Democratic Nursing Organisation of South Africa, while on international level, RNMU partners NNO, the African Health Professions Regional Collaborative and KCP.

For capacity building, RNMU has trained its members in leadership, female nurses and midwives leadership, roles and responsibilities, Unionism and Ndi umunyarwanda program, Post-Partum Family Planning (PPFP) and PMTC B+ and pediatric HIV mentorship.

As far as labor issues are concerned, RNMU bargains, lobbies and advocates for improvement of working conditions for nursing and midwifery professions, as well as assisting members suffering from risks associated with nursing and midwifery professions as it is the case of Jovia, 29 years old, a nurse who became visually impaired as result of injecting herself with a HIV infected syringe, when she was only 21 years old. She lost her job as a result since, the Rwandan Social Security Board (RSSB) found no ground to give her indemnity as no direct connection, on legal basis, could be established between her losing vision and the work. Now she lives from assistance by the Rwanda Nurses and Midwives Union (RNMU), pending her case, which decided to support her with a monthly allowance of 100,000 francs a month, and assisting her in legal fees of her case now in local court. RNMU also has successfully represented 19 of its members who were brought to court for work related incidents.

With regard to the advocacy for improved working conditions for nurses and midwives, research had been conducted in 2015 on optimizing Nursing and

Midwifery Practice in Rwanda and the findings indicated that in health centers staffing levels were at 55% of recommended levels, and in district hospitals 80.5% of recommended staffing levels. The study recommended that looking to the future; Rwanda must focus not only on staffing numbers but also evaluate the practice environment healthcare system, and the roles and responsibility of nurses and midwives. Education systems must also prioritize ensuring that entry-level nurses and midwives enter into the profession with essential competencies for safe practice that interdisciplinary team practice is a part of the curriculum, and that nurses and midwives are educated beyond the associate nurse level. In 2016 RNMU published the findings of the National Survey on Nurses and Midwives Clinical Working Conditions in Rwanda. The findings revealed a gap in nurses and midwives staffing at all levels of the health facilities compared to the national standards for health facilities staffing resources, requiring nurses and midwives to work overtime to meet the patients' needs as it has been reported by 83.8 % respondents who work more than 45 hours per week.

The findings also showed that despite working overtimes, the national standard of nurse: bed ratio is not met in some units of clinical services, leading to the increase in workload for nurses and midwives.

The study revealed that the proportion of nurses and midwives holding bachelor's and master's degrees are very limited in clinical setting due to the current package of National health facilities that limits them in number and this has been reported as having negative impact on strategic planning for nurses and midwives human resources due to poor planning and less involvement of nurses and midwives in policy making.

Overall, the findings showed that 73.2% of nurses and midwives working in clinical services are not satisfied with their job; 93.2% of nurses and midwives are not satisfied with their salary and 53 % of nurses and midwives are not

satisfied with the job stability despite the registration process that has provided practice license to 74.4% of nurses and midwives.

Participants in the study have identified Rwanda Nurses and Midwives' Union of which 68.3 % are already members, as the most suitable independent and professional body to advocate for their interests and for the improvement of their working conditions.

All the above researches offered to RNMU a platform for advocating near the government especially the Ministry of Health and the Ministry of Labour for the improvement of the working conditions of nurses and midwives.

Effective, high-quality services rendered to members are essential to the long-term relevance and sustainability of any trade union as these attract and retain members. Preoccupied by meeting and or exceeding its members expectations, RNMU committed the current survey to assess the level of satisfaction by the services it provided to its members.

## **1.2. PURPOSE STATEMENT AND THE SURVEY OBJECTIVES**

### **1.2.1. Purpose statement**

The reason why workers join trade unions and are loyal to a trade union have received much attention from scholars, and is of great interest to policy-makers, management and union leaders. Union leaders express an interest in the members' commitment to the union because their ability to bargain collectively with the management from a position of strength depends heavily on the loyalty of their membership (Gordon, Beauvais and Ladd, 1984, cited in Johari, 2006: 8-9). As utilitarian organisations, unions provide members with the benefits of collective bargaining for better work conditions and a living wage. As normative organisations, the existence of trade unions is predicated on members wanting to belong to a union and wanting to fulfill their roles in

the organisation, that is, moral involvement in the union (Shein, cited in Johari, 2006). The business of trade unions is to drive the aspirations of their members and its effectiveness in this regard is essential to maintain the confidence of union members. The failure of this part of the union will lead to a lack of trust and will encourage members to seek recourse.

### **1.2.2. Objectives of the survey**

The proposed survey assessed the level of RNMU members' satisfaction and commitment to support their union. This had been done by assessing how RNMU is fulfilling their services agreement by meeting members' expectations.

Specific objectives of the survey were:

1. To determine the Demographic and socio-economic characteristics of RNMU members
2. To determine RNMU membership background?
3. To assess the level of satisfaction of members with the services offered by RNMU

### **1.3. RESEARCH QUESTIONS**

To address the aforementioned research objectives, the research questions addressed in this study will be as follows:

- What are the demographic and socio characteristics of RNMU members?
- What is the membership background of RNMU?
- To what extent RNMU members are satisfied with the services and benefits provided to them by RNMU?

### **1.4. SIGNIFICANCE OF THE STUDY**

Employees joined trade unions for a purpose. The findings of this survey enhance the understanding of RNMU managers on the service delivery imperatives that are essential to attracting and or retaining membership by

rendering the kind of services that meet members' expectations, which delivery is material to member's satisfaction.

## **1.5. DELIMITATIONS AND ASSUMPTIONS**

### **1.5.1. Delimitations of the study**

The primary purpose of delimitation is to ensure that the study is manageable, focused, and cost-effective, and that it achieves its intended objectives. One of the limitations of the proposed study is the number of variables to be studied. Variables that will not be considered in the proposed study could well play a major role. The knowledge and experience of honorary members of RNMU may help to draw a comparative analysis. Additionally, the use of on line Survey Monkey questionnaire to elicit the satisfaction level of RNMU members may not allow enough control over extraneous or exogenous variables that might have an effect on dependent variables. Another constraint is that the unit of analysis will comprise RNMU members residing only in Rwanda while the union is open also to members who are resident outside Rwanda.

### **1.5.2. Assumptions**

The overall assumption of this study is that members' satisfaction services provided by their trade union will translate into commitment to the union. The opposite also holds true. Dissatisfaction leads to a lack of commitment, which is embodied in non-participation.

## **1.6. RESEARCH PARADIGM/ PHILOSOPHY**

The current study followed a quantitative, descriptive approach. Quantitative research is described by Talbot (1995) as "a rigorous, objective and systematic process of obtaining numerical data and using control measures and statistical analysis to eliminate contaminating factors."



According to Babbie and Mouton (2001) most quantitative researchers are of the view that “phenomena such as attitudes of people could best, if not only, be measured through quantitative measurement, using numerical data to quantify perceptions or qualities under study.”

### **1.7. RESEARCH METHODOLOGY**

Two methods of data collection were employed in the study. Primary data were collected through online questionnaires completed by respondents, and secondary data were collected through an extensive review of existent literature related to the aims and roles of trade unions, and how their performance affects members’ participation and satisfaction. Also RNMU annual reports and website were consulted.

The study was confined to RNMU members, as it examines members’ satisfaction and their level of participation in union-related activities. The researcher attempted to collect vast amount of primary collected data from a sample, selected randomly using an updated data base of RNMU members provided by RNMU secretariat as at 20<sup>th</sup>December 2018. The size of the sample was calculated by Creative Research System with confidence level of 95percent and margin of error of 5. Data were collected by online survey monkey questionnaire. The analysis of data collected was done immediately by survey monkey. Participants were given a period of two weeks to respond to the questionnaire and telephone call was used to remind participants to complete the questionnaire on time.

The questionnaire had three sections and took between 20-30 minutes to complete. The questionnaire was be pre-tested for its validity and reliability before being disseminate to a randomly selected sample of 363 members of RNMU.

### **1.8. ETHICAL CONSIDERATION**

The questionnaire was anonymous and confidential. Participants could not be identified and the answers provided were used for research purpose only. Participants were explained that the participation to the questionnaire is voluntary and the possibility to withdraw at any time without penalty. The survey was confined on RNMU members. Thus, participants were referred to RNMU General Secretary in case of doubt about the purpose of the survey. Given the nature of the study, the findings will not be published, they will remain internal to RNMU and inform the management for repositioning itself and renewing its relevance in the changing work environment.

### **1.9. STRUCTURE OF THE STUDY REPORT**

The study report is divided into 3 chapters. Chapter 1 set the scene, giving a general introduction to the study, providing amongst others, the background, problem statement, objective of the study, significance and value of the study, delimitations and assumptions of the study and the research methodology.

Chapter 2 presents the research approach, methodology, and design of the study. The suitability of the selected methodology and design is defended. Also discussed are the population, sampling method, sample size, and response rate.

Chapter 3 presents the findings and interpretation of the data with reference frequency distribution.

Finally the conclusion provided an overview of the study, including discussions of the purpose, research objectives, delimitations, assumptions, the research design and methodology, as well the chapter delineation of the report.

## **CHAPTER 2:**

### **RESEARCH DESIGN AND METHODOLOGY**

#### ***2.1. INTRODUCTION***

This chapter outlines the research strategy and broad research design and explains why these were the most appropriate for this study. The discussion includes also the survey method, delineation of the target population, the sampling design, the sampling method, the sample size, pre-testing the questionnaire, data collection instrument, data collection and response rate.

#### ***2.2. DESCRIPTION OF RESEARCH STRATEGY AND BROAD RESEARCH DESIGN***

Researchers had defined differently research designs. Welman and Kruger (2001) defined research design as “the plan for collecting and utilizing data so that the desired information can be obtained with sufficient precision from the research participants” (Welman and Kruger, 2001:46).

Burns and Grove (1999) on their side defined research design as “a blueprint that guides the planning and implementation of a study” (Bruns and Grove, 1999: 39); while Polit and Hungler (1995) defined the research design as “an overall plan, designed to elicit answers to the research questions and address all other related specific aspects, in order to ensure quality of the study (Polit and Hungler, 1995:713).

Cantrick-Brooks (2005) studied the perceptions of unions held by call centre staff, and how these perceptions influence the union-joining decision, and deemed Crotty's constructivist/ interpretive epistemological basis as apt for her research. She notes that:

*A constructivist outlook and interpretist methodology offer the opportunity to explore call Centre staff perceptions of unions and how they fit with the construction of their reality as it applied to the employment relationship. In other words the ways they interpret their information about unions, and concomitant effect on their perceptions of unions. This in turn may shed some light on the underlying factors relating to the union joining decision of the respondents (Contrick-Brooks, 2005:53)*

Contrick-Brooks (2005) says constructivism based on Crotty's interpretation seeks to understand the relationship between the subject (call Centre staff) and the object (unions). "This relationship is formed by the construction of the subjects' perception of the object's usefulness in terms of helping the subject move from where they perceive they are now to where they want to be in the future (goals and related values)" (Contrick –Brooks, 2005: 53).

The kernel issue explored in the current study was the decision-making by nurses and midwives regarding whether to join RNMU, whether to exist and the way in which their perceptions of RNMU inform and /or influence their decision to retain their union membership or quit the union. This aim was similar to that of Cantrick-Brooks' study; therefore, the epistemological basis of the present research was also Crotty's positivism. The aim of the present study was to understand the relationship the services offered by RNMU and how these affect the member's level of satisfaction, which in turn, will have an impact on their behavioral intentions, to retain membership or quit.

### **2.3. SURVEY METHOD**

The inquiry strategy that was used in the present study was survey research. Survey research involves the structured collection of data from a sizeable population (Saunders et al., 2009: 601). It is a practical and confidential way

to obtain the necessary information. Survey research involves acquiring information about one or more groups of people, perhaps about their characteristics, opinions, attitudes, or previous experiences by asking them questions and tabulating their answers" (Leedy and Ormorod, 2010:187). Surveys allow the collection of a large amount of data from a sizeable population in an economical manner(Saunders et al., 2009:144). Furthermore , surveys are usually quantitative in nature , and are used to gain a broad overview of a representative sample of a large population (Mouton, 2001:152).

A survey is fairly straightforward in design; the researcher poses certain questions to agreeable respondents, sums up their responses with percentages, frequency counts , or more sophisticated statistical indexes, and then draws conclusions about a particular population from the responses of the sample. Survey research was deemed the appropriate inquiry strategy for the current study, because the respondents' could remain anonymous.

#### ***2.4. DELINEATION OF THE TARGET POPULATION***

Generalisations about populations from data collected using any probability sampling is based on statistical probability; the larger the sample size is, the lower the likeliness is that an error will occur in generalising to the population (Saunders et al.; 2009:217).

The purpose of sampling is to select, from the population, a set of elements that accurately depict the total population from which the elements were selected (Babbie, 2001: 185). The population in the present study consisted of all members of RNMU working in the public, private and civil society sectors in all provinces of Rwanda and Kigali City.

## **2.5. SAMPLING DESIGN**

The aim of the current study was to gain a deeper understanding of RNMU's service levels and how these impact membership participation and satisfaction. The research was undertaken in all provinces of Rwanda and considered all members working in the public, the private and civil society sector Sectors.

## **2.6. SAMPLING METHOD**

Sampling is used when it is impractical for researchers to survey an entire population, or when budget or time constraints prevent researchers from surveying an entire population (Saunders et al., 2009: 212).

A representative sample implies, firstly, a well-defined population, secondly, an adequately chosen sample, and, thirdly an estimate of how representative of the whole population the sample is; that is, how well, in terms of probability, the sample statistics conform to the unknown population parameters (Bless and Higson-Smith, 1995:87).

For the purpose of the present study, Systematic sampling technique, followed by availability of e-mail address and telephone number of the participant in the records of RNMU secretariat. Probability sampling is most commonly associated with survey-based research strategies where the research needs to draw conclusions from a sample about a population to meet certain research objectives( Saunders et al., 2009: 2014).

## **2.7. SAMPLE SIZE**

For the purpose of the present study, individual members were the unit of observation, and a representative sample was selected. Regarding a sufficient sample, Leedy and Ormrod (2010: 213) state that , if the population size is around 500, 50% should be sampled.

In the case of the present study, the population (members of RNMU) was about 6476 and it would be almost impossible to reach them all, given the geographical dispersion, the large population and budget constraints. As result , it was essential to select a sample size that was manageable.

For the purpose of this study, a practical and manageable sample size of 363 members was calculated by Creative Research System with confidence level of 95% and margin of error of 5.

## **2.8. PRE-TESTING**

Mouton (2001:55) says questionnaire pre-testing is essential , as it identifies questions that respondents may have difficulty understanding or which they interpret differently from what the researcher intended. The validity and reliability of instruments used for the measurement of variables have been issues of concern to researchers.

- **Validity**

Validity refers to “ the extent to which you can generalise the results of the study to other populations” ( Struwig and Stead, 2001: 136). It is agreed that validity is the extent to which data collection methods measure what they were intended to measure ( Sounders et al., 2009: 52) and Leedy and Ormrod (2010: 123).

According to Ormrod (2010), external validity refers to generalisability, that is whether the findings can be generalised across persons, settings and times. Internal validity refers to the extent to which the instrument allows inferences about the casual relationships between data elements (Leedy and Ormrod, 2010). There are various types of internal validity, namely content validity, construct validity and criterion-related validity of which the first two are relevant to the present study.

Content validity was addressed by ensuring that there were adequate questions to comprehensively cover all the relevant aspects identified from the literature review. Construct validity was addressed by means of piloting the questionnaire. This was to ensure that the constructs were clear and unambiguous, and did not result in bias due to add value to the survey and ensure convergence with the literature review.

- **Reliability**

Reliability is " the extent to which test scores are accurate , consistent or stable" (Struwig and Stead, 2001:130). Reliability can also be defined as the extent to which a data collection technique will yield consistent findings(Sounders et al., 2009: 600) . Thus reliability addresses consistency. An instrument is reliable if its measurements are " consistent and predictable" as well as " accurate and precise", or , more specifically, " if the random or error variance of the measurement is small compared to the total variance" (Grosos and Sardy, 1985:159).

The coefficient obtained from the ratio between these two variances reflects the reliability of the measure. The greater the reliability coefficient is, the smaller the stand error of measurement will be.

In the present study, before analysing the obtained data, reliability analysis of the questionnaire was carried out. The initial questionnaire was administered in pilot study to a small sample of knowledgeable experts and practitioners within



Innovation dor development Ltd associate consisting with 3 employees. With the assistance of the principal investigator, the questionnaire was administered to 12 employees of Bamporeze Association. The aim of the pilot study was to determine:

- The time spent on completion;
- The ease with which the instructions were understood;
- The clarity of questions;
- Items or dimensions that seemed incomplete;
- Any other helpful comments.

The initial questionnaire was piloted to determine the appropriateness of the questions and how these were understood by the respondents. The comments and advice emerging from the pilot test were of great help, and were incorporated in the final questionnaire.

## ***2.9. MEASUREMENT***

The questionnaire items were divided into three sections. Each section contained information and/or directions on how to complete that section.

**Section A** consisted of dichotomous and nominal questions relating to biographical information or socio demographic background (eleven items) including gender, age, marital status, profession, family responsibility (breadwinner and number of dependents), educational qualification, employment sector, job tenure, monthly salary and community background. The questions were closed-ended, and respondents were required to choose a single option. In the main, this section was made up of independent variables.

**Section B** sought to elicit information regarding the respondents' backgrounds as RNMU members (14 items). It contained both independent and dependent variables. The closed-ended items were largely informed by literature and drawn from dimensions of McShane's (1986) Union Participation Scale and the Union Commitment Participation Scales developed by Gordon et al. (1980),

Sverke and Kuruvilla(1995), Kelloway et al.(1995) and Bagraim (2004). Thus , it is an hybrid of the scale of Union Commitment ( with Cronback alpha score of 0.88) and Scale of Union Participation ( with a Cronbach alpha score of 0.80). Amongst others, the questions pertained to the reasons for joining a Union and participation in union activities. Others Information collected included union effectiveness in resolving workplace-related issues and whether RNMU should concentrate more on worplace issues and less on politics.

**Section C** contained a list of statements regarding the main services that unions provide to their members (34 items), measured on a five –point Likert scale. These were dependent variables. The 34 items were adapted from or stuled along those of Parasuraman et al. SERVQUAL Model/ Scale, and sought to measure various facet of perceived union instrumentality and union satisfaction. This is smilar to Fiorito et al.' s facet Discrepancy Model. “ The facet discrepancy approach views a member’s overall union satisfaction as the weighted sum of discrepancies between expectations and perceived union performance on relevant facets( outcome) of the representation role” ( Jarley, Kuruvilla, and Casteel, 1990: 128). Frenkel and Kurvilla (1999: 545) note that:

The difference between a member’s expectations about Union performance in winning wage increases and that member’s evaluation of actual union performance constitutes the member’s satisfaction or dissatisfaction with the union in terms of that facet of representation, i.e. winning wage increases.

Jarley et al. (1990) state that , to enhance comparability, they constructed indices measuring the same facets of union satisfaction as those identified by Fiorito et al. (1988). The constructed facet are : Bread –and butter issues (focussed on satisfaction with union efforts to obtain better wages, fringer benefits and job security for members), Member-unionrelations ( satisfaction with internal union communication, handling of grievances and the the

influence of the rank and file on union policy formation and implementation), and Quality of work life (the union's ability to compel management to improve the intrinsic value of the work) (Jarley et al., 1990:129).

The present study used a hybrid scale with Very Satisfied (5) and very dissatisfied (1) as anchor points. A high score indicated high satisfaction with a service being offered. Respondents had to choose the answer most applicable to them.

According to Connolly (2005), a five-point Likert is the most common scale in attitudinal research, and is widely considered to represent the "natural" number of opinion plateaus or levels.

They also discourage the use of an even-numbered scale, such as 4 points or 6 as , without the neutral category, people typically choose the more positive rating.

The 34-items were clustered into seven broad constructs or themes for logical classification and tabulation of data later. The seven categories/ constructs were: Conditions of employment, health and safety (three items); Workplace economic issues (five items); Job-related issues (five items); Representation in individual matters (four items); Legal assistance (two items); Education and training (four items) and Member services (11 items).

## **2.10. DATA COLLECTION**

Two types of data were collected : primary and secondary , with the latter collected from previous studies, newspapers, magazines, journals and online resources. Primary data within the quantitative research paradigm formed the basis for the empirical investigation of this study. Data were collected with the aid of Survey Monkey questionnaire that took the respondents between 20 and 30 minutes to complete the questionnaire. Fixed answers ensure

uniformity of the responses, which are more easily processed. Data were immediately analyzed by Survey Monkey.

### **2.11. RESPONSE RATE**

A total of 363 members were sent the Survey Monkey questionnaire on their e-mail address followed by a telephone call to remind them to complete the questionnaire within two weeks.

In the introduction of the questionnaire, participants were explained the rationale for the study and that their participation to the questionnaire is voluntary. Participants were ensured confidentiality for information they provide.

A total of 363 members were sent the questionnaire to their e-mail address, 106 messages returned back showing that the provided e-mails address were not functional. All participants were sent an SMS notifying them that a questionnaire has been sent to their e-mail address and that they have two weeks to complete the questionnaire for being considered. After one week, participants were reminded to complete the questionnaire by use of an SMS. 15 participants were not reached by the reminder SMS and thus did not participate to the questionnaire. 242 members fully completed the questionnaire within two weeks given to them and were found usable for the purpose of the study (N=242). representing a response rate of 66.7%

$$\text{Response rate} = \frac{\text{Number of usable response (242)}}{\text{Total sample (363)}} \times 100 = 66.66\%$$

According to Gallagher and Strauss (1991), the return rate for union surveys is reported to be 15% to 25%. Thus the response rate of 66.7% of the present study was deemed satisfactory. In each case of the analyses, the total sample size reported represents the number of usable responses for the analysis in question, out of a possible 242 respondents.

## **CHAPTER 3:**

### **PRESENTATION AND INTERPRETATION OF STUDY FINDING**

#### ***3.0. Introduction***

In this section , the quantitative data that were collected by means of Survey Monkey questionnaire are graphically displayed, followed by a concise description and discussion.

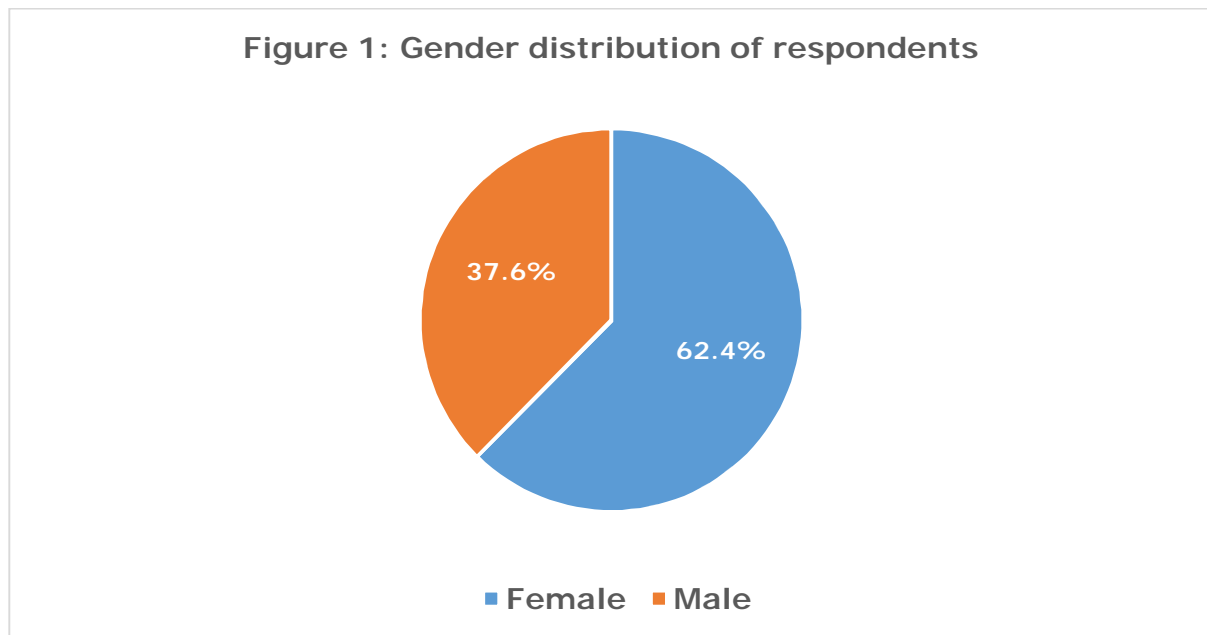
#### ***3.1. Demographic and socio-economic characteristics of the sample***

Section A of the questionnaire comprised questions that sought to elicit information regarding the biological background and demographic and socio-economic characteristics of the respondents . The results provided are based on the responses of 242 respondents . The characteristics are delineated into demographic characteristics (personal factors or individual characteristics and socio-economic characteristics (job-related factors or job characteristics). Personal factors are age, gender/ sex, education, marital status, profession, family responsibility(breadwinner and number of dependents), and community background . Job –related factors were job employment sector, tenure and salary.

##### **3.1.1. Gender distribution of respondents**

For the purpose of this study, the collated data on gender of the respondents was deemed important for evaluating gender dynamics and mainstreaming in the trade union movement . This was an independent categorical variable, respondents were either female or male. From the descriptive analysis of the 242 respondents who responded to the question about gender, it was found

that 62.4% (n=151) were female, whereas 31.8% (n= 91) were male. The gender distribution of respondents is presented in Figure 1, below.



The gender distribution of respondents showed a high proportion of female members in relation to their male counterparts. The fact that the majority of respondents were female did not surprise as RNMU is a professional and trade union of nurses and midwives. Furthermore, Nursing and Midwifery had been for long time among the traditional female dominated vocations. It is understandable that even after the professionalisation era, the proportion of female nurses/ midwives remain high compared to their counterpart male.

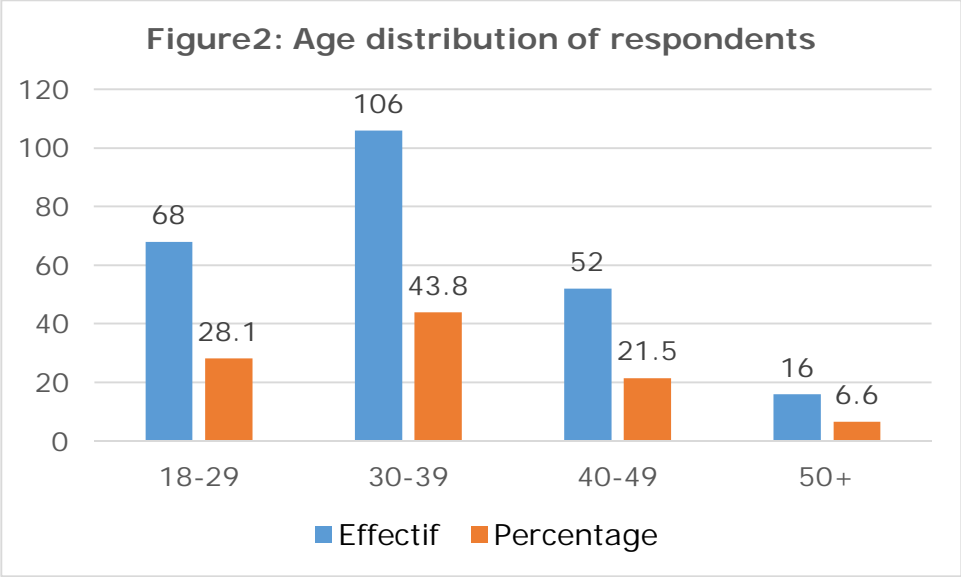
According to Olney (1996), women are now often a specific target for recruitment by unions, thus raising new union issues. When women work in the public sector, they often have a higher propensity to become a member of a trade union than men (Schnabel and Wagner, cited in Toubol and Jansen, 2014). However, Toubol and Jansen (2014) state that the observed higher recruitment rate of women in the public sector might be due to the high proportion of women, and not due to any specific public sector characteristic.

The recognition that women have particular needs that must be reflected in union bargaining policies and recruitment strategies has become important for the survival of some unions( Olney, 1996: 16). Some of the issues that must be dealt with because of their specific impact on women include underrepresentation in higher-grade jobs, precarious contracts, social security benefits (e.g., longer, paid maternity leave), discrimination, sexual harassment, and the fact that they continue to bear the majority of household and caring responsibilities (Olney, 1996: 16).

### **3.1.2. Age distribution of respondents**

This was a categorical variable, in that the respondents were required to indicate, in one of four categories , the age range within which they fell. The age distribution was calculated with the aim to confirm or to debunk the notion that young employees are not attracted to or interested in trade unionism. The age range was categorical variable and respondents were asked to tick the appropriate category of their age. For the purpose of this study, based on the minimum age requirement for choosing nursing and midwifery profession, four age categories were used , namely 18 to 29 years, 30 to 39 years, 40 to 49 years and older than 49 years.

The age distribution of respondents who participated in the present study is depicted in Figure 2.



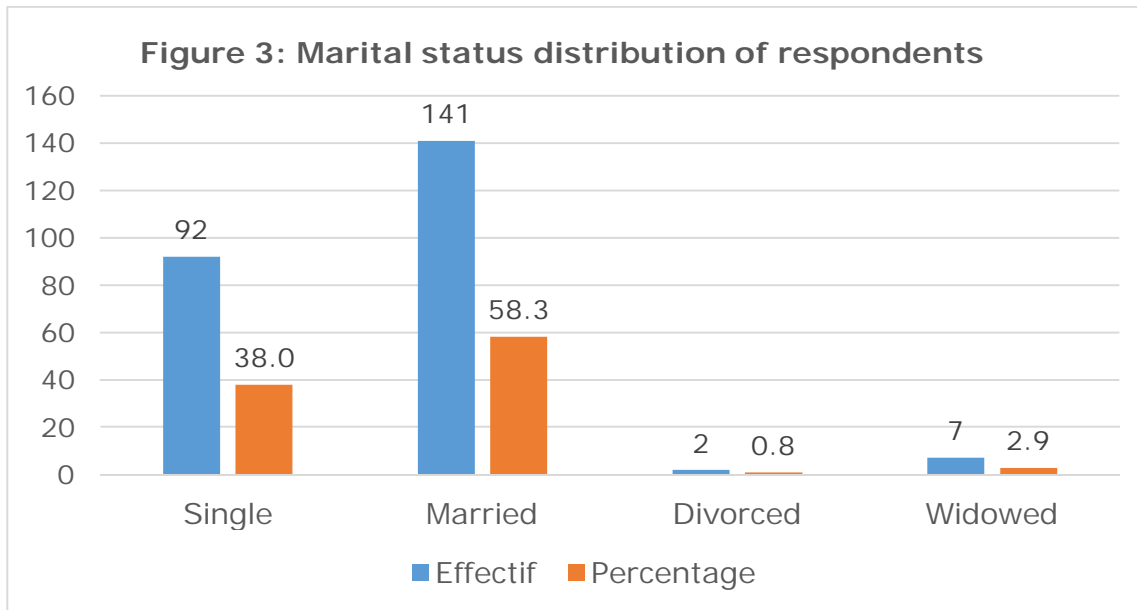
Approximately two-thirds (63.6%) of the respondents in this study fell within the age category 18-39 years. Thus, contrary to the popular opinion, union membership of older employees was meagre, compared to that of young employees, whose union membership uptake is on the rise. In this study, the definition of youth or young employee in terms of age was the one customarily used by the national institute of statistics of Rwanda (NISR). The concept youth is regarded to mean persons within the age range of 16 to 35 years.

According to Olney (1996), a number of the confederations have expressed concerns that unions are losing members among young people. If youths are disenchanted with unions upon entering the workforce, the likelihood is that they will not join in their careers. The trade union movement can have no future if it cannot rely on the youths of today to provide them with support for tomorrow (Olney 1996: 25-26). Therefore, it is crucial that RNMU takes its advantage to retain its members through seeking how to meet or exceed the expectations of young members.



### 3.1.3. Marital status distributio of respondents

The marital status was a categorical variable aimed at establishing the marital status of the respondents by asking them to indicate one of four possible categories. The aim of this question was to establish if marital status had any bearing on union –joining.

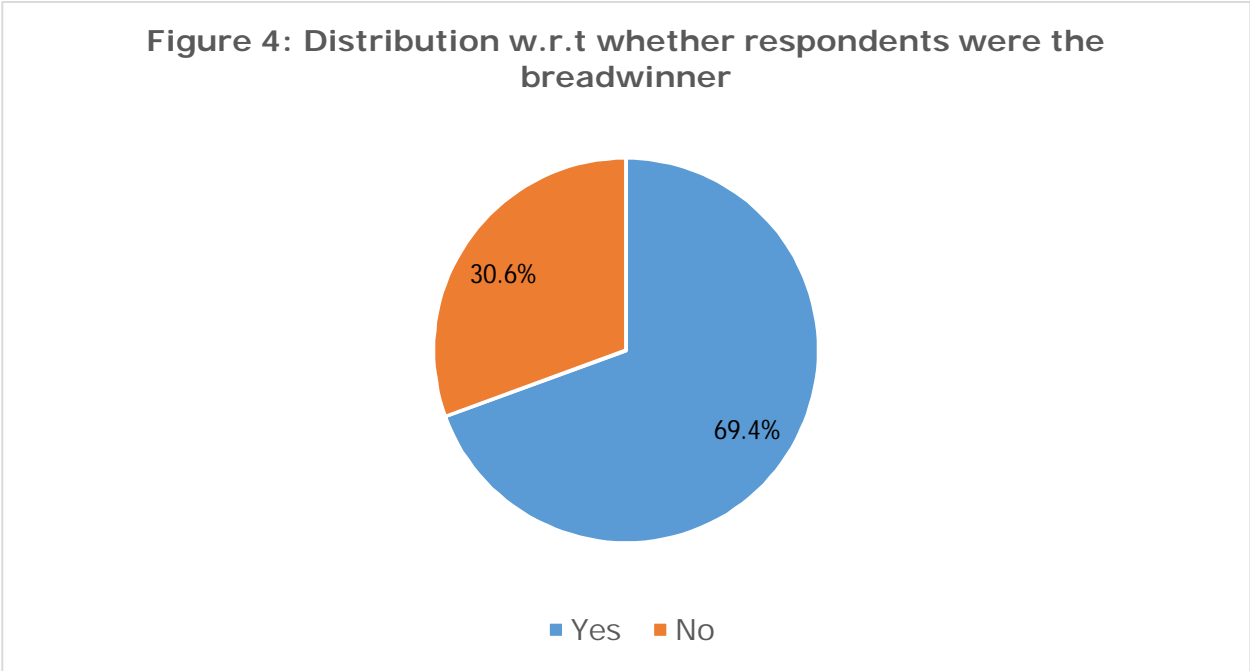


The responses, shown in Figure 3 above, were as follows: 38.0% were single, 58.3% were married, 0.8% were divorced and 2.9% were widowed. It is not surprising that most of the respondents as we are dealing with female dominated professions and the mean age of marriage is lower for female than male. Again the saturation of the labour market is to the disadvantage of young graduates.

### 3.1.4. Distribution with respect to whether respondents were the breadwinners

This question sought to establish the family responsibility of the respondents by asking them to indicate whether they were breadwinners in their respective

households. For the purpose of this study, a breadwinner is a person who earns money to support a family. The aim of this question was to establish if there was a correlation between being a breadwinner and an affinity for trade unionism.

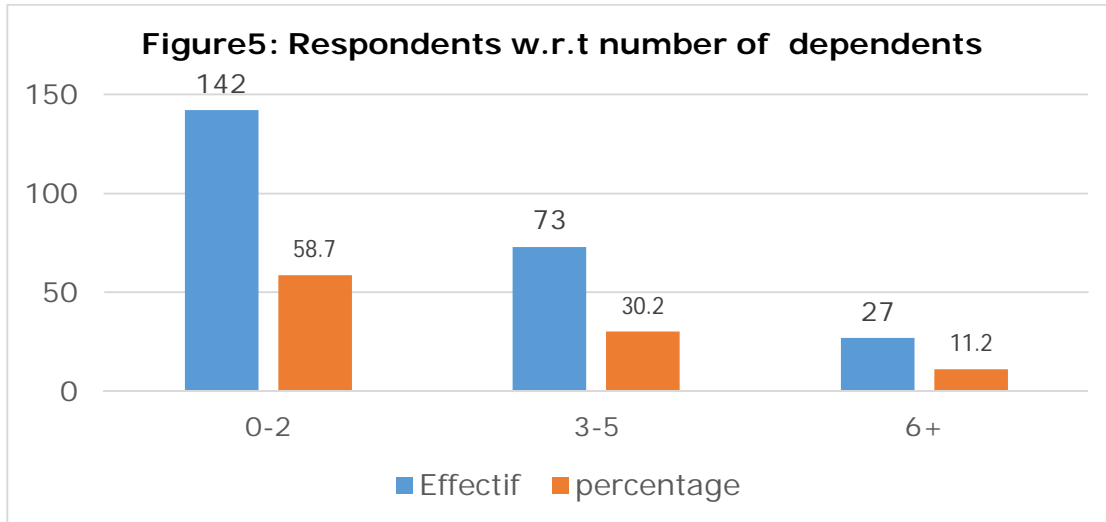


The overwhelming majority (69.4%) of the respondents to this question indicated that they were the breadwinners of their households, compared to only 30.6% who indicated otherwise. Given the prevailing labour market conditions and socio-economic climate, characterised by unemployment and underemployment, the results are not surprising. The upward trend of single-income families is a characteristic of many households in Rwanda.

**3.1.5. Distribution with respect to number of dependents**

Beside being the breadwinner, the number of people who depend solely on individual express in other words the charges to be supported by that individual. For the purpose of this study, household dependents means all

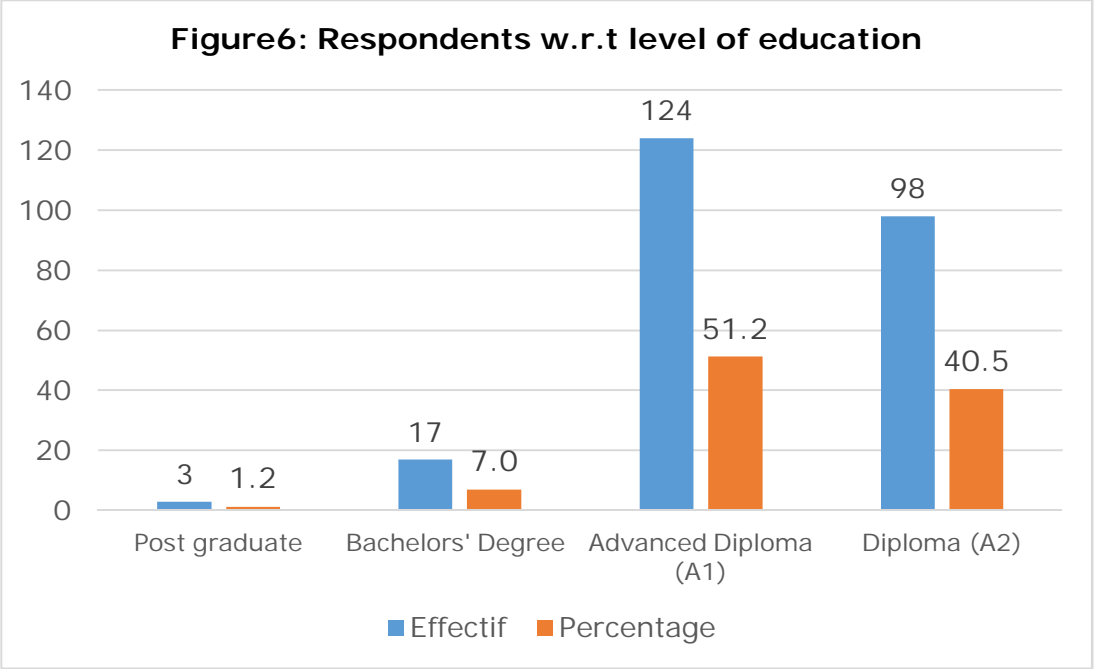
household members who live under the same roof as the respondent. The aspect of economic dependency was critical, as it indicated the ability to save money for the future while meeting immediate financial obligations.



The majority (58.7%) of the respondents indicated that they had 0 to 2 dependents, 30.2% indicated that they had 3-5 while 11.2% indicated that they had six or more dependents. These findings are not surprising given the socio-economic situation that prevails in Rwanda, especially for those who had a chance of being educated and employed. Even most of the single employees have to look after their parents and their little brothers and sisters.

### **3.1.6. Respondents with respect to their highest educational qualifications**

This question sought to establish if educational attainment played any significant role for nurses and midwives to join the only professional and trade union for nurses and midwives in Rwanda. This question was not limited to qualification in nursing or midwifery as members might have graduated in an other option than nursing or midwifery in addition to their qualifications as nurses or midwives.

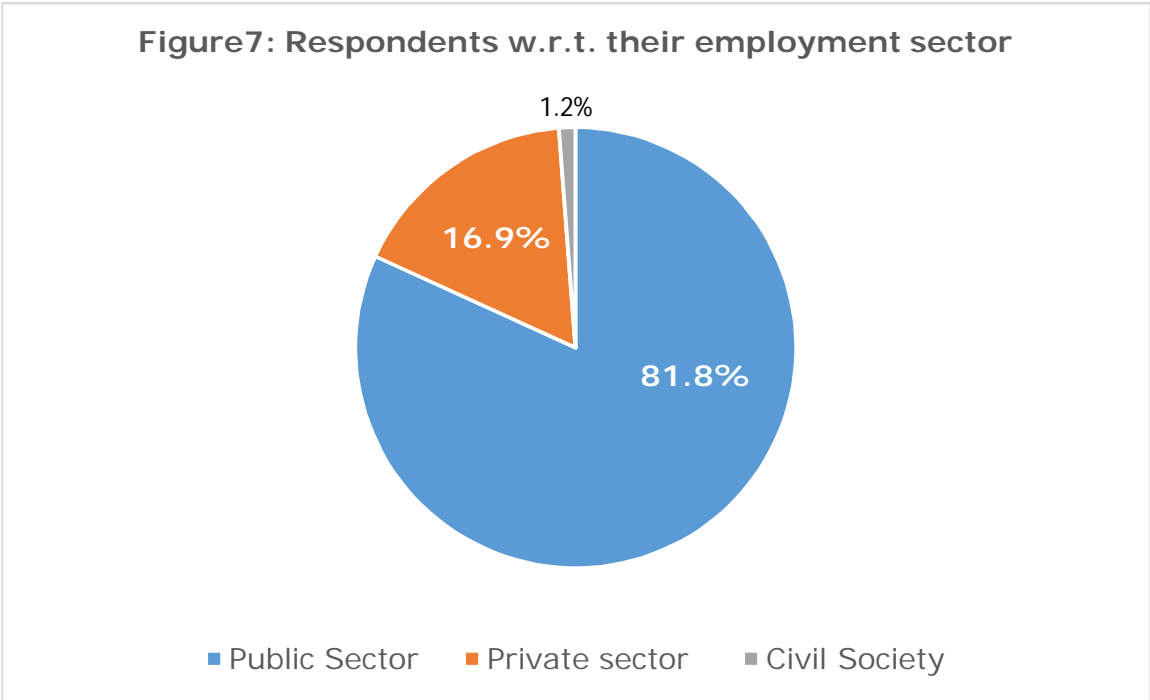


All most 92% of the respondents indicated that they have advanced diploma (51.2%) and A2 diploma (40.5%). That the most respondents had the basic entry qualification level in the profession is not surprising given the Rwandan history of nursing and nursing education. Since 2007 the Ministry of Health phased out lower-level A2 programs of nursing and transited to workforce of A1 or higher –level professionals. Since 2012, the ministry of Health promoted the e-learning program to facilitated A2 nurses to updgrade their educational level but many of them could not took that oppportunity due to shortage of nurses of nurses working in clinical area , especially in remote areas. This affects negatively both their remuneration and the subscription fees paid to RNMU, since the monthly subscription is in terms of percentage of the take home salary. Thus, it is imperative that RNMU conducts advocacy so that all experienced A2 nurses have access to in service training that can help them to upgrade their qualification without lossing their job. On the other side RNMU need to advocate for experienced nurses and midwives with advanced diploma for increased opportunities for access to scholaship enabling them to upgrade their qualification to bachelors degree throught a bringing program and without

loosing their employment. This also has an implication on the recognition of high qualified nurses and midwives working in the clinical setting. Otherwise, they will ended by finding profitable jobs in non clinical setting and getting desinterested to maintain their membership in RNMU.

### 3.1.7. Employment sector

The aim of this question was to establish whether the employment sector has an effect on union membership. For the purpose of this study three employment sectors were considered namely : the public sector ( for those working in government owned or supported institutions), private sector 9 for those employed in private clinics, polyclinics , hospitals and pharcies owned by individuals) and civil Society sector ( for those working in non governmental organizations). The distribution with regard to employment sector is depicted by the Figure 7, bellow.



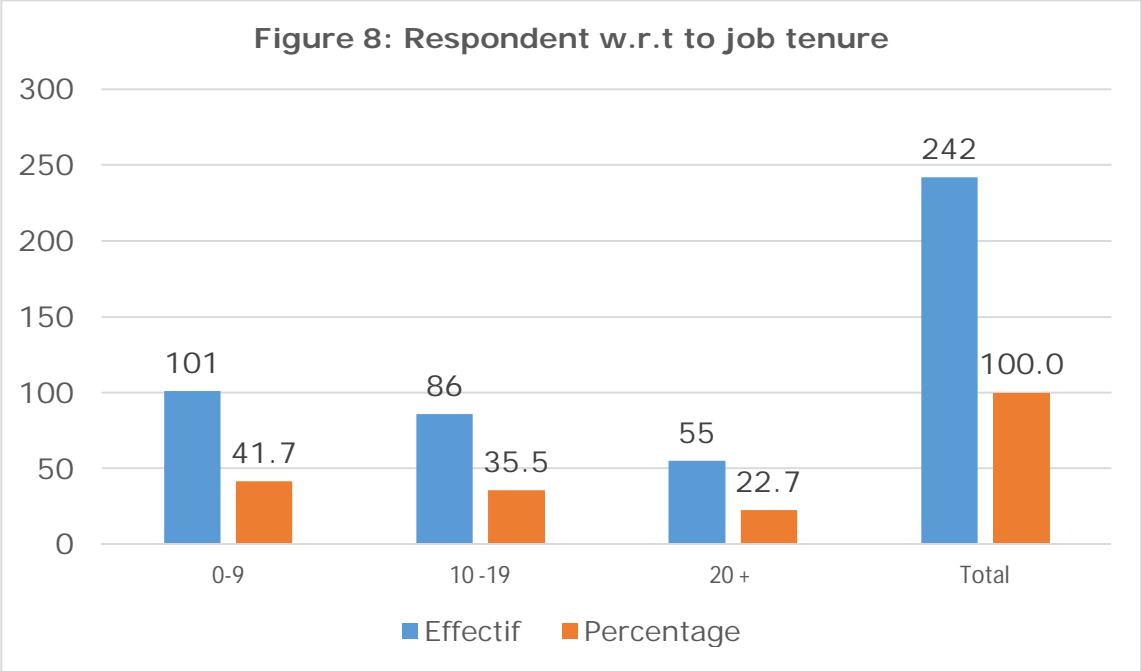
The overwhelming majority (81.8%) of respondents were employed in the public sector, 16.9% were employed in the private sector whilst 1.2% were employed in Civil Society Sector.

It is not surprising that almost all respondents were employed in the public sector given that the government own or support many health facilities from the dispensaries, health centres, district hospitals, national referral hospitals and university teaching hospitals that employ a big number of nurses and midwives.

### **3.1.8. Respondents with respect to job tenure**

In this study, tenure is the length of time ( measured in years) that employees have been with their current employer. This was treated as categorical variable , in that respondents were asked to choose appropriate category corresponding to number of years employed in the current sector. The aim with this item was to establish if there was a link between job tenure and union membership.

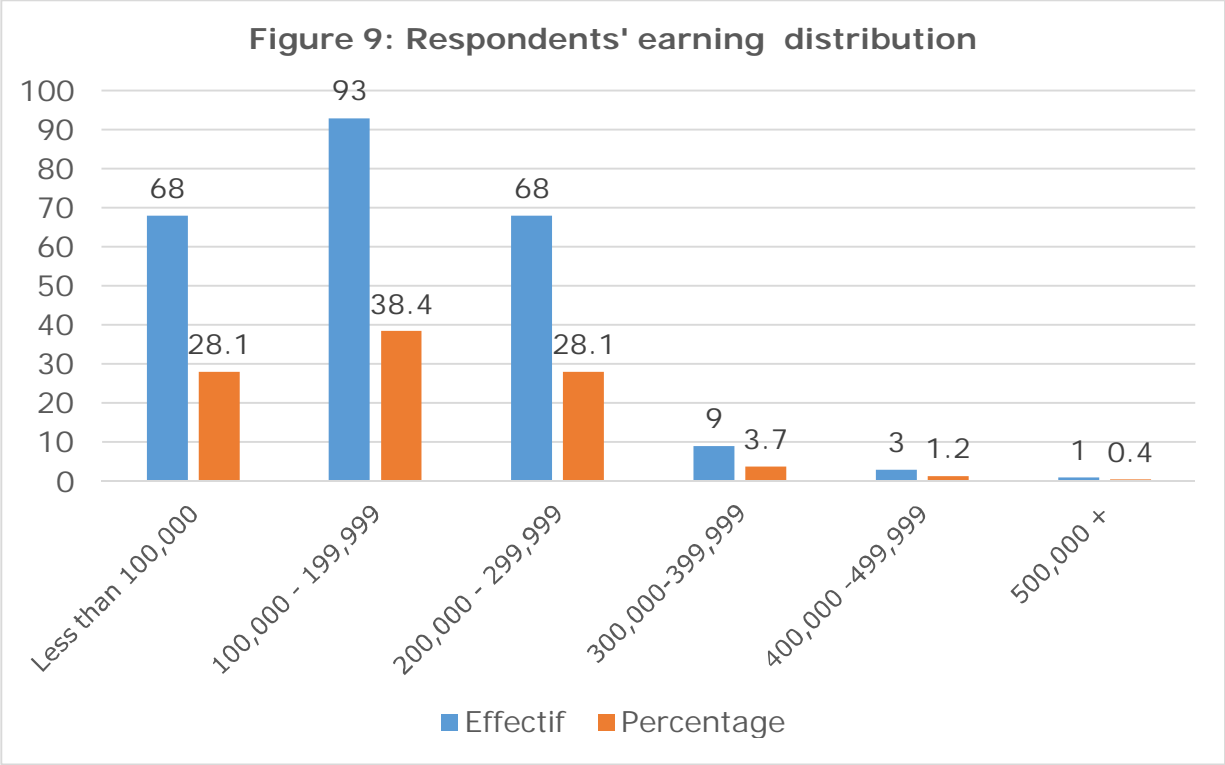
For the purpose of this study, job tenure was delineated into three categories, namely formative years ( defined as 0-9 years), intermediate years ( defined as 10-19 years) and advanced years (defined as 20 years or more).



More than two-thirds (67.2%) of the respondents fell within the formative years (41.7%) and intermediate years (25.5%) categories, whilst about 32,8% fell within the advanced years category. According to the SSA, job tenure is an important indicator of flexibility in the labour market, with higher job tenure normally associated with older workers, managerial positions as well union membership (SSA, 2014: 29).

**3.1.9. Respondents’ earnings distribution**

The respondents were asked to indicate their salary range by choosing the category within which their take home income per month fell. The aim was to perform a comparative analysis of the union membership of high-income, medium –income and low-income. The respondents were asked to indicate their salary range by choosing one of the six options.



For ease of reporting , the earnings distribution is collapsed into three categories , namely low income (defined as earnings of less than Rwf 200,000 per month), Medium income (defined as earnings of Rwf 200,000 - Rwf399,000) and high income ( defined as earning Rwf 400,000 and over).

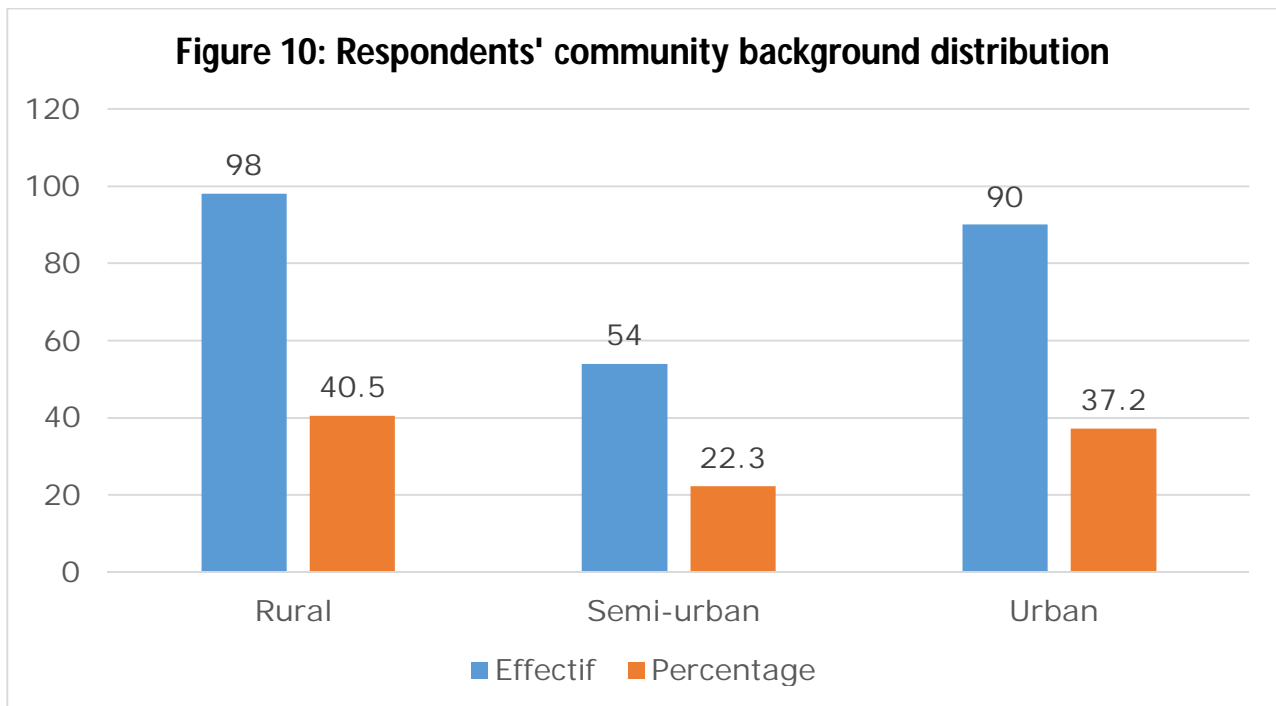
The respondents who responded to this question indicated their earnings as follows: 66.5% were in the low earnings category, 31.8% were in the medium earnings and 1.6% were in the high earnings category.

One of the reasons employees join unions is to increase their earnings. The general perception is that employees who earn less are more likely to join a union than those who earn more. According to Toubol and Jensen(2014), the higher a person's income is, the lower the likelihood of joining a union will be, which is in line with the findings of other union membership.



### 3.1.10. Community background

The aim respondent were asked to indicate the type of area in which they were brought up was to establish if social or community background plays a role in employees joining a union. The three variable categories that respondents had to choose from them were : urban , peri-urban, and rural. The general perception is that people who grew up in rural areas are less likely to join a union, due to their lack of exposure to trade union activism, whilst their urban counterparts are likely to exhibit a radical posture. Thus , a comparative analysis in this regard was deemed necessary.



Of the 242 respondents who responded to this question, 40.5% indicated that they were born and raised in an rural area in comparison to 22.3% and 37.2% who indicated their community background or upbringing as semi –urban and urban respectively.

The marginal difference in the number of respondent's from the different backgrounds make it clear that this is inconsequential. This is contrary to the

popular notion that employee from urban areas are politically enlightened and, as such, are more likely to become union members.

### **3.1.11. Summarized descriptive data: Biographical characteristics.**

RNMU membership is affected by individual characteristic such as age, gender and education. Highly skilled and better educated individuals possess higher individual bargaining power and are more aligned to management. Therefore, highly skilled and better educated individuals are less inclined to join a trade union than their lesser educated colleagues.

To the large extent, the findings of the present study regarding the biographical characteristics of the respondents are in line with of previous studies. Klandermans(1986) states that demographic factors such as age, seniority, education and race account for little of the variance in union commitment. According to Statistics South Africa, younger and less educated workers are more likely to change jobs, and belonging to a trade union and being employed on a permanent basis significantly increases the chances of their remaining with an an employer.

A study carried out by Mc Shane (1986) established that education, age and employment status relate to participation in administrative union activities. Kelloway and Barling (1993) contend that union participation shows a significant correlation with union tenure, as opposed to age and education. Overall, the literature indicates that vulnerable employees form a disproportionate percentage of trade union membership.

Thus RNMU should take the advantage of having the majority of its members who are still young and intermediately educated. A special attention should be made on specific factors affecting female members as they constitute the majority of RNMU members. This will enable the union to retain and grow its membership.

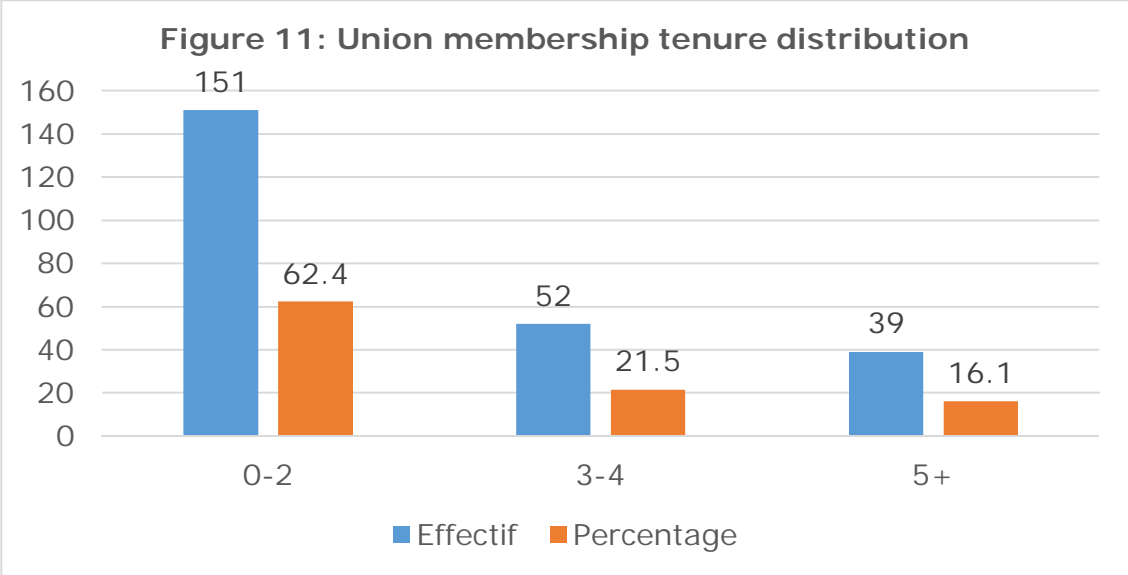
## **3.2. BACKGROUND OF RESPONDENTS' UNION MEMBERSHIP**

### **3.2.0. Introduction**

Section B of the questionnaire comprised questions that sought to elicit background information regarding trade union activism of the respondents such as the union membership tenure, union status, union meeting attendance, participation in union elections, reading union material, participation in union activities, union subscription fee, effect of familial background, union membership of spouse or partner, approval of union membership and related activities by spouse/partner, the motivation for respondent to join the union, assistance requested from the union, effectiveness of the union and union's role in politics.

#### **3.2.1. Union membership tenure**

Union membership tenure was a categorical variable; respondents were required to choose the appropriate category indicative of their membership tenure in RNMU. Based on the date of creation of RNMU in 2013, the three membership tenure variable categories were categorized as follow: Junior (defined as 0-2 years), senior (defined as 3- 4 years) , and stalwart (defined as 5 years and more). The findings regarding membership tenure in RNMU are depicted below in the figure 10.



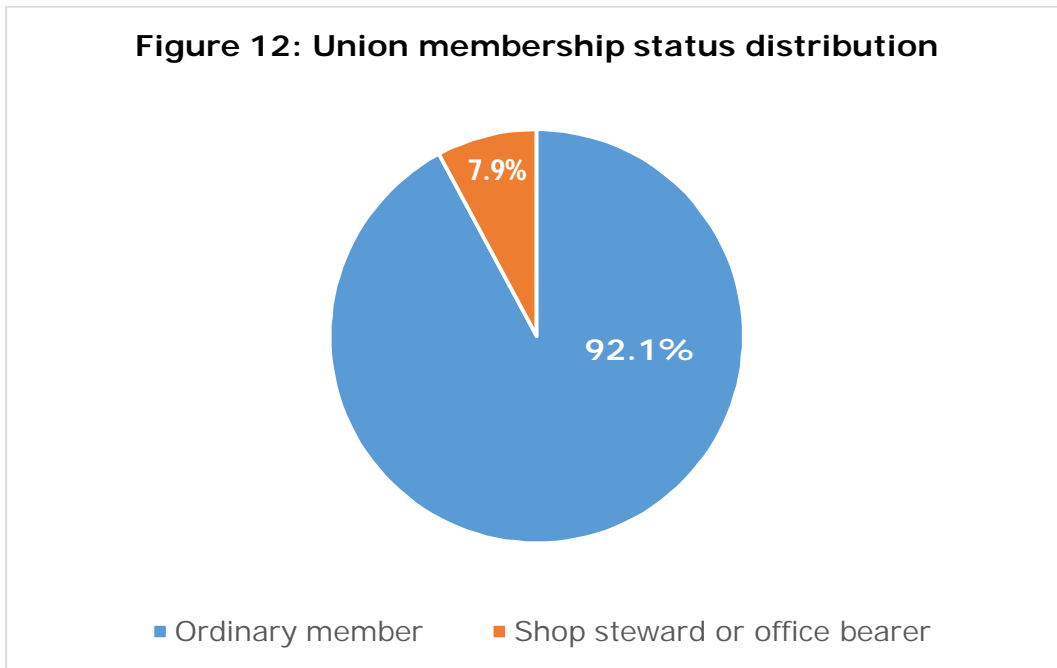
Of the respondents, 62,4% fell within the junior membership category, compared to 21.5% who were categorized as senior members. The remaining 16.1% were stalwarts.

This was not surprising , given the reasons that pushed members of the former Rwanda Nurses and Midwives Association (RNMA) to transform their professional association within a professional and trade union for benefiting more its members. Furthermore, it is expected that , in organisations such as unions, core membership will consist of a small group of oligarchs with whom both the historical and institutional memory vest by virtue of the length of their membership.

Tetrick, Shore , McClurg, and Vanderberg (2007), in their study, found that union tenure is not significantly related to either union support or union loyalty; that is , union tenure is negatively related to instrumentality. This was confirmed by Giffin and Svensen (1996), who also found that union tenure is not significantly associated with union members' satisfaction.

### 3.2.2. Union membership status

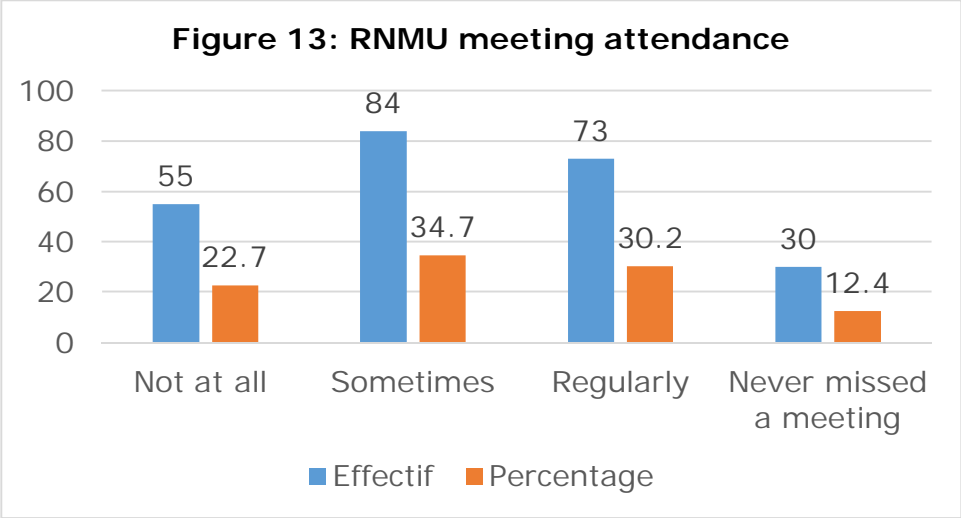
Respondents were requested to indicate their current union membership status by selecting between being an ordinary union member and holding a union position, shop steward or office bearer.



The overwhelming majority of respondents (92.1%) indicated that they were ordinary union members, with 7.9% holding a position in a union as shown in the figure 12 , above.

### 3.2.3. Union meeting attendance

This item sought to establish the rate of attendance of formal union meetings by the respondents. Respondents were asked to indicate how often they had attended union meetings during the previous 12 months.



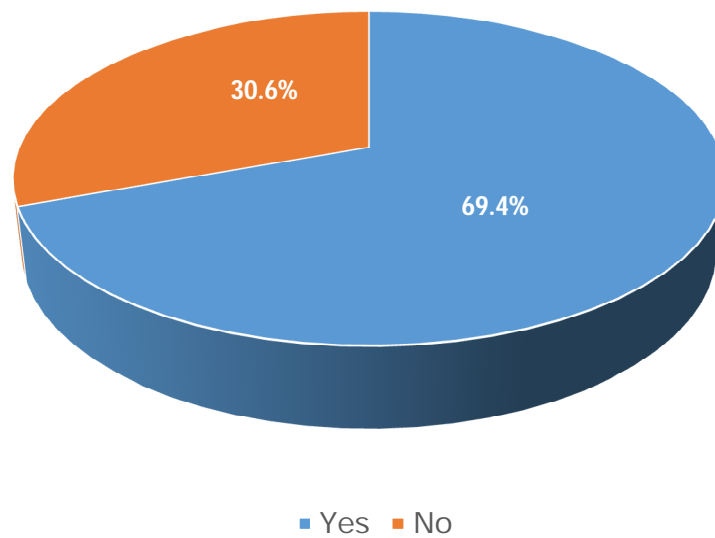
Of the respondents, 22.7% indicated that they had not attended meetings at all, 34.7% indicated that they had sometimes attended meetings, 30.2% indicated that they had regularly attended meetings and 12.4% indicated that they had never missed a meeting.

That as many as 22.7% of the respondents had not attended a union meeting during the last previous 12 months is cause for concern for RNMU, as this has direct bearing on union members' level of participation and commitment.

**3.2.4. Participation in union elections**

Respondents were prompted to indicate whether they had voted in the last election to elect officer bearers.

**Figure14: Participation in election of RNMU officials**

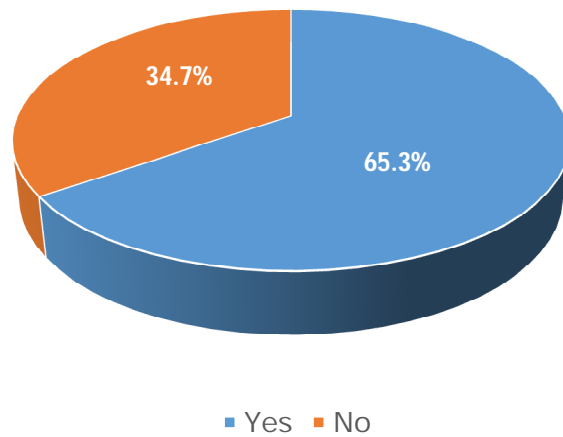


As depicted in Figure 14, above, of the respondents 69.4% said they had voted in the last election, compared to 30.6% who did not vote. Thus, it is clear that almost two thirds of the respondents participated in the important decision-making regarding their union such as electing their leaders which is promising.

### **3.2.5. Reading unions material**

Union material could be in the form of newsletter, literature, or pamphlets containing information that is worth noting by union members. This item sought to establish at which level the union has increased its visibility and shared information among its members.

**Figure 15: Reading RNMU material**



As shown in Figure 15, above, 65.3% of the respondents claimed that they regularly read RNMU material compared to 34.7% who indicated otherwise. RNMU should take advantage of social media platforms like Facebook and tweeter to communicate with their members.

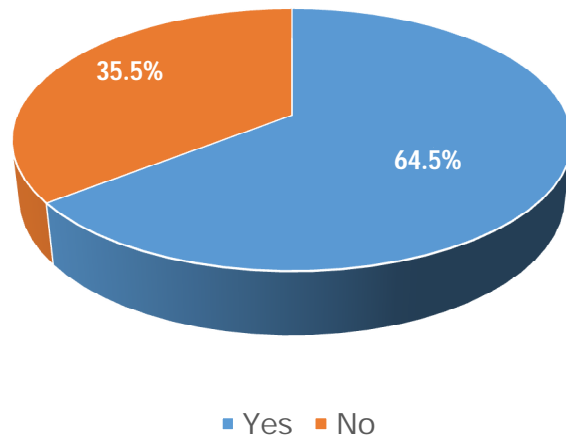
For all members to be up to date with developments within the union, it is imperative that RNMU encourages its members to join the social media platform and that they endeavour to regularly read union material. Given the high percentage of respondents who claimed to regularly read union material, the management of RNMU should take advantage of this and ensure effective communication platform and strategies.

### **3.2.6. Participation in union activities**

Respondents were asked if they participated in important unio-initiated activities such as Nursing Now Campaign, celebration of International day of Nurses and advocacy for improved working conditions for nurses and midwives.



**Figure 16: Participation in RNMU activities**

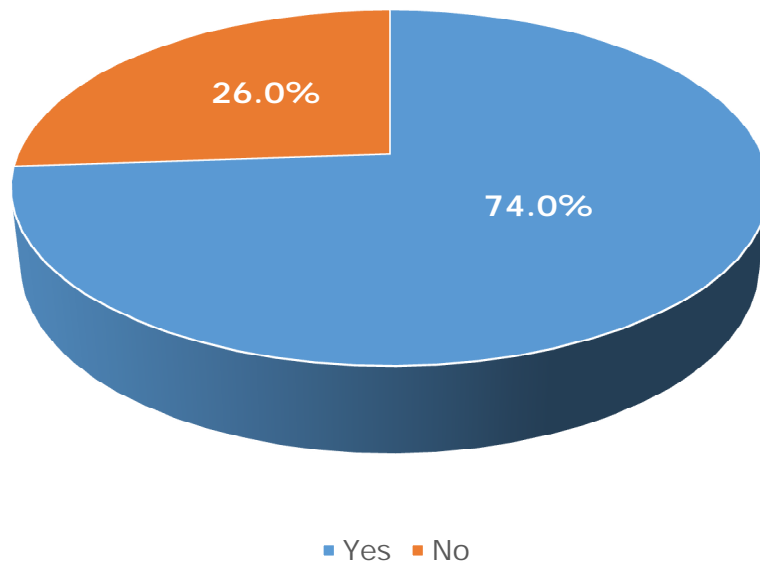


Of those who responded , the majority (64.5%) indicated that they participated in important union activities, whilst 35.5% stated that they did not.

### **3.2.7. Union subscription fees**

One of the obligations of a union members is paying the subscription fees to allow their union to become economically self-reliant. Respondents were asked if they deemed the monthly subscription fees exacted by RNMU to be fair , referring to affordability and/or value for money.

**Figure 17: Fairness of RNMU monthly subscription fees**



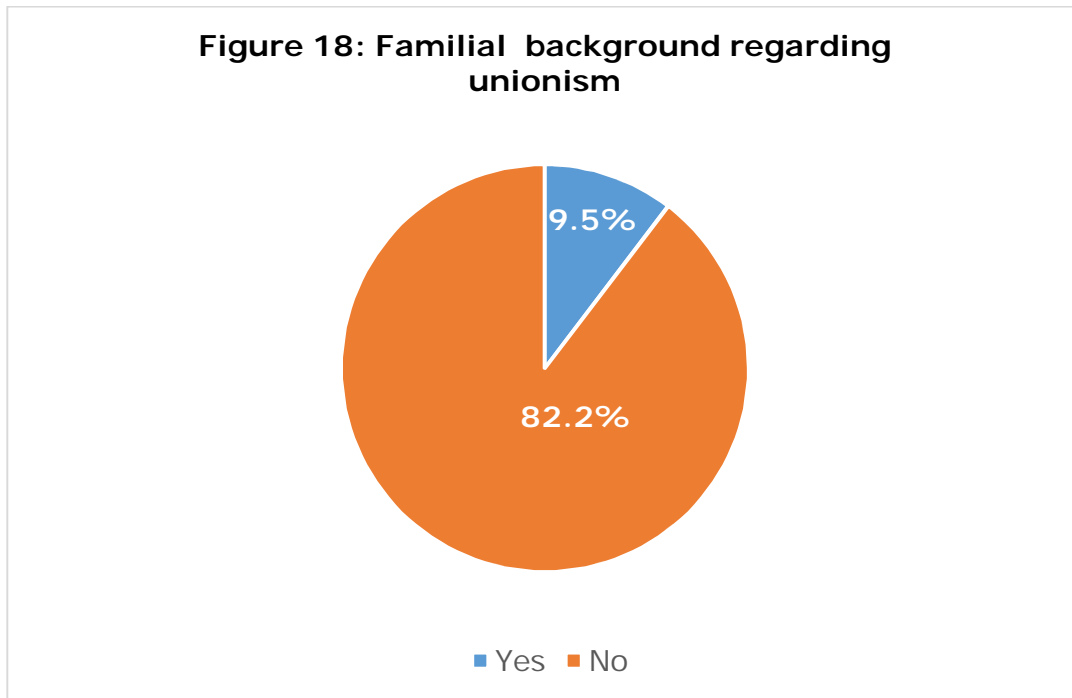
As shown in Figure 17 , above, 74.0% of the respondents who responded to the question were of the opinion that the monthly subscription fees were fair whilst 26.0% claimed that is unfair.

This finding was not surprising as it was reported during the second National Congress that 4052 members out of 6476 had already signed a consent form authorizing the union a deduction at the source of 1% from their salary as membership fee payment. RNMU should take the advantage to put in place effective mechanism for collecting all the monthly subscription fees for its members. The more RNMU will meet or exceed expectations of their members, the proportion of members indicating that the monthly subscription is unfair will decrease.

### **3.2.8. Effect of familial background**

This question sought to establish if respondents were first-generation union members in their families and , as such , had not in any manner been influenced to join by the fact that trade unionism was entrenched in their

family history. The question sought to establish what effect a familial background of unionism had upon respondents' decision to join unions.



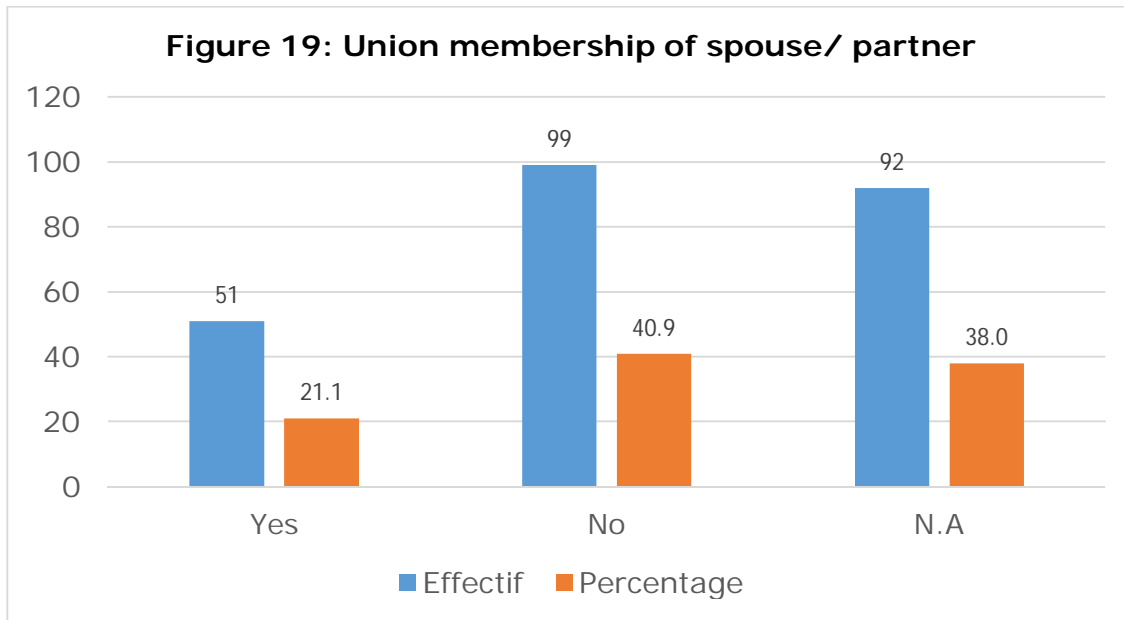
Per Figure 18, above, 9.5% answered in affirmative indicating that their parents were or had once been union members Whilst 82.2% respondents indicated that they were first-generation union members in their families.

These findings are in contradiction with the findings of previous studies where family socialisation has been found to exert a direct influence on the formation of job-related work belief, including ones' attitude to union membership and suggested that parental participation in union activities is positively related to individuals' perception of their parents' attitude towards unions, and that these parental attitudes are positively related to individuals' own attitude in this regard. (Barling, Fullagar, and Kelloway's, 1992).

Thus, it is promising that in the future RNMU will probably have the second – generation union members from the families of the current members. However, this will depend on how the current members are committed and satisfied with the benefits and services they received from RNMU.

### 3.2.9. Union membership of spouse or partner

Respondents were asked to indicate if their spouse or partners were members of a union with the possibility of not being applicable for the respondents who were single.

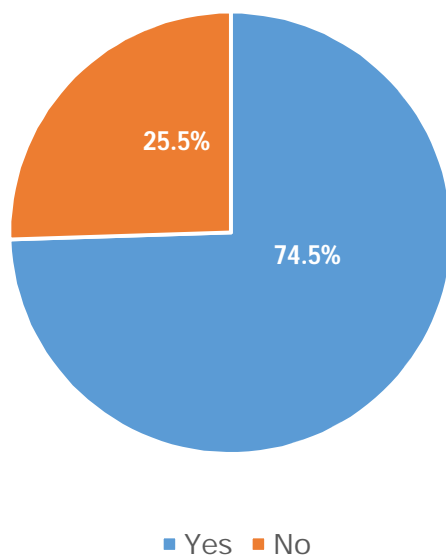


On the respondents to this question, 21.1% claimed that their spouses or partners were members of a union, 40.9% claimed that their spouses or partners were members of a union whilst 38.0% responded Not Applicable to this question.

### 3.2.10. Approval of union membership and related activities

Respondents were asked if their spouse or partners approved of their union membership and related activities. The responses are shown in the figure 20, below.

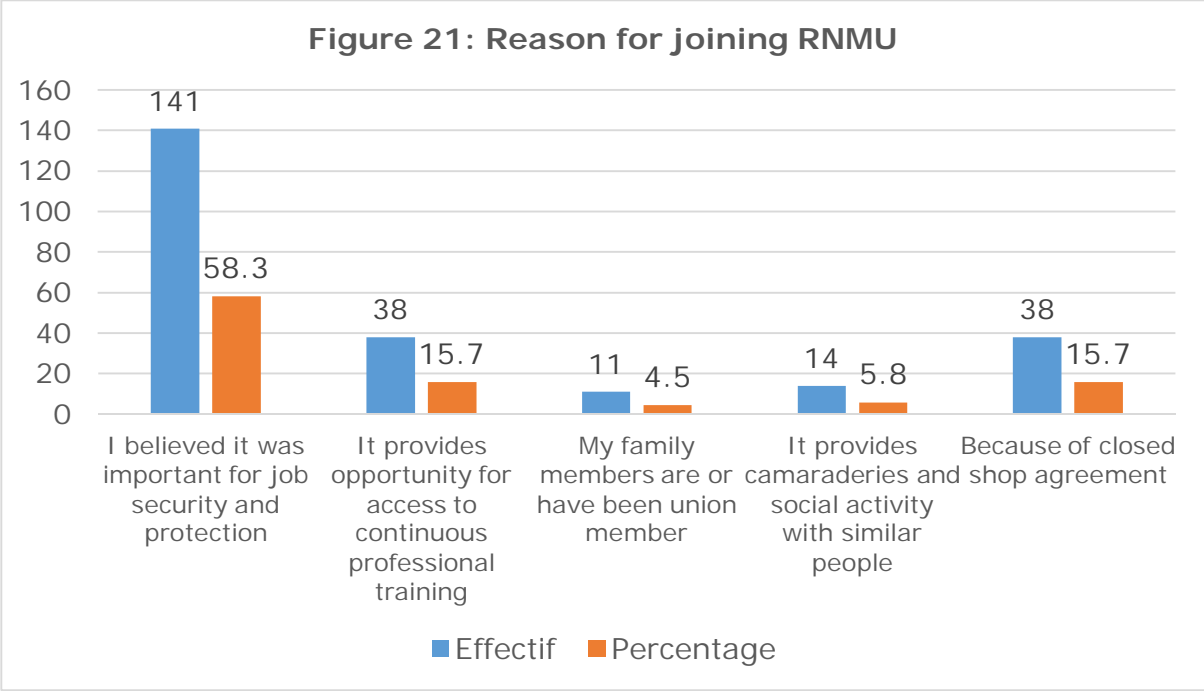
**Figure 20: Spouse's approval of union membership and related activities**



From 51 participants who responded to this question, the overwhelming majority (74.5%) indicated that they had the approval of their spouses or partners, compared to 25.5% who indicated that they did not.

### **3.2.11. Reason for joining RNMU**

Respondents were asked why they had joined RNMU. They were presented a list of five possible reasons, from which they had to choose one.



Per figure 21, of the respondents, 58.3% indicated “ I believed it was for job security and protection” ( instrumenta reason) as the reason why they joined RNMU, 15.7% indicated “ it provides opportunity for access to continuous professional development (instrumental reason), 4.5% indicated “ My family members are or have been union member” (ideological reason), 5.8% indicated “ It provides camaraderies and social activity with similar people”( normative reason) and the remaining 15.7% indicated “ Because of a closed shop agreement” (normative reason).

In light of the prevailing economic climate, characterised by high unemployment, it is not surprizing that a substantial percentage of respondents joined RNMU to gain job security and protection.

The findings of this study with regard to reasons for joining RNMU as a professional and trade union of nurses and midwives mirro those of the 1989 British Social Attitudes Survey, whose findings in this regard regard were as follows: protection at work (93%), pay and working conditions (80%);

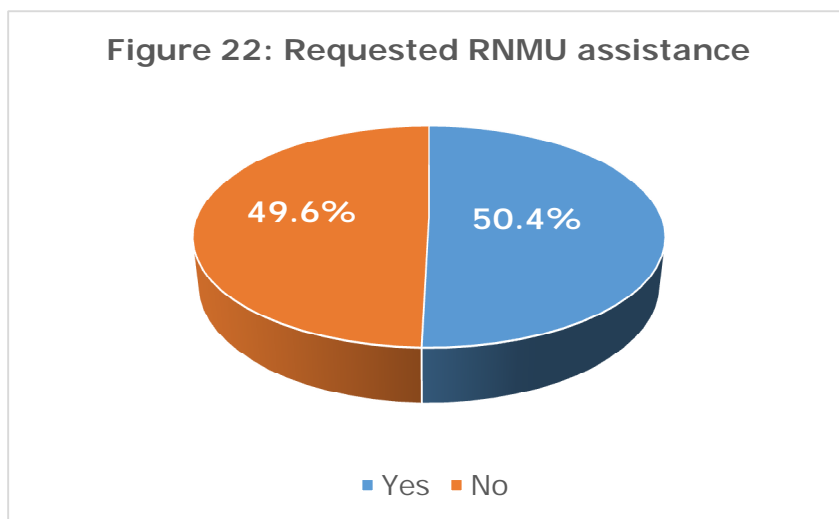
member's benefits (71%); principle (55%), workmates are members (55%); condition of job (40%); and family tradition 915%) (Taylor, 1994: 23-24).

As alluded to above, the reason for joining a union may be characterised as instrumental, ideological, formative and normative. Based on the results, 74.0% may be classified as instrumental union members, 21.5% as normative, and 4.5% as ideological.

This finding is consistent with that of the study undertaken by Griffing and Svensen (1996:8), who found the reasons for union joining to be as follows: 995 instrumental, 526 normative , and 367 ideological. Griffing and Svensen (1996) assert that it would be expected that persons who are union members for mainly normative reasons would have significantly lower levels of satisfaction with their unions than other members, as it would be not easy for dissatisfied normative members to exit the union.

### 3.2.12. Request union assistance

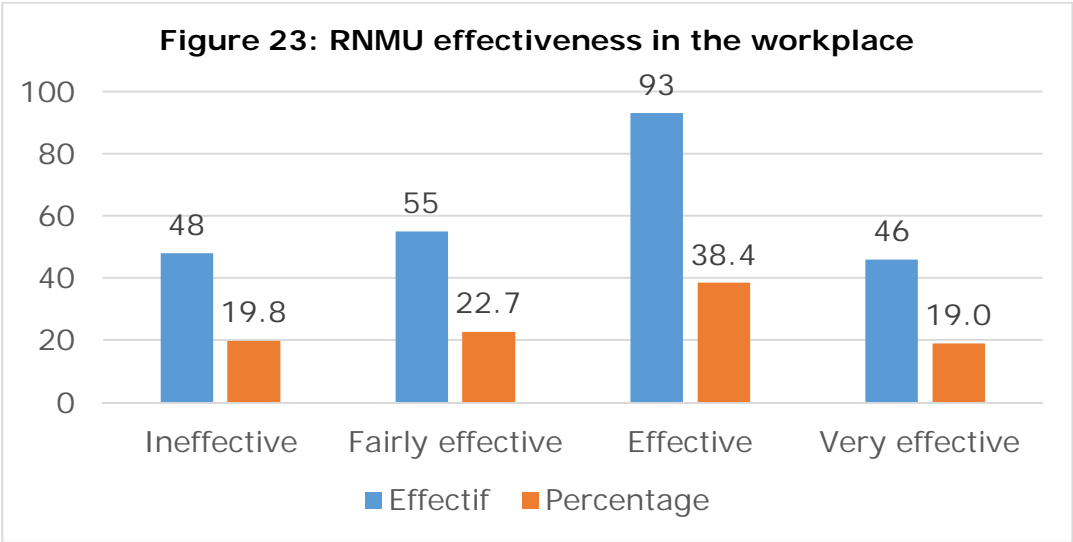
The respondents were asked if, during the previous 12 months, they had sought the assistance to RNMU regarding an individual matter, for example, assistance with resolution of a grievance or a disciplinary matter. Figure 22 , bellow , depicts the elicited responses.



Of the respondents, 50.4% indicated that they had requested RNMU assistance in individual cases, while 49.6% stated that they had never sought the RNMU' assistance. Thus, it is safe to conclude that the collated data showed no statistically significance between those who sought RNMU assistance and those who did not.

**3.2.13. Effectiveness of union in the workplace**

Union effectiveness has several dimensions, including administrative efficiency, bargaining capacity and the capacity to organize new members. one direct measure of union effectiveness is member satisfaction with union representation (Frenkel and Kuruvilla, 1999: 539). The concept of union effectiveness is defined by Kochan ( as cited in Fullagar, 1986: 38) as “ substantive achievements in bargaining, and the the correspondence of these achievements with the personal goals and priorities of members.” The respondents were asked to rate the effectiveness in resolving workplace-related issues. The results are depicted in the figure 23, bellow.



Approximatately 80% of the respondents of the respondents gave a positive rating (22.7% indicated “ Fairly effective”, 38.4% indicated “Effective” , and 19.0% indicated “Very effective”), in contrast to about 20% who regarded



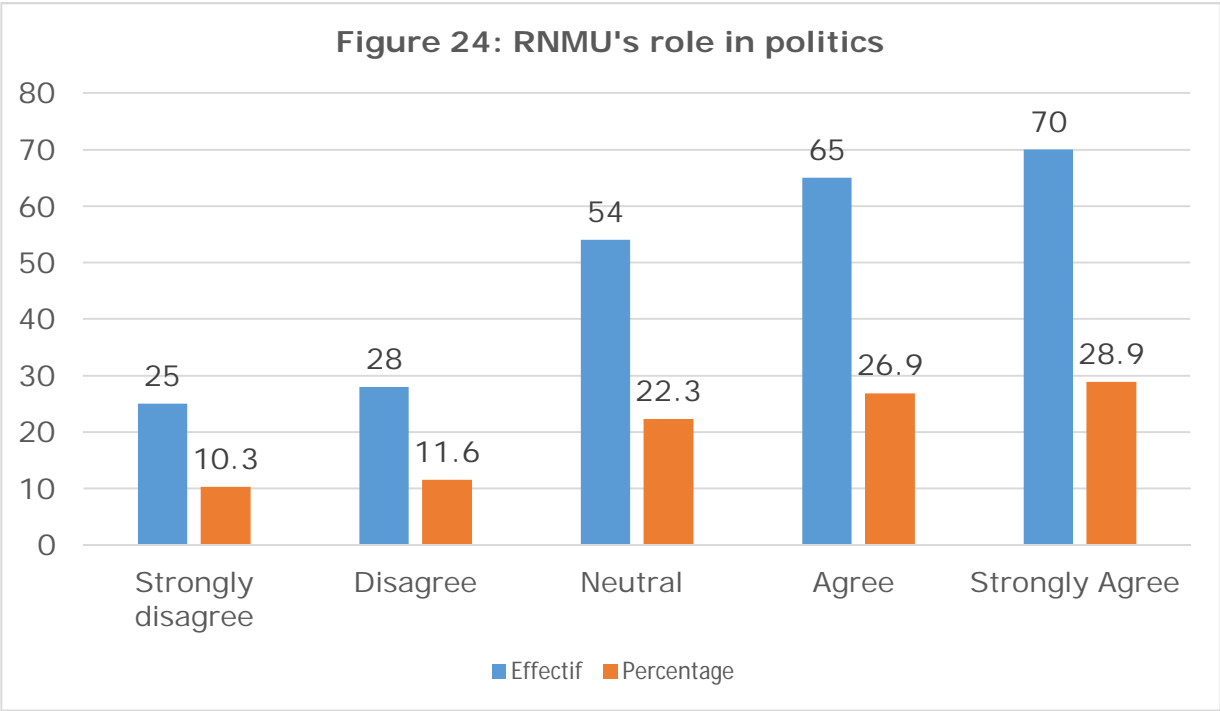
RNMU as ineffective. Thus , RNMU is meeting its members' expectations to a great extent.

Freeman and Medoff (1984) state that for , workers' voice to be effective in influencing managerial behaviour, it must be a union voice. Fullagar (1986) submits that there are additional dimensions of union effectiveness that would have to be considered in any investigation of unions. " These would include such characteristics as the ability of the union to attract and maintain a membership, the extent and degree of union democracy and commitment, and the development of an effective union leadership and an administrative system to provide services for members and to enforce their rights" (Fullagar, 1986: 38-39).

Chacko (1985) established that members' perceptions of their union's effectiveness in obtaining both extrinsic ( wages, job security) and intrinsic ( having a say, control) benefits, as well as the unions' responsiveness to members, were significantly related to member participation in union activities, voting in union elections, attending meetings, and lodging grievances. According to Chacko (1985) , this belief fits the expectancy-instrumentality framework.

#### **3.2.14. Union role in politics**

Unions have of late , tended to dabble in politics at the expense of attention to workplace-related issues. Therefore, the respondents in this present study were asked if RNMU should concentrate more on workplace –related issues and less on politics.



Of the respondents, 55.8% agreed that RNMU should concentrate more on workplace-related issues and less on politics, whilst 21.9% disagreed. A sizable 26.9% expressed a neutral opinion. Thus, it is imperative that RNMU heeds its members' wishes and concentrate more on workplace-related issues, in order to avert member exit.

**3.2.15. Summarised descriptive data : Union membership**

It is common cause that unions rely on the support and participation of their members in core activities. These activities include, voting in elections of union representatives, holding office, attending union meetings, participating in important union activities such as strikes, and reading union material.

Pateman (1970) argues that, while attitudes and behavioural intentions of members are useful in understanding the normative expectations of union members, it is member participation in a variety of union activities that determines whether the democratic culture is primarily participatory or

representative. This view is supported by Hirschsohn(2011), who asserts that participation in union activities builds loyalty to trade unions through socialisation and service delivery. The participation of members in industrial action represents a further measure of engagement in union activities (Hirschsohn, 2011).

From the data in the present study, it is noteworthy that the overall level of members' participation in RNMU activities was relatively high, which seems to suggest a high degree of satisfaction. The findings of current study accord with the empirical findings of Gallagher, Parks, and Wetzel (1986), cited in Gallagher and Strauss (1991), and those of Gallagher and Strauss (1991) themselves. The study conducted by Gallagher, Parks, and Wetzel (1986) identified three main types of participation: administrative activities (such as serving as an officer or steward, running for office, and helping a member file a grievance); intermittent activities (in which members engage only on special occasions, such as voting and attending and speaking at union meetings); and supportive activities (relatively passive, non-time consuming activities, such as discussing and encouraging support for union positions and reading the collective agreement).

In their study, Toubol and Jansen (2014) established that instrumental motives created by workplace social customs seems to carry more weight than value-rational motives when employees decide whether to join a union. In answer to the article's question, " Why do people join trade unions?, they conclude that people join trade unions primarily because it is expected of them by their colleagues, and , to a secondary extent, because they identify with the ideals, symbols, and values of trade unions (Toubol and Jansen, 2014).

In sum, the perceptions and attitudes the members have of their union seem to influence their behaviour within it (Chacko,1985: 372).

### **3.3. SERVICES OFFERED BY UNION AND MEMBER SATISFACTION**

#### **3.3.0. Introduction**

Section C of the questionnaire comprised items modelled along the Parasuraman et al. SERVQUAL Scale, and sought to measure various facets of perceived union instrumentality and satisfaction. These are perceptual factors. In an attempt to determine their level of satisfaction, respondents were asked to rate the services offered by RNMU. Respondents were asked to indicate their level of satisfaction for each of the 34-items regarding services rendered by unions to their members on a five-point Likert scale. These were dependent variables. The scale ranged from "Very satisfied (5) to " Very dissatisfied"(1) as anchor points.

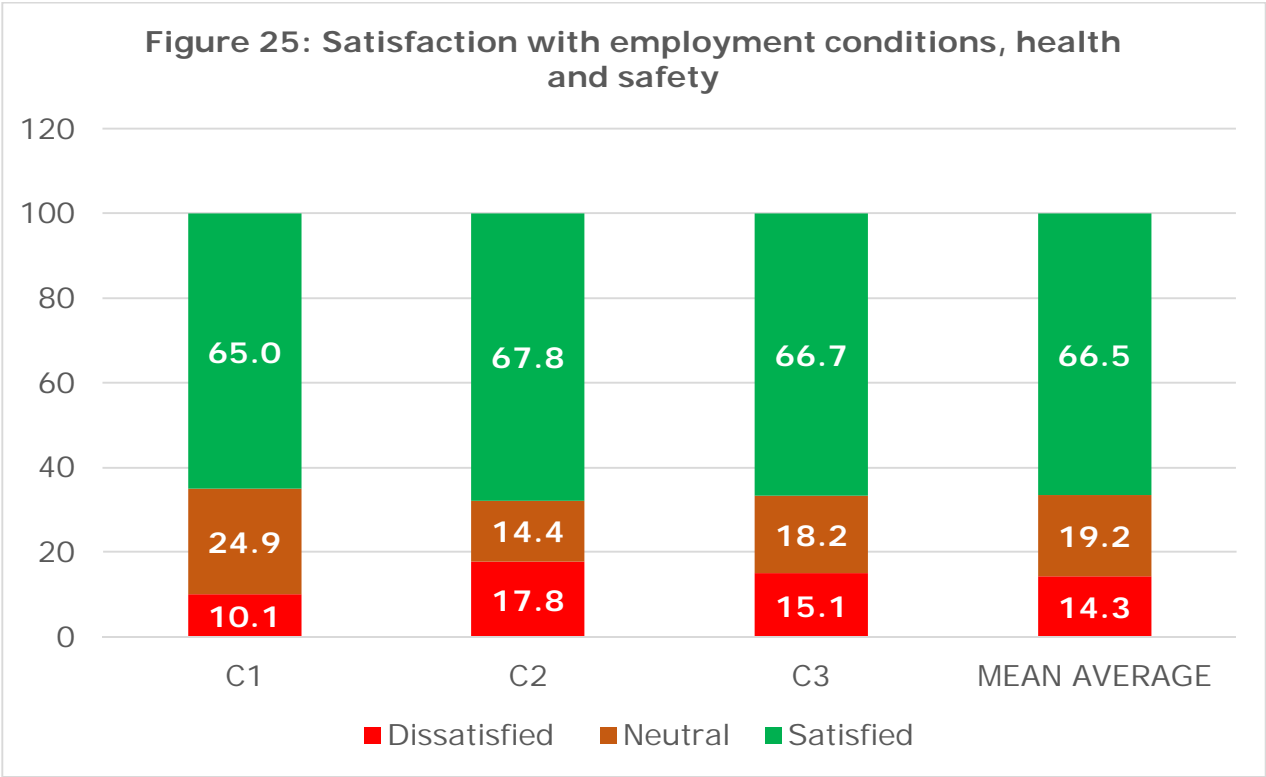
For ease of reporting, the results for "Very satisfied" and " Satisfied "were collapsed into one group, as were those for " very dissatisfied" and " Dissatisfied". Thus, respondents' levels of satisfaction will be presented according to three groupings: satisfied, neutral and dissatisfied. Also , the result were presented in terms of averages.

The 34-items were clustered into seven broad constructs or themes, which are discussed hereunder. The key for interpreting the results regarding level of satisfaction is: solidly satisfied or dissatisfied (60% or greater), moderately satisfied or dissatisfied (59% -50%), and slightly satisfied or dissatisfied (49% or bellow).

#### **3.3.1. Employment conditions, health, and Safety**

Working hours , health and safety were deemed to be important during the earlier years of unions, and continue to be so today. Employment conditions,

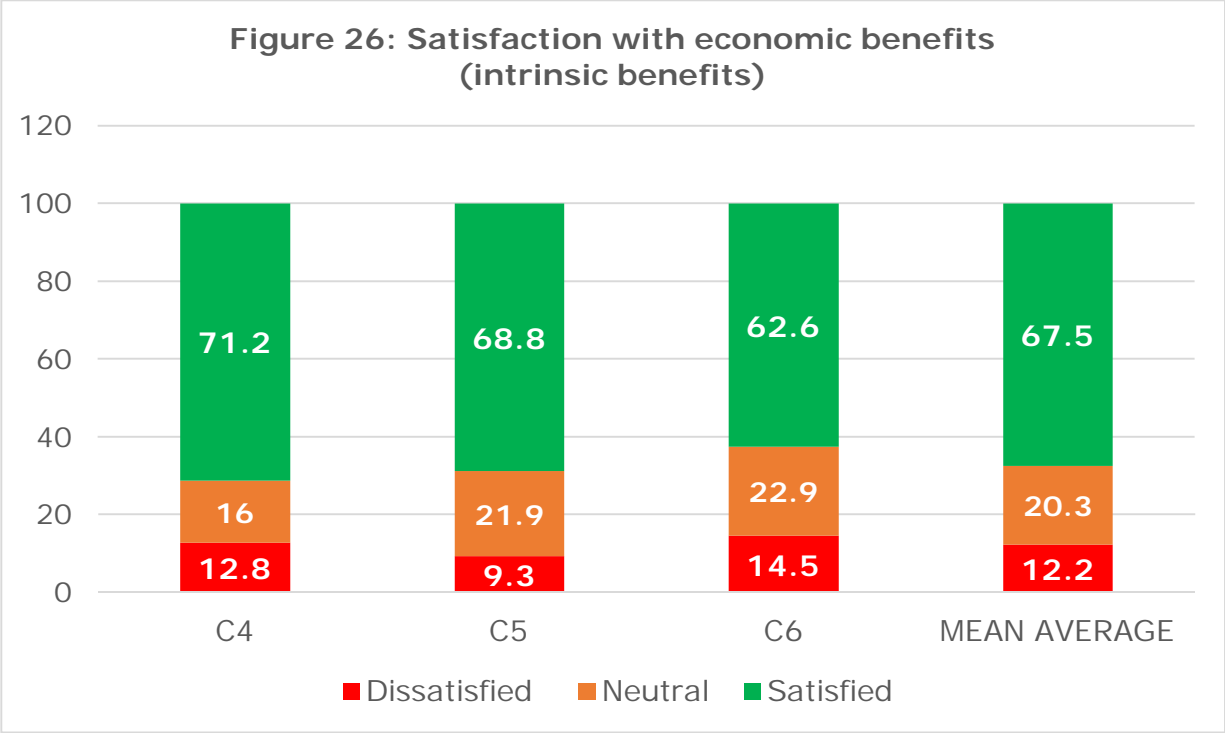
health and safety at work consisted 3 items. The results are depicted in the figure 25, bellow.



A total of 66.5% of the 242 respondents indicated that they are solidly satisfied with the service, compared to 14.3% who indicated they are slightly dissatisfied. The remaining 19.2% were indiferent (neutral).

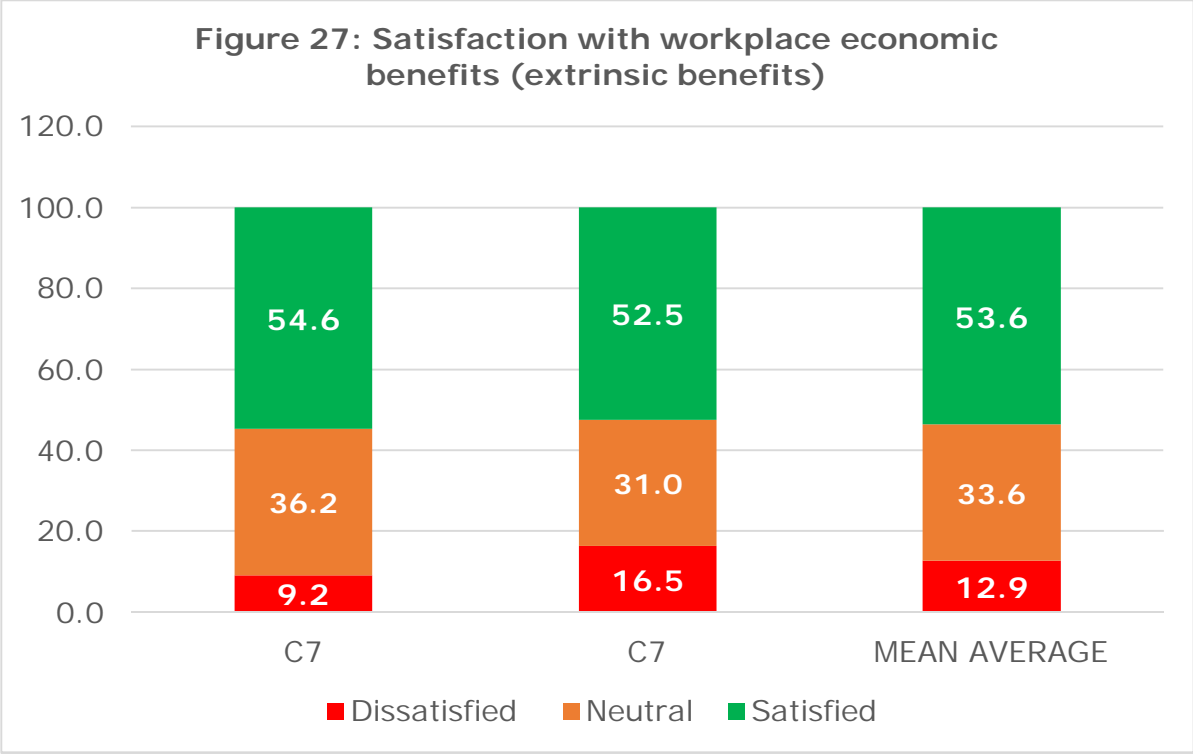
**3.3.2. Workplace economic benefits**

The workplace economic benefits construct consisted of five items. As discussed earlier, the factor analysis generated two sub-constructs. . The reason for the two sub-constructs may be the fact that the first three items related to core workplace-based services or benefits that are rendered by unions to members: intrinsic benefits, whilst the last two were value-added services: extrinsic benefits.



Regarding core workplace-based services or benefits that are rendered by unions to members, 67.5% of the 242 respondents indicated that they were solidly satisfied with the services they received from RNMU, whilst 12.2% indicated dissatisfaction. A total of 20.3%b were neutral.

This aspect of economic benefits is associated with intrinsic benefits: direct monetary compensation, which is necessary to sustain employees' standard of living. This could be one of the main reason why employees become union members. It is evident from the results that RNMU was credited for offering workplace-related benefits.

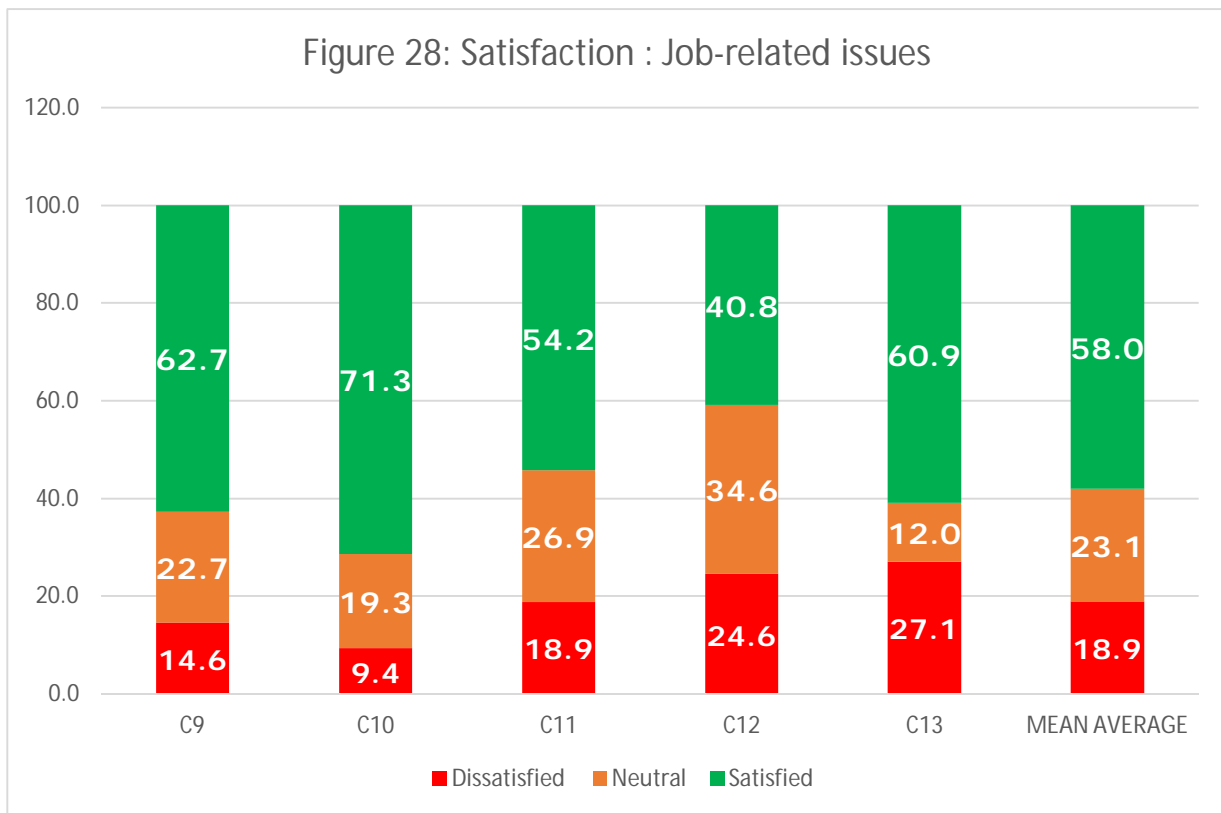


Regarding the value-add services, 53.6% of the 242 respondents indicated that they were moderately satisfied, in contrast to 12.9% who registered their slight dissatisfaction, and 33.6% who were neutral. These services are supplementary that is, extrinsic benefits.

Overall, it is evident that economic benefits were a major reason for joining RNMU. This is the traditional reason for joining unions. Many labour historians have noted the importance of economic factors<sup>9</sup> such as wages, and fringes benefits) in prompting unionisation of workers. Members are more likely to participate in union activities (such as voting in union elections, attending meetings, and pursuing grievances through a union) if they perceived that union to be effective in obtaining both intrinsic benefits for their members, with the later appearing to be the more powerful discriminant (Chacko, 1985). Chacko (1985) states that this belief is in line the expectancy instrumentality elucidated in the behavioural literature.

### 3.3.3. Job- related issues

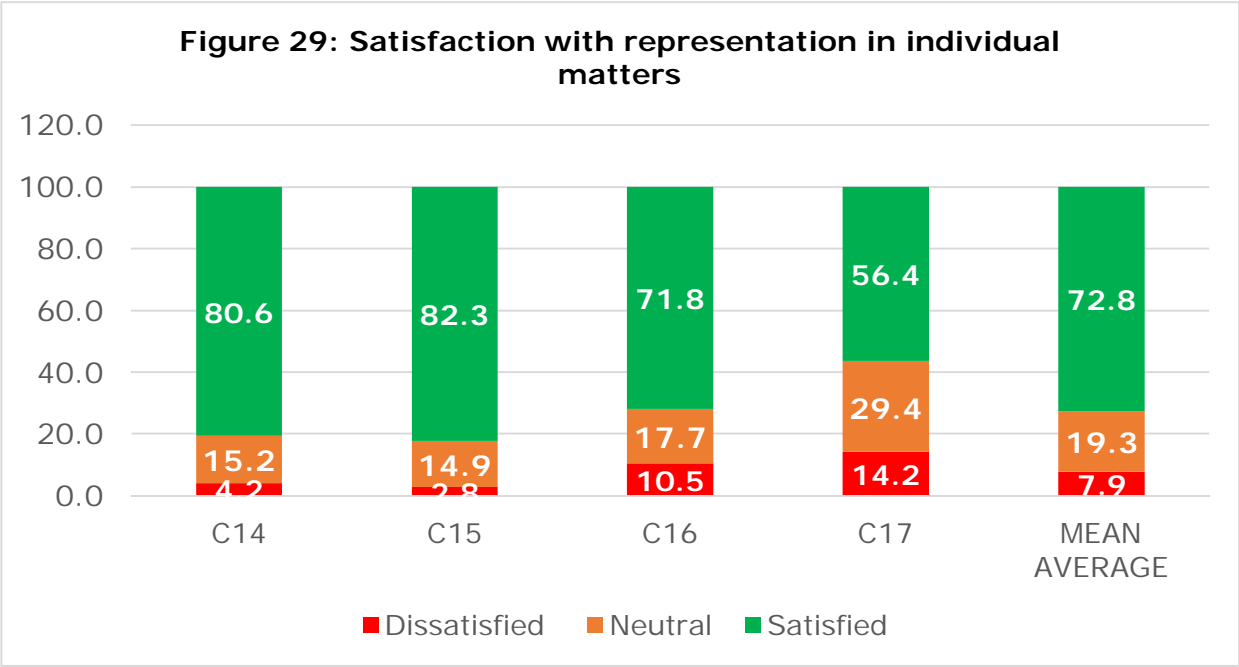
Five items measured satisfaction in this regard, and 58.0% of the 242 respondents indicated that they were moderately satisfied with the services being provided by RNMU. Those who indicated dissatisfaction amounted to 18.9%, and 23.1% were neutral. These results are illustrated in Figure 28, bellow.



### 3.3.4. Representation in individual matters

Figure 29, bellow, depict respondents' levels of satisfaction regarding representation by unions in individual matters ( such as grievances). The construct contained four items.



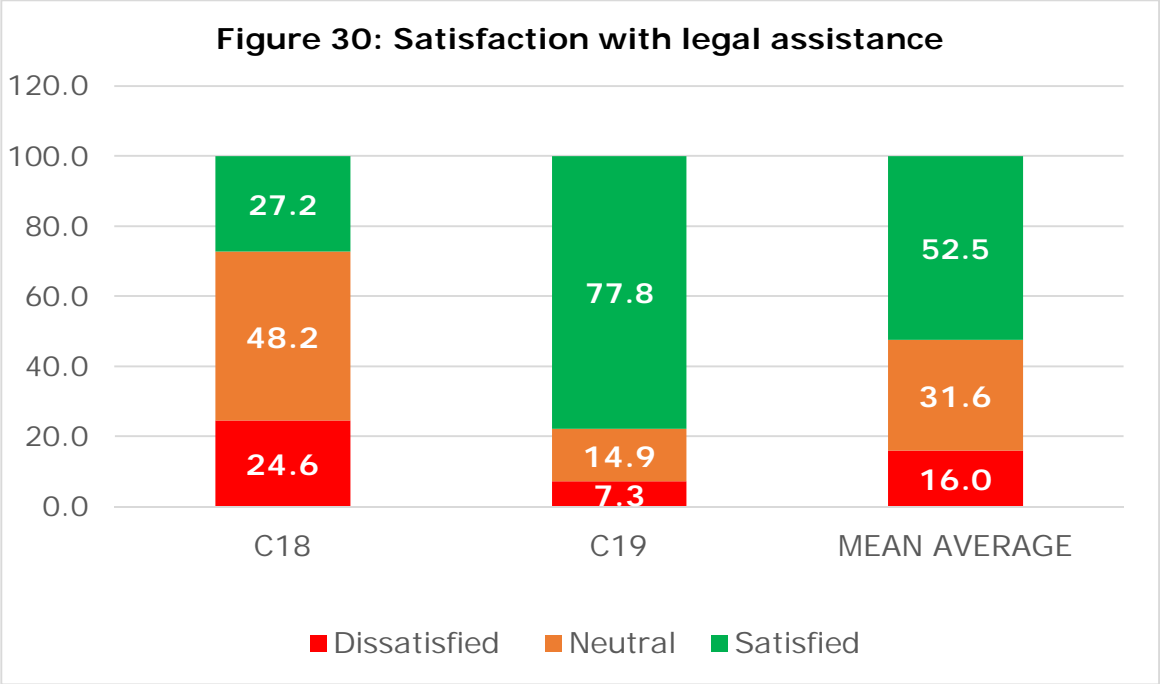


A substantial majority (72.8%) of the respondents indicated that they were solidly satisfied with the the service being rendered by RNMU. Of the remaining respondents, 7.9% were dissatisfied, while 19.3% were neutral.

Oikelome(2014:48) is of the opinion that union satisfaction shares some similarities with instrumentality, as it also represents a member's feelings concerning the representation a member receives from the union.

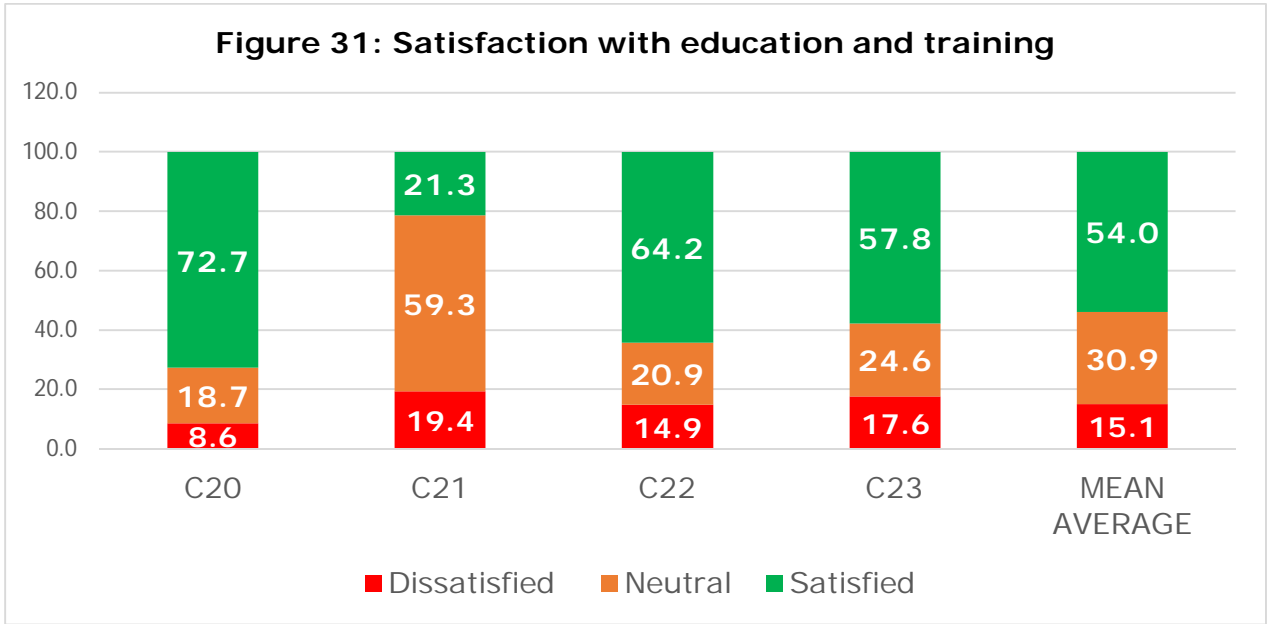
**3.3.5. Legal assistance**

The construct was measured by two items. Of the 242 respondents, 52.5% indicated that they are moderately satisfied while 16.0%indicated that they were dissatisfied. The remaining 31.6% were neural. The results are depicted in the figure 30, bellow.



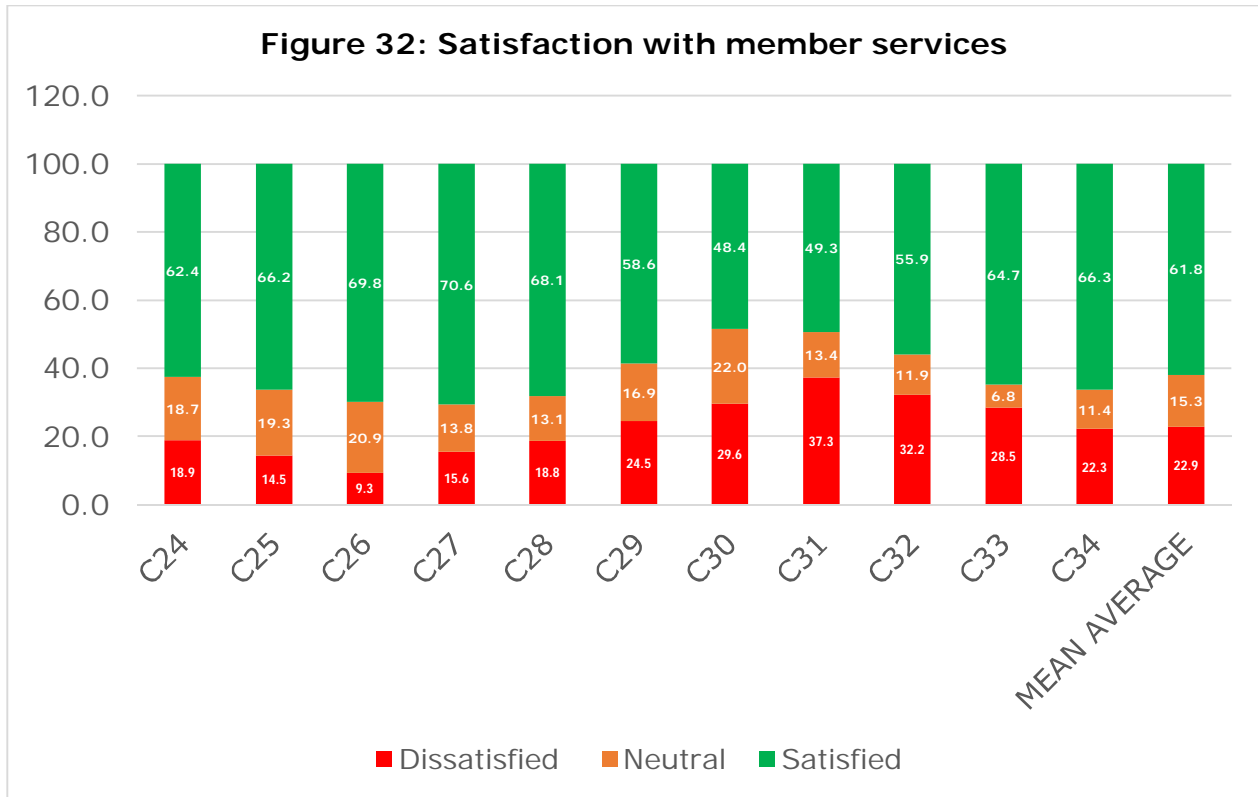
**3.3.6. Education and training**

This construct was measured by three items. A total of 54.0% of the respondents indicated moderate satisfaction, in contrast to 15.1% who indicated slight satisfaction. The remaining 30.9% were neutral. The results are shown in Figure 31, below.



### 3.3.7. Member services

The member service construct was made up of 11 items related to a union's core functions and essential services.



A total of 61.8% of the respondents indicated that they were solidly satisfied. On the other hand, 22.9% were slightly dissatisfied, while about 15.3% were neutral.

Oikelome(2014:48) postulates that member satisfaction is not simply a matter of unions delivering tangible gains at the bargaining table, but also involves the extent to which the union's leadership keeps members informed, gives them a say in running the union, and is responsive to their concerns.

### **3.4. DISCUSSION AND CONCLUDING SUMMARY**

The study examined whether respondents were satisfied with the performance of RNMU. It is evident from the above that members joined RNMU to ameliorate their working conditions (e.g. leave), and compensation (wages/salaries and attendant benefits); safeguard against dismissal (job security and stability); ensure legislative compliance (e.g., affirmative action); and ensure fair and equitable recruitment processes.

In their study, Jarley et al. (1990:132) found that " collective bargaining gains on bread-and –butter issues are hardly inconsequential to the rank and file's evaluation of the union, but it is clear that members consider union feedback, democracy, and the delivery of union services as critical." They also state that a union's handling of internal relations plays a major role in how rank-and –file members assess their union.

According to Whitston and Waddington(1994:38), two reasons for joining a union that stand out above all others are support in the event of a problem at work and improved pay and conditions. Therefore, employees join trade unions because they believe that unions will, through collective effort and bargaining power, represent them in negotiating with employers regarding wage or salary increases, as well as other benefits (e.g., bonuses, medical aid, and housing allowances). Should unions succeed in negotiating substantial increases and better working conditions, employees will perceive the trade union as strong and powerful, which will, in turn, have a positive impact on the union-member trust relationship and support. In addition, new employees will seek to join such unions. On the other hand, perceived failure will deepen the trust deficit, resulting in membership despondency and/ or disengagement , and the unions will be deemed weak and ineffective.

Unions' obligations are composed of what members perceive they can expect from unions. Bacon and Hoque(2012) observe that trade unions have had a significant impact, most recently in terms of promoting fair treatment at work and advancing the interests of disadvantaged workers.

The researcher contends that unions must at all times endeavour to meet their members' expectations, as there is a nexus between satisfaction and member participation and commitment. A low level of member satisfaction will result in increased turnover and alienation. Lastly, unions should heed Shindondola-Mote and Otto( 2012:62), who state that "servicing should be a continuous process through which unions must nurture and nourish the relationship between themselves, current members , potential members and ex-members".

According to Kochan(1979) economic issues( e.g., wages and benefits), by which members have judged union effectiveness, may have given way to different expectations, which are the result of dynamics in the employment environment.

The empirical results of the present study indicate that the majority of the respondents, regardless of socio-demographic background, had instrumental reasons for joining their unions.

### **3.5. RECOMMENDATIONS TO THE MANAGEMENT OF RNMU**

1. The management of RNMU should take the advantage of having the majority of its members who are still young employees and intermediately educated and promote activities for Professional Development.
2. A special attention should be made on specific factors affecting female members as they constitute the majority of RNMU members. This will enable the union to retain and grow its membership.
3. The management of RNMU should take the advantage of having its members who are moderately satisfied with the service provided by the union and who estimate fair the amount of their monthly subscription fees to put in place an effective mechanism for collecting members subscription fees to increase its financial sustainability.
4. The management of RNMU should explore different ways of increasing members' economic benefits as the major reason for members to join the union. Such initiatives may include but not limited to advocacy for improved wages, negotiating discount rates with service providers for its members and initiating a funeral benefit scheme for its members.
5. In a quest to maintain and/ or increase its relevance, RNMU must examine regularly its services and benefits, in order to determine whether they still meet its members' preferences, and, if not, to develop and provide a new service mix that will not only appeal to unionized members, but will also attract non-unionised Nurses and midwives.

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## **Annexe1: QUESTIONNAIRE**

Dear respondent,

Innovation for Development Ltd, a consulting company was hired by the Rwandan Nurse and Midwives Union to conduct a survey among its members to determine the level of their satisfaction with the services provided by the union. The results of this survey will inform the management of RNMU in adjusting its strategies to better serve and meet the expectations of its members. I would like to request your participation as RNMU member to the questionnaire. The participation is totally voluntary and can be withdrawn at any time without penalty. The questionnaire is in English, French and Kinyarwanda and you can respond in the language you feel comfortable with. Be ensured that the questionnaire is anonymous and confidential. All data collected will remain confidential a all times. You can not be identified and the answers you provide will be used for research purpose only. The questionnaire will take 20 to 30 minutes to complete. It comprises three sections. The section A is about biographical details, the Section B is about your background as RNMU members and the section C is about you're the level of your satisfaction about services offered by RNMU. We are humbly requesting to you to answer all questions. There are no correct or incorrect answers, the researcher is interested in your opinion. In case of doubt about the purpose of this investigation you are allowed to contact before your participation the General Secretary of RNMU at 0788611806. Your help to make this research possible is very much appreciated.

**SECTION A: BIOGRAPHICAL DETAILS** (All information under this section are closed –ended and you are requested to choose the appropriate option for you.

1. What is your gender? <sup>1</sup> Male <sup>2</sup> Female
2. What is your age range? <sup>1</sup> 18-29 <sup>2</sup> 30-39 <sup>3</sup> 40-49 <sup>4</sup> 50+
3. What is your marital status? <sup>1</sup> Single <sup>2</sup> Married <sup>3</sup> Divorced <sup>4</sup> Widowed
4. What is your profession? <sup>1</sup> Nurses <sup>2</sup> Midwif
5. Are you the breadwinner of your household? <sup>1</sup> Yes <sup>2</sup> No
6. How many dependents other than yourself do you have?  
<sup>1</sup> 0-2 <sup>2</sup> 3-5 <sup>3</sup> 6+
7. What is the highest educational qualification you have received?  
<sup>1</sup> A2 <sup>2</sup> A1 <sup>3</sup> Ao <sup>3</sup> Masters
8. In which sector are you working? <sup>1</sup> Public <sup>2</sup> Private <sup>3</sup> Civil Society
9. How many years have you been employed ?  
<sup>1</sup> 0-4 <sup>2</sup> 5-9 <sup>3</sup> 10-19 <sup>4</sup> 20-29 <sup>5</sup> 30-50
10. What is your salary notch range per month in Rwf?  
<sup>1</sup> <100,000  
<sup>2</sup> 100,000 – 199,999  
<sup>3</sup> 200,000 – 299,999  
<sup>4</sup> 300,000 – 399,999  
<sup>5</sup> 400,000 – 499,999  
<sup>5</sup> 500,000 +
11. In which area were you born and bred? <sup>1</sup>Urban <sup>2</sup>Semi-urban<sup>3</sup> Rural

**SECTION B: QUESTIONS ABOUT YOUR BACKGROUND AS RNMU MEMBER** (Please choose the appropriate option for you)

1. How many years have you been RNMU member? <sup>1</sup> 0-2 <sup>2</sup> 3-4 <sup>3</sup> 5+
2. What is your current position in the union?  
<sup>1</sup> Member <sup>2</sup> Shop steward/ Office bearer

3. During the last twelve (12) months, how often did you attend union meetings?  
<sup>1</sup> Not at all <sup>2</sup> Sometimes <sup>3</sup> Regularly <sup>4</sup> Never missed a meeting
4. Did you vote in the last election to elect union officials? <sup>1</sup> Yes <sup>2</sup> No
5. Do you regularly read union material ( newsletter/ literature)?  
<sup>1</sup> Yes <sup>2</sup> No
6. Do you participate in important union activities ? <sup>1</sup> Yes <sup>2</sup> No
7. Do you believe that the monthly subscription fees of the union are fair?  
<sup>1</sup> Yes <sup>2</sup> No
8. Are/were your parents union members? <sup>1</sup> Yes <sup>2</sup> No
9. Is your spouse /partner a union member? <sup>1</sup> Yes <sup>2</sup> No
10. Does your spouse/partner approve your union activities/membership?  
<sup>1</sup> Yes <sup>2</sup> No
11. Why did you join the RNMU ( choose the most appropriate reason from the following)?  
<sup>1</sup> I believed it was important for job security and protection  
<sup>2</sup> It provides opportunity for access to continuous professional training  
<sup>3</sup> My family members are or have been union members  
<sup>4</sup> It provides camaraderie and social activity with similar people  
<sup>5</sup> Because of closed shop agreement
12. During the last twelve months , have you requested RNMU's assistance with an individual matter (e.g assistance with a grievance or disciplinary)? <sup>1</sup> Yes <sup>2</sup> No
13. How would you rate RNMU's effectiveness in resolving workplace-related issues?  
<sup>1</sup> Ineffective <sup>2</sup> Fairly Effective <sup>3</sup> Effective <sup>4</sup> Very Effective
14. RNMU should concentrate more on workplace related issues and less on politics  
<sup>1</sup> Strongly Disagree <sup>2</sup> Disagree <sup>3</sup> Neutral <sup>4</sup> Agree <sup>5</sup> Strongly Agree

**SECTION C: SERVICES OFFERED BY RNMU**

The following questions ask about the services offered by RNMU. Please rank the following on a five –point Likert scale to reflect your feelings about your opinion and the extent to which you agree or disagree it provides these services. The column [1] correspond to very Dissatisfied and the column [5] means Very Dissatisfied. The term “union” in questions of the questionnaire is to be considered as the RNMU.

<b>Five-point Likert Agreement Scale</b>				
Very Dissatisfied [1]	Dissatisfied [2]	Neutral [3]	Satisfied [4]	Very Satisfied [5]

***Conditions of employment, Safety and health***  
***My union...***

- C1: Makes sure the workplace is safe and healthy to work in [1] [2] [3] [4] [5]
- C2: Negotiates for better conditions of service [1] [2] [3] [4] [5]
- C3: Ensure that the employer complies fully with labour [1] [2] [3] [4] [5]  
legislation

***Economic issues***  
***My union...***

- 1. Plays an important role in negotiating better [1] [2] [3] [4] [5]  
wages/salaries
- 2. Strive for longer leaves (e.g. annual/sick/maternity) [1] [2] [3] [4] [5]
- 3. Strive for a reduction in working hours [1] [2] [3] [4] [5]
- 4. Has funeral benefit scheme for its members [1] [2] [3] [4] [5]
- 5. Negotiates discount rates with service providers for its [1] [2] [3] [4] [5]  
members

**Issues of Job**

**My union...**

- 6. Assist in opposing redundancies/retrenchments <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 7. Protects employees against management abuse <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 8. Provides me with a say in management decisions <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 9. Has a say in the implementation of new technologies in the workplace <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 10. Ensures that the recruitment process (appointments/ promotion) is fair <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>

**Representation on individual matters**

**My union...**

- 11. Represents its members during grievance and disciplinary hearings <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 12. Represents its members during dispute resolution at the NCNM / Labour court <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 13. Provides union-related information on a frequent basis <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 14. Offers personal, family and financial-related advices to its members <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>

**Legal assistance**

**My union...**

- 15. Assists members in the drafting of a last will and testament. <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 16. Provides its members with general legal advice. <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>

**Education and training**

**My union...**

- 17. Organises in service training activities (workshops, seminars, courses) to help its members be more knowledgeable <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>

- 18. Offers study bursaries/grants for its members and immediate family members. <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 19. Provides personal training and developmental programmes <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 20. Promotes health awareness programmes (e.g HIV/AIDS) <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>

<b>Member services</b>
<b>My union...</b>

- 21. Has operating hours and location convenient to all its members <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 22. Delivers its services promptly at the time it promises to do so <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 23. Keeps its members informed with regard to union activities , meetings and decisions. <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 24. Consults its members and get mandate with regard to decisions pertaining to negotiations <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 25. Has members' best interest at heart <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 26. Leaders / officials are honest, transparent and accountable to members <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 27. Leaders/ officials have the necessary competencies and skills to deal with members' issues <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 28. Leaders/ officials are preoccupied with political issues than workplace issues <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 29. Leaders/ officials perform the service right the first time <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 30. Leaders/ officials are courteous to members <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>
- 31. Leaders/ officials satisfy my expectations <sup>1</sup> <sup>2</sup> <sup>3</sup> <sup>4</sup> <sup>5</sup>

***Thank you for your valuable time and participations in this study***