

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE ROLE OF TRADE UNIONS IN IMPROVING THE PERFORMANCE
OF WORKERS IN CAMEROON**

MASTER'S THESIS

Fanso Collins Dinyuy

**Department of Business
Business Administration Program**

August 2021

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(Y1812.130069)

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Thesis Advisor: Dr. Uğur ŞENER

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ONAY FORMU

DECLARATION

I hereby declare with respect that the study “The Role of Trade Unions on Employee Performance in Cameroon: Case of Teachers and Drivers Unions”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography.
(31/08/2021)

Fanso Collins Dinyuy

FOREWORD

First, I would like to thank God for giving me good health and the strength all the way as I worked on this thesis. This study owes its existence to the help and support of my supervisor Dr. Uğur ŞENER. Thank you, sir, for the tireless work and for your time in making this study a success. I would also like to express my gratitude to my family for their persistent concern, encouragement, and support throughout writing this thesis and in my life in general. Finally, I thank my sisters and brothers who in their own ways have shown support.

August, 2021

Fanso Collins Dinyuy

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ABBREVIATIONS

ACTRAV	: Bureau for Workers' Activities
AIDS	: Acquired Immune Deficiency Syndrome
ANC	: African National Congress
ANCATC	: l' Association Nationale Autonome des Chauffeurs d'Autobus, de Taxis et des Cars du Cameroun
BARS	: Behaviourally anchored rating scales
CAPSU	: Cameroon Public Service Union
CAPTAC	: Confederation of Anglophone Parent-Teachers Associations)
CATTU	: Teachers' Trade Union
CBA	: Collective bargaining agreements
CNU	: Cameroon National Union
COSATU	: Congress of South African Trade Unions
CPDM	: Cameroon People's Democratic Movement
CPP	: Convention Peoples Party
CTUC	: Cameroon Trade Union Congress
GCE	: General Certificate of Education
ILO	: International Labour Organisation
LD	: Labour Code
MBO	: Measurement by Objective
NGO	: Non-Governmental Organisations
NUCW	: National Union of Cameroon Workers
PEATTU	: Presbyterian Education Authority Teachers Trade Union
SACP	: South African Communist Party
SN CHAUTAC	: Syndicat National Des Chauffeurs Taxis – Cars – Auto Bus et Assimilés du Cameroun.
SYNDICAT	: National Autonome de l'Enseignement Secondaire
SYNES	: Syndicate of Teachers of Higher Education
TAC	: Teachers' Association of Cameroon
UDHR	: Universal Declaration of Human Rights
UNO	: United Nations Organization
UPC	: Union des Populations du Cameroun
WCOTP	: World Confederation of Organizations of the Teaching Profession

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THE ROLE OF TRADE UNIONS IN IMPROVING THE PERFORMANCE OF WORKERS IN CAMEROON

ABSTRACT

A labour or trade union is defined as an everlasting partnership created by workers or salary earners for the aim of preserving or ameliorating their working conditions. The Standard Economic and the Industrial Democracy theories were used to form the theoretical framework of the study. The main objective of this study is to investigate the role trade unions play in improving employee-performance in Cameroon. As case study, the teachers and drivers' unions were used.

Methodology is an essential factor in any scientific research; in this regard, the quantitative and qualitative research designs were used. Questionnaires as well as structured interviews were also used. Categorical data was analysed as proportions and frequencies and the relationship amongst categorical variables was evaluated using Chi-Square test. Statistical significance was set at a p-value <0.05 and Confidence interval of 95%. Outcomes are summarised into tables and figures. SPSS version 27 statistical software was used for statistical analysis.

The findings revealed by the study evidently show that trade unions play a vital role in employee-performance in Cameroon. The result of this research discloses that, the key reason teachers and drivers join trade unions in Cameroon is for the protection of workers' rights. The main strategies used by trade unions are organising, collective bargaining, alliance, and action. It is also revealed that trade unions have as core mandates, the promotion and protection of the rights and socio-economic interest of their members. Furthermore, age group (p-value = 0.006), level of education (p-value = 0.018) and rating of strength of trade union (0.001) were statistically significantly associated with improved employee-performance.

Therefore, as a recommendation, trade unions can stay away from fights with employers and make negotiations via their main strategy, which is collective bargaining. Also, employers should provide upskilling and training opportunities to their employees as this improves employee performance. Conclusively, Teachers and Drivers' Trade Unions in Cameroon should set as its top priority, the protection of workers' rights and promotion of their socio-economic interests.

Key words: *Trade Union, Employee performance, Cameroon*

KAMERUN'DA İŞÇİLERİN PERFORMANSINI İYİLEŞTİRMEDE SENDİKALARIN ROLÜ

ÖZET

Sendika, çalışma koşullarını korumak veya iyileştirmek amacıyla çalışanların veya maaşlıların sonsuza kadar sürecek bir ortaklığı olarak tanımlanır. Bu araştırmanın teorik çerçevesini oluşturmak için Standart Ekonomik ve Endüstriyel Demokrasi kavramları kullanılmıştır. Bu araştırmanın amacı, Kamerun'da işçi performansının iyileştirilmesinde sendikaların oynadığı rolü incelemektir. Vaka çalışması olarak öğretmenler ve sürücü sendikaları kullanıldı.

Metodoloji araştırmada esastır; Bu bağlamda, çalışmada kullanılan anketler ve yapılandırılmış görüşme yöntemleri ile hem nicel hem de nitel araştırma tasarımından yararlanılmaktadır. Kategorik veriler oranlar ve frekanslar olarak analiz edilmiş ve kategorik değişkenler arasındaki ilişki Chi-Squar testi ile değerlendirilmiştir. İstatistiksel anlamlılık, p-değeri $<0,05$ ve Güven aralığı% 95 olarak belirlendi. Sonuçlar tablolar ve şekiller halinde özetlenmiştir. İstatistiksel analiz için SPSS nin 27 versiyon istatistik programı kullanıldı.

Çalışmanın ortaya koyduğu bulgular, sendikaların Kamerun'da çalışan performansında oynayacakları hayati bir role sahip olduğunu açıkça gösteriyor. Bu çalışma, Kamerun'da öğretmenlerin ve sürücülerin sendikalara katılmalarının temel sebebinin işçi haklarının korunması olduğunu gösterdi. Sendikalar tarafından kullanılan ana stratejiler örgütlenme, toplu pazarlık, ittifak ve eylemdir. Ayrıca sendikaların, üyelerinin haklarının ve sosyo-ekonomik çıkarlarının geliştirilmesi ve korunması gibi temel yetkilere sahip oldukları ortaya çıktı. Ayrıca, yaş grubu (p-değeri = 0,006), eğitim seviyesi (p-değeri = 0,018) ve sendikanın güç derecesi (0,001), iyileştirilmiş çalışan performansı ile istatistiksel olarak anlamlı şekilde ilişkilendirilmiştir.

Bu nedenle, bir öneri olarak, Sendikalar işverenlerle çatışmalardan uzak durabilir ve ana stratejisi olan toplu pazarlık üzerinden müzakere yapabilirler. Ayrıca, işverenler çalışanlarının performansını artırdığı için çalışanlarına beceri geliştirme ve eğitim fırsatları sağlamalıdır. Sonuç olarak, Kamerun'daki Öğretmenler ve Sürücüler Sendikaları, işçi haklarının korunmasını ve sosyo-ekonomik çıkarlarının desteklenmesini birincil önceliği olarak belirlemelidir.

Anahtar Kelimeler: *Sendika, Çalışan performansı, Kamerun*

1. INTRODUCTION

The goal of this study is to evaluate the role trade unions play on employee-performance in Cameroon. It focuses on the role of trade unions and to what degree trade unions enhance employee-performance focusing on the teachers' and drivers' unions within Cameroon. Essentially, this chapter covers the background, statement of purpose, study objective, research question and importance of the study.

1.1 Background

Historically, trade unions have been battling for the interests of their members in area such as preservation and augmentation in wages, occupational safety at the workplace (by protecting their associates from unjust evictions), safe and favourable environmental conditions for their associates. In the African continent, unions are not excluded from persuading these priceless goals. The main tool used by trade unions is Collective bargaining, be it at the company or national level. Unions are equally involving in persuading governmental bureaus for law enactments which favour employees as well as their households (Jones, Derek, and Takao Kato, 2005).

The fundamental motivating force for establishing or being a part of trade unions and striving for collective bargaining is consequently to make even or somehow lower the imbalance of power among workers and their employers. Through this, trade unions are capable of effectuating equity, impartiality, consideration for human rights, and economic and communal equity not focusing just on enterprises but in the community at large. This is because, individually employees, are not powerful enough to request for their privileges in workstations. Also, there's enormous power and mutual benefits in unionization and communization of employees. (Clark, Kistensen, and Westergard-Nielsen, 2006).

In essence, the political, social, and economic growth of the African continent has been greatly influenced by trade union activities. Trade unions in Africa were greatly involved in the fight for self-governance on all parts of the continent in the 1960s. Nonetheless, the labour movement in Africa has been experiencing many intimidating confrontations in their attempt to safeguard the rights of workers, the vulnerable, the poor, and the weak in the society since the 1980s and 1990s. The density of trade unions remain low in most African countries and union membership has been decreasing because of the fast rate of informalisation and casualisation of work (Budd, John W. and Bhawe, Devasheesh 2008).

According to Mbide (2014), the regime of Cameroon after gaining self-determination in 1960, had endorsed in 1962, the International Labour Organisation (I.L.O) Treaty No. 87 of July 10th, 1948, which enforced the right to form associations, as well as I.L.O. Treaty No. 98 of June 8th, 1949, which protected the right to coordinate as well as negotiate unitedly. The prerogative to form associations is guaranteed, giving employers and employees the privilege to form unions as well as employers' syndicates respectively as prescribed by the Labour Code. The republic of Cameroon gained its independence in 1960. Since then, Cameroon have created three bills enacting Code of Labour which provides the liberty to associate as well as legitimacy to unify and negotiate as a team. The International Labour Organization, (ILO), Treaty No. 87 articulates in unit two inter-alia, "Workers and employers, without distinction whatsoever, shall have the right to establish and subject only to the rules of the organization concerned, to join organization of their own choosing without previous authorization."

The main role trade unions play is battling for its associates to ameliorate their working conditions, rights, salaries, and privileges. Management on its part, initiates as well as execute some human resource functions which aim at improving organizational performance and competitive advantage.

Although some claim that trade unions carry beneficial impacts on employment and work-life balance, people like Soyulu and Singh (2017), suggested that unions have detrimental consequences resulting from their actions. In addition, it's evident that workers will ask for better salaries, good working conditions

and better facilities. However, on the side of the employer it's usually impossible to grant every benefit requested by workers. Consequently, to expand the strength to bargain with the management, trade unions are created by employees. Ibid (2007), holds that apart from expanding their bargaining power, trade unions have as a goal to expand employee-performance which will consequently increase productivity.

In a nutshell, a trade union is a syndicate or grouping of employees who have come together to address and accomplish some common goals which may include the safeguarding of the trade's legitimacy, welfare of members, good salaries as well as better conditions of work and so forth (Griswold, 2010). For trade unions to bargain properly with the management, they usually create a well-defined admin organ. According to Pencavel (2009), the leadership of trade unions which is created through a ballot box bargain with the management in support of their associates, when the two parties come to a compromise, contracts are signed which are often called Collective Bargaining Agreement (CBA). Such contracts could encompass rules and regulations, upgrading and degrading of employees, recruitment, and dismissal processes, remunerations and so forth.

Contemporary historical events concerning trade unionism within the African continent spotlights the fact that unions are gradually becoming more involved over the organization of the private economy because of numerous motives. However, the private economy poses significant inconveniences to deal with due to its congenital aspects. As reported by the annual survey of Violations of Trade Union Rights in the Commonwealth Countries (2007), majority of less developed nations are witnessing a rapid growth in their private sectors which is broad, varied in relation to activity as well as occupation. This can be qualified as innovatory, vigorous as well as a giver of opportunity where people with entrepreneurial abilities can explore. However, this sector is often faced with dictatorial working conditions which are not secured; salaries are not regulated and it's common to see those who are self-employed under the poverty line. Also, a lot of restriction when it comes to accessing social services, education as well as government-provided social security. It's also common to see abuse as well as the violation of employee's rights. A larger number of workers who

depend as well as own accounts in the private sector don't use it as a steppingstone for enhancement but only as a means of survival. Consequently, the need to form and belong to a trade union is imperative.

Cameroon has a wealthy and telling past concerning the labour movement. Before and after independence, Cameroon was characterized with a good number of freebie sovereign trade unions, most of these unions were found in the estates within West Cameroon. We also had a good number of trade unions in East Cameroon for instance Union des population du Cameroun (UPC) which later transformed into a political party.

On this basis, the main target of the study is therefore to explore the role played by trade union on employee-performance in Cameroon. In addition, we shall identify key challenges and evaluate the core strategies towards improving employee performance within the Cameroon Teachers and Drivers Unions.

1.2 Significance of the study

The expectation is that the study will give a wider comprehension as regards the concept of trade unions. It'll aid employees to inform the management on what they need at the same time looking for possibilities of enhancing their job performances. This entails that it will contribute to wider employee-performances in organisations because it creates subtlety on the activities of trade unionism. It also helps employees to have a good comprehension on the role trade unions have on their overall individual performance.

1.2.1 To Researchers

This study will help researchers who intend to carry out further research to understand the connection between employees and trade unions. Additionally, this study will contribute to the existing body of knowledge in academic research in the areas of trade unions and employees-performance.

1.2.2 To Trade Unions

It will help these trade unions to better understand the importance of working mutually as trade unions for the good of employees and their organisations.

1.2.3 To Students

This study will provide insights to assist scholars to acquire deeper comprehension on trade unions and employee performance by giving them reasons to form and or belong to one in the future.

1.2.4 To Policy Makers

The study will help the government to better formulate management policies on how trade unionism can function within the different sectors as well as come up with the best management styles that could significantly influence the performance of its employees.

1.3 Statement of Purpose

It is important to note that the backbone of this research is to examine the role of trade union activities upon employee-performance, considering the significant role of trade unionism in the public sector in policing the employer-employee relationship; thus, this prompted the need for undertaking this study.

It's evident that trade unions have a vital role to play in the general employee-performance of organizations via the ways they effect employees individually. According to Pancavel (2009), trade unions promote and protect communal interest of their members and assist in solving problems that members may have with employers. Unions battle for better salaries for their members and assure that the working conditions are good (Griswold, 2010). Because of the vital role played by trade unions, employees can enjoy the benefits of collective bargaining. Individual employees face their employers as a team which give them an unbelievable bargaining power.

Notwithstanding, it doesn't imply that each firm or institution is unionised. A lot of proprietors especially smaller and mid-size enterprises in most cases, try to suppress the formation of unions in their establishments. It's very essential to understand that the operations of labour unions within an organization have some positive values on employee-performance and overall organizational productivity (Cote, 2013). Thus, since unions make sure that workers earn decent salaries and work under good conditions, workers morale can be boosted

which can act as a motivation for them to perform better. Additionally, if unions are successful in negotiating for good salaries, the board will readjust other factors of production for instance capital as well as labour to improve productivity and the coverup for increase in the cost of labour. Therefore, trade unions are capable to improve employee-performance. Regardless, labour unions might likely reduce employee-performances if it does not work for the good of the workers and the organisations. Unions usually employ strike actions when negotiations fail to produce peaceful results, during such periods productivity decreases drastically and employee performance not visible (Cote, 2013). Workers rely on the nature of an organisation to carry out divergent assignments. They mostly carry out tasks such as, production, research, buying, publicity, trading, manufacturing, shipping, distributing, financing, and accounting, public relations, and human resources. Regardless of these duties carried out by workers, unions are faced with the challenge to expand tactics in enhancing workers' performance.

The Cameroon Teachers' Trade Union, (CATTU) does have a strong trade union representation. Notwithstanding, the proliferation of other trade unions within the teaching profession makes it difficult for them to fight for a common and collective objective. This is surprising because trade unions are supposed to be powerful organs that should be united and have a single voice in advocating for the benefits of workers. This explains why in most cases, these many teachers trade unions end up in strikes (peaceful and violent), the Guardian Post Newspaper Online (2017). At the level of driver's trade unions, the fragmentation, which is often influenced by politicians and administrators make it difficult for them to stand in one voice when articulating for a common goal. These employee trade unions are supposed to use their office to enable them battle for their privileges as well as presenting injustices collectively to the highest administration of the country and at regional levels. Unions by virtue of their creation can articulate the interest of employees and the capability to advance the activities of their employers. For instance, in 2016 all stable and part time workers of both public and private schools in Cameroon went on a strike demanding for educational reforms that meet up the Anglo-Saxon education which lasted for months. Union members protested in opposition to

the unsatisfactory administration, the harmonisation of the English curriculum with that of the French curriculum and demanded that government respond and take an immediate action before they could resume work. It's vital to comprehend that after several months of protest, the regime stepped in and started providing measures to address the situation.

Congruent with Cote (2013), a study on trade unions and the role they play on employee-performance insisted that the main motivation behind workers adherence into unions is the gains that come with collective bargaining wherein they procure a kind of monopoly. This helps employees in increasing their bonuses alongside defending their rights. The formation of union by employees also plays a major role in enhancing productivity at their job site.

In conformity with Bryson (2005), who carried out a study on the association between workplace performance and trade union representation in the United Kingdom established that, trade unions are highly involved management hence they contribute positively to employee performance within businesses. These can be attributed to the gains that comes from collective salary bargaining managed by unions compared to other types of bargaining as well as agreement which may result to anticipated communal benefits.

In accordance with Thompson (2011), who conducted research to demonstrate methods used by a trade union to attain improved employee-performance in Kenya. Thompson's research was focused on the construction as well as the mining sectors in Kenya from 2000 to 2010. To Thompson, protest is the most preferred means through which most trade unions in Kenya articulate their interests. He found out that anytime officials of trade unions notice unwillingness by the administration to take part in negotiations, they call on their associates to stay absent from work. According to Thompson (2011), the impact of such labour protests was huge losses of income by the firm because productivity level during periods of protests would be very low. These studies cited above have highlighted some major factors in trade unionism, productivity, and employee performance. There was however no genuine statement as to how trade union workers can use their unions to boost job performance in complete terms. After recognizing awareness gaps in the preceding directly linked studies, this research tried to answer the following

question, “what is the role of trade unions on employee-performance in Cameroon?” with particular focus on teachers and drivers trade unions.

1.4 Research Objectives

Main objective of the research is to determine the role of trade unions on employee performance in Cameroon.

Specific objectives are to assess the reasons for joining a trade union in Cameroon, to assess the core mandates and strategies used by trade unions to promote employee-performance in Cameroon and to assess the effect of trade unionism in improving employee-performance.

1.5 Research Questions

It's important to pose some necessary research questions:

- What are the reasons for joining a trade union?
- What are the core mandates and strategies used by trade unions to promote employee-performance?
- What is the effect of trade unionism in improving employee-performance?

2. LITERATURE REVIEW

This chapter reviews theoretic literature on the role of trade unions on employee-performance. The study was conducted with precise objectives in mind; to assess the reasons for joining a trade union, to assess the core strategies used by trade unions to promote employee-performance and to assess the effect of trade unionism in improving employee-performance. This chapter is organized in three major sections; conceptual framework/background of trade unions, trade union: link with the literature, and trade union and employee-performance.

2.1 Conceptual Framework/Background of Trade Unions

The economical breakdown for trade unions holds a lengthy existence in the bygone times of economic theorization. Ideologies regarding the duties, characteristics and nature of trade unions could be tracked backward to the economic literature of the 19th centenary. Notwithstanding, the demeanist and the initial neo-classical business analyst did not give much time to the economic review of trade unions. According to Jevons (1882), the basic reasons for this was because of the believe that research on establishments like trade unions were not included in the fundamental realm of economic research.

2.1.1 Trade Union: What a Trade Union is

A trade union (or labour union) is a group of employees that've decided to form an alliance to attain mutual objectives such as better workplace conditions. Also, it could be a company whose workers appertain to the same trade and have decided to work as a team to tackle common problems. A trade union could as well be explained as a set of workers that have united to battle for common purposes for instance better working facilities, salary, wages, better job conditions etc. (Befort and Budd 2009).

According to the Webbs, as cited by Jackson (1983), a trade union can be described as a sustainable alliance created by employees aiming to preserving and enhancing the working standards of its members. Different writers have defined trade union in many ways. A trade union or otherwise known as labour union in simple terms is an assembly of employees who have merged for the purpose of battling for their collective objectives for instance protection and promotion of common benefits via unified moves. Trade unions use their executives to negotiate with the management for the sake of their associates, they also bargain for good employment agreements etc. The procedure for negotiation of salaries, complaint process, working conditions, and job security is known as collective bargaining.

Throughout history, collective bargaining and union representation has been the main reason to the development of a consistent work force in developed markets and permitted employees to obtain a fair portion of the wealth they produce; they aid employees to secure job security and upgrade their working conditions. Amendments in the social, educational, and political atmosphere with respect to understanding of rights namely the collective bargaining rights, rights to organise as well as rights to handle agreements patterning to a project – have giving employee the morale to assume responsibility for the protection & promotion of employees' benefits. Therefore, the introduction of the minimal salary, criteria for compulsory working hours, arrangements for security and health, security, and general advancement in working conditions, trade unions have become vital in enhancing the standards of living of employees (Rao, 2010).

2.1.2 The Concept of Trade Unionism

According to Soylu and Singh (2007), there exist two specific schools of thought on trade unions. The first school of thought claims, trade unions are mostly set up simply to create an impact on the associate's working conditions, bonus, salary, better facilities etc., all these done at the detriment of productivity and dedication to work. Contrarily, the second school of thought affirms that, unionized establishments have improved employee-performance along with greater amenities for the workers unlike non-unionized establishments. Soylu and Singh (2007), further explain that while one group of

analysts see an unfavourable effect of trade unions on establishments, another group of analysts see a bright side to trade unions. While some analysts insist on the negative role of trade unions on employee-performance such as job losses because of trade union salary effects, others believe that trade unions have profitable political and economic outcomes. A good number of experts feel that collective bargaining will result to elevated worker-performances hence a rise in production.

The above explains why Freeman and Medoff (1984), additionally asserted that trade unions contribute positively to worker-productivity. They've discovered that productivity and employee performance are higher in unionized institutions than in non-union institutions, while only a few records have shown a low level of productivity. Higher performance is due to a decrease in the turnover level under unionized institutions, improved managerial-performance because of union challenge, and overall coordinated labour-management relations at the level of the firm.

Lua, Tao, and Wang (2009), on their research discovered that there is a positive and measurably important role that trade unions play on employee-performance and labour productivity, but not on profit-making. Their research equally discovered that, even though unions don't directly add to positive salary gains for the employees, they improve worker-benefits, increase signing of formal job contracts and consequently more amicable work relationships.

2.1.3 Characterizing Trade Unions

The fundamental characteristics of trade unions include:

- Corporation of independent employees or workers.
- A Trade Union is an everlasting formation of employees hence it isn't temporal.
- Trade Unions largely highlights joint, collective negotiation and coordinated actions.
- It's created for safeguarding as well as promoting a variety of benefits; economic, political, and social -of its associates. However, the economic benefit is the predominant focus with which unions are concerned.

- It accomplishes its goals via group efforts and collective actions. The principal instruments used to accomplish their goals are collective bargaining and negotiation.

2.1.4 Importance/Functions of Trade Unions

Trade unions are tasked with the protection of employee interests as well as the terms of their labour contracts.

The main tasks of trade unions are to protect the interests of their employees and the terms of their labour contracts. The primary obligations of a trade union are:

- Negotiate for greater working conditions and better salaries for its associates.
- Giving managerial propositions on individual practices and rules.
- Assisting employees to have more control in the enterprise.
- Defending its members against favouritism and injustice in companies.
- Aiding employees in every matter that contribute to workers' interests (Rao, 2010).

A trade union's goal, therefore, is to protect employees' interest, hence, trade union engagements are made through collective action with focus on agreements as well as awards to safeguard worker productivity assessment and payments that are related to performance (WCOTP, 1989; BTU, 2009 and Swarnalatha and Sureshkrishna, 2011). Involvement of unions can also be via deliberation in the development, the application, the analysis, and adjustment in any matter that involves its associates. The union is also tasked with protecting members from unethical labour practices, advocating for training of members, provide incentives to workers, for instance reduction in working hours, medical care, and legal advice.

2.2 Trade Union: Link with the Literature

According to Bryson (2005), employee-performance, workplace practices, productivity and labour market institutions seem to work well in unionised

organisations. Several factors can be utilized to determine employee-performance. According to Ajibola (2018), professional qualification influence employee-performance. As stated by Ajibola, qualification include training, education, and development towards acquiring a certain degree of competence which improve working capacity. Experience is another factor that increase performance. Based on Bhargava and Anbazhagan (2014), education and experience influence employee-performance in varied standards as employees with average to high experience always perform better, individually, and collectively than employees with lesser years of experience. Other variables that influence worker performance dominant include the working environment, the kind of equipment and tools used to carry out the tasks, availability of supportive products and materials, support from co-workers, job security and motivation (Aguinis and kraiger, 2009).

In consonance with Aguinis and Kraiger (2009), differences in employee-performance depend on three main considerations; these are procedural knowledge, declarative knowledge, and motivation. Declarative knowledge deals with knowledge about objects, facts, and principles. It outlines the knowledge of a particular job's requirements. Procedural knowledge involves skills to comprehend what to do and how it should be done. Workers need some specific technical skill to be capable to complete a given job. An organisation can have better access to these standards if these critical variables are embedded into the functions of its trade union. Motivation/compensation is one of the main pillars behind every human venture. Workers perform better when they are constantly motivated. All these determinants must be available for optimum employee-performance. It is essential that trade union include all these factors for optimal employee-performance and productivity.

2.2.1 History of Trade Unions; Type/kinds of Trade Unions

It's important to trace the origin and evolution of trade unions and elaborate on the various types of labour unions.

2.2.1.1 History of Trade Unions

We cannot talk about the bygone days of trade unions without mentioning the Guild System in Europe which aimed at defending some trades through the

supervision of skill-mastery as well progress. Even though the connection within unions and guilds isn't perfectly straight, it's sometimes argued that guilds are the forebearers of trade unions. It was the first illustration of employees organizing in accordance with their own rules rather than those of their company. During the twentieth century in Europe, the Industrial revolution brought in workers who previously stayed in their houses to quit farming and work in factories under very horrible conditions and on a very low pay. The labour movement portrayed the disparity that existed between employers and their employees.

Though trade unions were restricted in most nations for several years, many saw it wise for employees to come together and form corporations with the intension of strengthen them. Those who tried to organize trade unions were being punished but it did not stop unions from being created. Unions began to gain political strength leading to the creation of a body of laws which legalized and systematised the relationship between employers and employees and today, a government's ban on trade unions is considered as an abuse of human rights though the practice is effective only in countries with democratic regimes. Many democratic nations have many trade unions, as opposed to most dictatorial regimes who have none or few (Budd, 2004).

2.2.1.2 The Growth of Trade Unions

According to Inoue (1999) and Glennis (2005), when task of trade unions was extended from pattern bargaining onto functions controlled through representation along with voice of employees occurred in contradiction of the scope of dense trade unionism, this became very popular in Japan and mainland Europe. The position of trade unions was fortified by the large members they controlled as well as the fair dispensation encouraged by unions in enterprises and public sectors, granting them additional strength to cooperate or negotiate and to obtain successful end results. In addition, BOPA (2002), asserted that the panel basically disregarded the directives of vision 2016 on salary distribution which called for an extra fair salary distribution that guaranteed the involvement of as many persons as possible in the economic accomplishment.

Amid the cases motioned by the trade unions was the South Africa Airways which did a compulsory test on employees before employing them. However, a

contrasting example was handed to the colloquium by Johan Strijdom, Human Resources Manager of Ford Motor Company, he outlined strategies that the firm apply in partnership with trade unions in South African as well as focused on fighting AIDS within the company. Privacy was guaranteed, so employees could confidently get tested smoothly in the organization's health centre (ILO, 2001). One of the main roles of trade unions around the globe is training. To build up the union and ameliorate its numerous purposes, the training of official as well as member is necessary. Especially in recent years where trade unions are increasingly participating in economic and social problems, it has become increasingly important for unions to carry on with their tutoring activities for both members and leaders.

The Workers' Education Programs of the Bureau for Workers' Activities (ACTRAV) of the ILO which is aimed at giving assistance to trade unions to boost their tutoring curriculum. These programs will enlarge membership as well as activities that can boost their capability to protect member's interests. Unions therefore play a substantial part, as they pressure employers to release these obligations. Trade union defence on job security and high wages plays a big role, reason being that it provides a stimulus to the company to invest in expertise to improve the productivity of the employee (BTU, 2009).

2.2.1.3 Types/Kinds of Trade Union

As stated by Jackson (1983), many scholars have sought to come up with various kinds of trade unions, notably; the craft union, which is the first with its roots originally linked to 19th century's 'model unionism'. Then came the industrial union wherein different alternatives can be brought out; one which is 'monopoly industrial union' that arranges the members of staff in a particular workspace or industry, the second on the other hand is the 'single industry union' that doesn't classify its members of staff in a particular workspace rather it sets a restriction to the number of employees to that workspace. Next was the general union which was made accessible to all members of staff not minding their workspace, level, even their location. Another was the occupational union which came as a controversy when contrasted with the craft union base on the stronghold that acceptance or access is granted with regards to educational performance.

- The Craft Union

The craft union was the first ever kind of trade union to exist. This union classified workers according to the specificity of their trade and knowledgeable levels of their skills. This union was quite different from the industrial union where workers of the same business were classified under the same trade union without taking into consideration their skills differences they possess. For example, all plumbers to the plumbers' union (Hunter and Mulvey1981). Another good example is the musician trade union. The Cameroon taxi drivers trade union fall in this category.

- The Professional and White-collar Unions

They deal with professional (or white-collar) employees and may be industrially or occupationally aligned. This type of unions has some certain qualities that are similar to the craft trade unions. For example, lawyers, teachers, bank workers etc. The teachers trade unions in Cameroon which is one of the focuses of this research belong to this category. In Cameroon, teachers working for government and the private sector (white collar jobs) are grouped into syndicates (Mulvey, 1981).

- Industrial Unions

These trade unions classify employees as trained and untrained, recruited in a particular field such as steel and railways. Most often they are referred to as upright companies that's because they involve members in a particular field whether trained or untrained. As per time reviews it shows that gallants of industrial and labour employees were good instances of this kind of union (Ibid, 1981).

- General Unions

Access to general unions is easy to obtain and everyone can be a member of these unions. Agreeing with Hunter and Mulvey (19810), a general union does not have limitations when accepting its members. For example, we have the Australian Workers Union. General unions are usually formed when trade unions move from their original locations. In the case of British sample, they created EETPU which was later merged with the AEU that is trade unions for

Engineers which is now known as AEEU, initially a craft union from (Hunter & Mulvey,1981). With the case of Cameroon, we have trade unions for folks working with the private sector of the country which can be termed or placed under general union.

2.2.2 Trade Union Activities in Cameroon (History, Legal Framework)

According to Temngah, (2008), many Cameroonian groups came up with the zeal for political space which later made them to go beyond their original plans and goals thus adopting the idea of oppression thereby depriving group and personal rights. To him, this feeling was geared towards the aim of national unity and integration. This could only be achieved through having a single political party which was brought into consideration by leaders after the colonial era in Africa. The outcome was authoritarian and autocratic administration that became known in most parts of the African continent in the period of the cold war. Despotism was being practiced in most institutes especially the labour movements, which was condemnatory of the country in its pursuit for growth, was forbidden. This describes the origin of the central labour movement known as National Union of Cameroon Workers (NUCW), which was named as a tribute to the lone political group Cameroon National Union (CNU), Afterwards, then came the Cameroon Trade Unions Congress (CTUU) which was controlled by the leading political party of the country Cameroon People's Democratic Movement (CPDM). But then because of the 1990 liberty laws that led to the establishment of many political parties, there was multiplicity of trade unions in the nation.

Still, the activities of trade unions in Cameroon like in some authoritarian nations work according to the pace of the state. The current legal structure of the nation gives the government the power to subdue any consortiums which are not under its jurisdiction and to sue the unions if any of them violates any law (Law No 92/007;1992, Decree No 93/574;1993, Kaptue, 1900).

The United Nations Organization enacted the Universal Declarations of Human Rights in 1948 that encouraged the activities of trade unions by granting the liberty to form syndicates or groups. The 1948 and 1949 accords adopted by the International Labour Organisation concerning trade unions especially Accord

No 87 which talks of liberty of syndicates and guarantees the right to arrange trade unions, also Accord No 98 which stipulates the idea to organize and rights to unanimously agree. All these ideas were brought in Cameroon during pre-colonial and post-colonial periods. The preambles of each Cameroon's constitution notably the Federal Republic of Cameroon, The United Republic of Cameroon and the present Republic of Cameroon brings all these concepts.

During the liberalization era, what marked it was the appearance of numerous independent trade unions, public and civil services particularly in the sector of education (Konnigs, 2003). During this era trade unions that were newly created from the inability of older ones to fight protect interests of employees faced resistance from the government. For instance, the Secretary General of CCTU Louis Sombes was forcefully stripped off his position in 1994 and thrown into jail, on the other hand the founding president of SYNES a trade union concerned with education Jongwane Dipoko was assaulted by armed men, another case was Isidore Noumba and his Secretary General who faced disciplinary sanctions at the University of Yaoundé which included two years with no salary (FUC, 1997). The Teachers' Association of Cameroon (TAC) that had recorded some achievements as its request for the creation of the General Certificate of Education (GCE) Board was finally approved, vanished suddenly. In September 1993, a confederation of Anglophone Parents wrote an appeal to the President appealing that he uses his influence to put a halt to the cultural massacre.

According to Nyambo (2008), there has been a prolonged quarrel between Cameroons Teachers Trade Union (CTTU) and those of the private sector in the educational milieu. To him, this problem started because of the reduction in salaries teachers experienced accompanied by the devaluation of the Francs CFA in 1994 which somehow brought a restriction the rights of employees.

Even though the legislation has now made it possible for the trade unions to carry about their activities separately, still some of these unions are unable to carry out their activities because of lack of means. In this case we can broadly classify unions under two classes: those that are for the government and those that are outspoken and against the government. Most times the leaders of these unions entered into partnership with international trade unions not for the

benefit of the union but for their selfish interest. Employers keep upcoming with different survival scheme plans though there 1990 liberty laws made it possible for an increase in trade unions. Throughout this era, unions agreed to disagree. National security carefully watched how the trade unions operated wherein the unions were already suffering from oppression and internal quarrels. Despite all these, trade unions still struggle to practice organised continuity and vocational capability to bring forth their plans.

Conforming to Temngah (1995), after the return to multipartyism in 1990, C.P.N Emmanuel Etame Ndedi and Vewessee, who were both trade union leaders, started a legal proceeding to make trade unions completely free and independent in the Republic of Cameroon. Then in 1993, many trade unions came out which demonstrated the freedom of the labour movement. The period after the one-party system, was characterized by the declaration of legislations on different types of liberties and freedoms in the domains of social life like personal media, unions, NGOs, democratic system etc. Still the freedom and liberty searched by unions was still unachievable.

In Cameroon, all the different legal instruments within which union liberty has been enshrined in because of the 1990s spirit concerning trade unions have portrayed an extremely liberal image of union action. It should be noted that with reference to Convention no. 87, unions were supposed to be created freely without being pressurized by any external force. In Cameroon, there's a default in pedagogy concerning the activities of trade unions. Irrespective of the rise independent of trade unions like the Syndicate of Teachers of Higher Education (SYNES), Syndicat Nationale Autonome de l'Enseignement Secondaire (SNAES), the Teachers' Association of Cameroon (TAC), the Cameroon Public Service Union (CAPSU) together with l'Association Nationale Autonome des Chauffeurs d'Autobus des Taxis et des Cars du Cameroun, there's a decrease in the endeavours of trade unions. (Temngah 2008).

Workers in the public service and opposition parties have how not been able take a firm stand against the regime. The English community together with churches, and the Confederation of Anglophone Parents-Teachers Association of Cameroon (CAPTAC) rallied behind the Teachers Association of Cameroon to battle hard for their own independent general certificate education

examination board which was handed to them in 1993 but then much has not been done to safeguard and keep this achievement. Those who work with private owned media companies suffer from a media law of 1990 which is oppressive; still they have been unable to organize themselves into a united trade union front that can defend their rights, benefits, and their goals. What we regard today as Union of Cameroon Journalists, isn't recognised by several other newsmen even retired ones.

The 1990 liberty laws on institutions combined with 1992 labour code made provisions for the advancement of trade union actions but on the contrary, there is a decrease in trade unions extension throughout the whole national territory. The roles unions can play in the growth of a nation was highly stressed on in the Cotonou agreement that is the ACP-EU. In case trade unions do not get their certificate of registration from a trade union registrar, they won't be allowed to perform their activities. Article 6 (10) of the labour code stipulates that anybody who goes against the law has a high risk of facing jail term. Article 11(1) of the same labour code stipulates that the registrar has a period of one month and above to provide the union with a registration certificate. Most times these laws are not put into practise because the government will not just give out acceptance receipt of the application. Again, applications to register trade unions must take awareness of the original laws. The state holds the monopoly of decoding these laws and are often interpreted in the favour of the state whereas they would have taken all these laws under one code.

The puzzle to be resolved here is knowing the important role trade unions in Cameroon played after the one-party period. Firstly, we need to ask, what laws permitted trade unions to work? What can be done to empower trade unions in Cameroon who are failing in realising their objectives for them to meet up with the goals of sustainable growth in the globalization context? In an environment like this, Temngah (2001), Khan-Freund (1972) laid emphasis on the fact that trade unions should keep their members and fight through and dare the nation in the capitalism globalized context with all the great difference wherein great political and economic leaders are on top.

2.2.3 Theoretical Framework/Background

As far as trade unionism and the entire labour organization is concerned, several theories have been advanced by various scholars. Two important theories of trade unionism are used to direct this research which include, the standard economic and the industrial democracy theories. These concepts give significant foundation to comprehend the functions and purposes of trade unions in a work environment. It's crucial to comprehend concepts of trade unions so as to have the capacity to describe why they exist.

2.2.3.1 Standard Economic Theory

Equally called the expected utility theory Gabriel Cramer (1728) and Daniel Bernoulli (1738), came up with this theory, as cited Dubofsky & Dulles (2010), The Standard Economic Theory holds that humans are egocentric and so they give preference to some goods and services over others, in a like manner they prefer to spend more of pleasurable moments and stay away from dangers. People tend to be critical in making decisions and this makes them to always search for ameliorative ideas since they have limited means. This whole concept is what caused trade unions to keep fighting for the wellbeing of workers especially when it concerns their pay cheque and excellent working conditions (Hafford, & Koops, 2009). This shows that for there to be an increase in the paycheck of workers as concerned by the trade unions there must be a rise in the cost of production. Reason why the trade unions of teachers and drivers in Cameroon which happens to be the focus of this research has the right to seek for the protection of their members.

In 1944, Henry Simons had a contrary view about this concept, he characterised trade unions as arranged monopolies which are not safe. He came up with the fact that trade unions restrict the activities of companies thereby increasing cost of production. All these surfaces from the evidence that trade unions gain too much liberty which can later lead to a wreck and injustice just for them to attain their objectives. This is clearly seen in the focus of our study, as in 2016, the teachers trade union in Cameroon led a peaceful strike which gave birth to violent child known as the anglophone crisis. Simons also said that trade unions can make industrial capital to come under a halt and destroy the industry by making labour very expensive. Again, he claims that trade unions tend to

exploit customers by making the final product expensive since companies put all labour costs to the final consumers.

Nevertheless, companies don't really get to put the weight of the labour cost on the final consumer by raising the cost of the product. Companies need to act on increasing the salary of its employees by doing a modification on its capital and other manufacturing inputs according to the monopoly view of unions. This modification must continue till when the marginal labour becomes the same with the salary rates (Williams, 2004). Considering these points, we tend to realise Simon's concern that trade unions put a limit to company's output, whereas it turns out to increase in the future. Companies can easily go bankrupt if it turns out that despite the salary increase of their workers, they can't still get more from their workers. This concept makes assumptions on how people try to get benefits. For example. This theory makes us to realise that workers when they are hired in a company will want to register or belong to a union. The reason they register in trade unions is because they want to protect their self-interest like good salary and favourable working conditions. Still most workers want to belong to trade unions to avoid the difficulties faced by those who don't belong. From this idea we tend to realise that trade unions can help in the increase of the workers in their companies and if it is put into practice effectively it will increase the worker's overall performance in their place of work.

2.2.3.2 Industrial Democracy Theory

The concept of industrial democracy of trade unions was brought together and made public in 1897 by the British Socialist Wing lawyers called the Webbs. The Webbs viewed trade unions as out stretch of democracy from the political sector to the industrial sector (Devinatz, 2011). Thereby making trade unions look like instrument or better still means workers used to express their rights for better salaries, good working conditions and better employment contracts. This is so evident in the Cameroon context where we find the first trade union after independence eventually turned into political party after independence with French acronym of; Union des Population du Cameroun (UPC). wherein workers jointly voted for a spokesperson who oversaw doing bargains for them. From a democratic point of view, trade unions are classified as pressure groups

whose benefit formulation depend on populist practices like calling for strikes and collective bargaining most of which are accepted in societies that practice democracy.

Devinatz (2011), states that trade unions come up with strategies which labour draws in capital in good working conditions which will be beneficial to both the employer and the employee. In communities where democratic practices are high held, individuals do not decide based on their individual impulses, instead all the collaborators involved are consulted so that the decisions made should be favourable to the majority or everybody. So, for deals to be sealed and favourable, unions make it possible for employees to be part of the dialogues, discussions, and negotiations. Trade unions can be seen as medium or platform wherein employees or their representatives can rely on for corporate administration when it comes to the creation of good workspace and where workers' collective benefits can be done. With the case of Cameroon in 2016 the Teachers Trade Union did not just call for changes but also called on the national education forum where all stakeholders will dialogue for a way forward. In 2008, the driver's union went on a national strike calling for a reduction in fuel prices.

2.2.4 Reasons to Join Trade Unions

Joining a trade union is an individual call, employees might want to join trade unions for the following reasons from a general point of view.

2.2.4.1 Greater Bargaining Ability

Freeman and Medoff (1981), stated that a union's bargaining power is sponsored by the number of employees they represent and leads to an increase in union salary. An independent worker can't negotiate with the company alone since he or she has a lesser power of negotiation, so he or she sees joining a trade union as a safe side. For a company to take the plight of its workers serious especially when it comes to having a good working environment and good working conditions, a trade union is the best option.

2.2.4.2 Minimize Discrimination

Many workers experience segregation maybe because of their race, colour, nationality or ethnic origin, cultural differences which exposes them to xenophobic attacks, religious and ethnic wars and even racism in their workspace in particular and society in general. Even though many nations are in accord with the ILO conventions 100 and 111, which brings into visibility universal criticism on discrimination in employment and bringing to light that a political will exist. There have been uncountable situations where an employer has illtreated an employee on the base of their religion, caste, and gender this is where trade unions step in order to protect the right of the employee and ask for equal treatment of every employee. The labour resolution of the management is strictly followed, and its impacts are positive when it comes to a decline in inequality.

2.2.4.3 Sense of Security

Employees become members of trade unions mainly to be on the safe side, this is because the more the sense of security at the job side, employment stress is reduced and vice versa. Employees are sure that trade unions can get to defend joblessness, health issues and injuries. Trade unions also protect the retiral interests of the workers and put pressure on the employer to ameliorate welfare services that will be beneficial to the workers (Rao, 2010).

2.2.4.4 Other Reasons to Join Trade Unions Include

- Studies on new policies and campaigns particularly for the government and its associates can be carried out by trade unions.
- When an employee joins a trade union, the union assist in protecting the job of that member, since the association is there for protection of the interest of its members.
- Trade unions make sure that safety and health regulations should be in an organization. Workers should have access to a secured job and working place.

2.3 Trade Union and Employee Performance

In consonance with Van Vuuren, De Jong and Smulders (2020), employee-performance is a procedure of giving constructive assessment on whether a worker is flopping, reaching, or rather surpassing the aims as well as obligations appertaining to their work description. The feedback of this assessments is necessary so that they can make workers to be fully conscious of their job requirements, and areas that should be improved. Trade unions have a responsibility to upgrade the performance of employees since they are responsible for motivating the workers. The procedure of assessing the performance of workers can be measured through different criteria for example character, discipline, output per hour, either an increase or decrease in work quality and the degree of engagement. When these criteria are used, it is easy to bring out the performance of each worker. There are two forms in which workers performance can be evaluated, there is the traditional and modern methods. Nowadays performance is evaluated by methods which include, Management by Objectives (MBO), the 360 Degree Appraisal as well as Behavioural Anchored Rating Scale (BARS) (Atkins and Conlon 1978).

2.3.1 Trade Union Strategies

Promoting and guarding the socioeconomic and ethical rights of the workers turns out to be the primary aim of trade union. Alliance building, collective bargaining, organizing and collective actions with other social actors are the strategies used by trade unions to achieve these aims (Rutherford, 2002). According to Renaud, (2007), the role trade unions have played to establish the well-being of workers can't be under-looked. Over the years, the activities of trade unions have helped in securing the interest of employees. Trade unions go through a lot of challenges still they try to handle and intervene in the problems of their members.

2.3.1.1 Organising

The point where all union activities go round or better still circulate is known as Organizing or group mobilization. All the time when employees asked for a just and fair society, its being done by means of Organizing. All the challenges or problems employees faced can't be handled individually and trade unions have

understood that. The greatest problems faced today by trade union organizations is how to expand trade union membership to all businesses to build and maintain a united labour team (Budd and Bhavé 2008).

2.3.1.2 Collective Bargaining

The core of trade unions and industrial relations is collective bargaining. Collective bargaining has four general basic presumptions which are, the principle of collectivism in other words togetherness wherein they believe that they can only achieve collectively, this principle is as opposed to individualism that collectively there may be purposeful achievement. This in other words means that the challenges faced by employees at their places of work, trade unions can solve those issues. Cooperation which is opposing to competition is the next principle. Another is solidarity or better still assistance instead of working individually. The factor which inspires collective bargaining is both social and economic justice and equity (Budd, 2008).

The most important service which trade unions render to their members is collective bargaining. The collective bargaining procedure has been practiced by many trade unions to come to dialogue or to agree on the criteria that govern labour ties and recruitment for their own associates. Collective bargaining remains one of the three supreme strongholds of industrial ties. When the expectations or desires and demands of workers are not attained through personal action, collective bargaining becomes necessary (Asch, 2002).

2.3.1.3 Collective Action/Industrial Action

The main instrument used by unions to negotiate with the management and tackle issues concerning their members is known as collective bargaining. However, when collective bargaining fails to give the desired results, unions have no other choice than to use industrial or collective action to back their claim. Those actions are usually in the forms of riots as well as protest. Each negotiation session faces the threat of resulting to a revolt, this reflects capability of employees and their unions to inflict losses on the management as they can resign or withdraw from their duties. Collective action is amongst the most vital instruments used by trade unions (Baker 2001)

2.3.1.4 Alliance Building

In compliance with Adu (2003), Trade unions have constantly seen the necessity to always interfere in governmental decrees and recommendations. The reason for such interferences is to influence and change governmental policies so that they can be favourable to employees. There're more compatible associations in the public sector that trade unions can partner with as strategies to achieve their task which is the protection of employee interests. Trade unions have been successful on many occasions to form alliances with governments as well as political parties.

A good example is the case of Ghana in the 1960s where TUC formed an alliance with Kwame Nkrumah's Convention Peoples Party (CPP). TUC benefited so much from its partnership with Nkrumah and the CPP. However, TUC lose its rights to self-determination, it was no longer regarded as a trade union movement. Because of this and other motives, a non-political was introduced in TUC's constitution. Another good example is the situation in South Africa where The Congress of South African Trade Unions (COSATU) created powerful partnership with the South African Communist Party (SACP). As well as the African National Congress (ANC). This tripartite partnership gave COSATU the impetus to impact economic, social as well as the South African labour market policies (Oheneba, 2000).

In conformity with Oheneba (2000), Trade unions must, however, evaluate their power and influence before joining these alliances. Because of its alliance with CPP, TUC lost its sovereignty reason being that in that era the party was mightier in terms of population. COSATU is a strong associate of the triple coalition since it has so many members and because it's distributed all over the south African enaminic network. Trade union only obtain those type of powers from a lager membership base.

In line with George (2001), It is quite not easy to comprehend the importance of arranging or huge mobilization, reason being that the principal instrument for unions which happens to be collective bargaining, can't be practical without organizing. collective action or riots, which is sometimes used to justify the desires for better working conditions and wages, cannot lead to any positive outcome if union membership is low. Unions are not eligible for any coalition

with mighty partners if they are frail or not strong enough. If trade unions aim at surviving the capitalist aggression and keep on with growth of their activities, they have no other option but to organize.

2.3.2 Employee-performance

For institutions to make every attempt to assist and uplift the entire productivity, worker's performance is very essential. In general, Performance may be categorized into five important components which are: planning, monitoring, developing, rating, and rewarding. In the planning stage, goals are set, plans are developed, and the outlined assignments are programmed to attain the objectives. At the monitoring stage, the goals are regarded to observe the level at which you are performing to attain them. At the Monitoring phase, performance is calculated regularly, and feedback is provided to workers so that they can know their level of advancement towards accomplishing their objectives (Anderson, 2003). Monitoring or surveillance gives the chance to assess the level at which workers are reaching prearranged measures and to make modifications to measures that are not realistic. In the developing phase, workers who are performing poorly are expected to be improved. Throughout the observation and preparation of this project, insufficiencies in performance become visible and could be tackled. The test is to outline the performance of workers. This might be good for studying and assessing performance over time or amid different employees. Institutions should understand who their very best actors are. In the end of the cycle is a rewarding phase. This phase is meant to reward and acknowledge remarkable behaviour like a hat that is preferable than desired.

2.3.3 The Role of Trade Unions on Employee-performances

To understand trade union activities Morikawa (2010), examines the relationship that trade unions share with worker efficiency in sustainability and productivity with reference information gotten from over 4000 Japanese businesses, in all sectors be it production or non-production. Trade unions have statistical as well as economical compelling positive influence upon organizational production and employee performance (Morikawa, 2010). Worker performance and overall productivity according to Morikawa is mostly

associated with good employee abilities, incentives, as well as good management. Firms desire to satisfy their present and future objective, that is why they prefer to have a group of efficient as well as good workers together with a cordial administration-workers relationship. Broadly, it's not as common to keep great administration-worker relationship in bigger associations. Hence, anytime workers feel that there's insufficient intercommunication and less attention is being given to their worries by the administration, trade unions are formed. When the conditions which employees work in are poor, and salaries are little, the desire to form trade unions become obvious. In Cameroon just like other nations in the world, initially trade unions are created to boost collective bargaining, in due course, they culminate with impacts on coherence and productivity.

Nevertheless, the impact of unions in all facets like promotion in organizations without unions are based on age instead of merit which is likely to hinder the performance and productivity caused by worker discontentment. Additionally, the negative effect of trade unions might be seen when they utilize their monopolistic powers to demand for salary increments, and when they come up with restraining job practices which can hinder administration's capability to initiate highly-performant job descriptions. The effect of unions on topics such as traineeship and training procedures, advertising policies, organization of work, commission level, and obligations plan and grievances procedure will feed through productivity (Poil & Knight, 2005).

Gunderson (2005) posits that trade unions have rent-seeking behaviours, this may have a favourable effect on employees-performance because unions push employees worries, enhance labour/management relationship, adding optimism, and reducing overturn. antecedent work has proposed that this impact might be larger in the public sector because of growing devotion and diminished exit tendency of public workers.

A good number of studies have not been able to find any connection between unions of public workers and organizational performance. According to Ash and Seago (2004), there is no direct effect of unionization on the results produced by public agencies. After a substantial examination of publications on production and remuneration impacts of state trade unions, Moe (2009),

deduced the fact that there are inadequate production effects on the output of employees, regardless of remarkable union primes and proposed that there's a necessity for bigger competitiveness within the civil service. Hoxby (2001), comparably found out that teachers' union increase their wages without a consequent upgrade in student performance. He deduced that trade unions were a potential reply to the puzzle of school spending more and slack pupil performance during the post-1960 era.

Unions affect the approach in which organizations react to economic fluctuations. Conforming to Freeman and Medoff (1988), During recessions, businesses with trade unions tend to use furlough more and less use of salary reduction which is contrary in non-unionized business. During times of recovery, companies with unions call back comparatively more workers and non-union companies end up recruiting new workers. Therefore, this could have effects within the functioning of staffs in the company. Additionally, in times recessions that might claim positions of elderly workers, trade unions bargain for remuneration and work-rule adjustments of considerable size whereas big companies without unions procure good working conditions and high salaries because trade unions are present.

Trade unions a lot of important benefits, one of them is the fact that they decrease the rate of separation, this does not mean that improved efficiency is a guarantee which can only be evaluated using productivity and employee performance (Freeman and Medoff, 1988). This implies that although the separation rate is decreased because of trade unions, it's not an assurance that there will be an increase in employee performance and production as outcomes. Although trade unions play an essential part in keeping employees, their voice in raising efficiency and productivity is more significant to the companies than just warranting the stability among the numbers of employees losing jobs and procuring jobs.

Nonetheless, as the rate of separation declines it's exceptionally possible that productivity will be affected positively. Besides the drop in the rate of separation, it aids in raising employee quality because latest machinery needs advanced expertise for productivity to be elevated, hence, this further contributes to a good process of choice-selection along with a greater

investment situation to make sure that productivity proportion of the newly recruited workers is high. The gain to this method is awarded to trade union impacts on the decrease in rate of separation.

The productivity among trade union members and fluctuates workers per organization as suggested by Brown and Medoff (1985). With reference to panel statistics from companies that had fixed unions in the cement industry. The study also discovered positive trade union impacts. They further discovered that changes in office action was a preferable factor as compared to changing the quality of employees. Productivity and employee-performance because of the role of trade unions will not always be positive but possible.

Clark (1984), on his part using pooled statistics from a production sector from 1970-1980 discovered that trade unions have a dummy impact on productivity which was not good. The effects of trade unions greatly affect the labour market; hence unions have enormous effects on production. This discovery indicates that trade unionism added salaries, forcing supervisors to increase production. Trade unions push out employees who are not competent enough from the labour market since they don't deserve to be paid by unions. This also helps the administration to be able to distinguish between competent and non-competent employees to pay only those that merit salaries. In addition, it also assists the administration to reduce efforts to control and monitor labour, since the labour market itself permits entry and exit of labour meaning that labour must withstand competition for survival in the labour market. Finally, this contributes greatly to work-efficiency and productivity too is increased.

contrarily, Aziz (2010), revealed that companies have a load on the administration to command the labour market. They need to observe each employee and set so much effort to do away with just one worker and substitute with another one. Again, question of who should be recruited is up to the leadership which in several instances would be unchallenging if unions are used because they're aware of who is competent and precisely the expertise needed from the new employee. Therefore, this might have hands-on controlling and staffing facets of the administration.

Similarly, Khattar (2009), asserted that innovative unions are related to greater productivity, reduced turnover, enhanced office relationship, and much better

skilled workforce. He goes further to say that that enhanced productivity means development in economic growth. Productivity and employee performance will likely be higher in enterprises with trade unions than in enterprises without trade unions. if the ties between the management and the union are great and if they are working cooperatively. The key reason for a cooperative relationship is that there must be regular dialogues and productivity interchange amongst employees and the administration to have a good understanding of the health of the organisation as well as it's strategies. Alternatively, trade unionism can also be viewed from private and public sectors standpoints as claimed by Khatter. Apparently, the working process, requirements, surrounding, aims as well as the aspirations of both private and public sectors vary greatly. It's quite difficult to clearly state which sector might have more benefits from trade unions nonetheless, according to research the unionization rate from the private sector has tremendously reduced and whether the research still considered that there's more ascendancy of unionization in the public industries than from the private industries. Unionization have witnessed a drastic decline from 45% to 7% between 1945 and 2009 which is prove of the inconsistence in trade unionism. Because most public workers have substantial economic leverage, it's tough to measure the net impacts of employees in the public sector.

2.3.4 Factors Affecting (Determining) Employee Performance

In consonance with Narcisese and Harcourt (2008), workers-performance evaluation is amongst the most emotionally-charge functions in professional life – The calculation of someone's capability and what he or she can contribute to the business. Boxall and Purcell (2011) Identified that to ensure a smooth running of an organisation, the implementation of a well-designed process for evaluation of employment output is crucial. Conforming to Rynes (2000), One of the greatest challenges faced by businesses nowadays is how employment can be evaluated and how to make it more efficient and valid. As reported by Anderson (2003), Listed here are the variables impacting employee-performance to improve production:

2.3.4.1 Experience

Performance begins to decline when the workers recruited do not have the suitable background required for the occupation (Plaskoff, 2017). Consequently, trade union training ought to serve as a tool of improvement to the worker's background. Conceding that a worker has been trained substantially and he or she still have problems in performance, it can be concluded that, might be the worker lacks the experience required for that position.

2.3.4.2 Work–home balance

Private issues affecting the personal life of workers can sometimes have a huge impact on worker-performance hence employers might not wish to be affected by the private life of his/her worker. Administrators have to-be very sensitive to their workers private issues as well as ready for dialogue during such periods. Once a worker is granted time off to tackle a private problem, it will help to make visible to all workers that the firm hold them in high esteem (Farrell, 2012).

2.3.4.3 Manager Interaction

Feedback about an employee from he's or her manager is very important as it help's the employee to know whether he or she is performing well and if improvement is needed or not. Positive and negative feedbacks about workers are very important therefore, managers are supposed to receive proper training in that regard. When performance is negative, manager should work along with the employee to design a schedule or program that will help tackle the performance issues. When workers are informed on what they're doing correctly, and what they're not doing right, it's easier for them enhance their performance (Anderson, 2003).

2.3.4.4 Setting Goals

To aid employees, boost their performance, managers should put up objectives that are essential for workers to attain. When performance is at its lowest standards, it implies that the employee is doing what is required from him. This could assist a worker to comprehend exactly is required from him at the minimum. According to Anderson (2003), when incentives are created, they

motivate workers perform higher above the objectives that have been set by the employer.

Furthermore, analysis from literature has it that performance appraisal and level of training are determinacies of workers' service performance.

Though competent workers have good educational standard and high credentials, the training of workers is unavoidable because of dramatic adjustments taking place every now and then. Fascinatingly, proper training does not only reduce the rate of product scrapping and enhance the quality of product but also boost productivity and narrows the gap between company productivity standards and company performance. Due to this, the outcome disclose that performance appraisal and skill acquisition are the justifiable medium of assessing worker's service performance and hence the discoveries implies that performance appraisals and training have considerable impacts on enhancing workers' performance (Saleh Al-Sinawi, Chua Yan, Abdul Rahman Idris 2015)

To Hirsch (2007), the other factor has a relationship the level of guidance as well as the training manager give to their workers. The goal of every supervisor is to make sure that workers under them should give their best attainable performance by infusing the required managerial instruments thus building a better working environment as well as solidarity amongst workers. Moreover, when manager give recognition to the efforts put by their workers, this will motivate or influence them to perform better. However, the question that should be asked is what exactly performance dependent upon. The solution or the response is simple: the working performance of workers can be determined by their professional qualification such as expertise, competence, and educational level. This implies that workers are required to have proper mastery of their job description. This covers the greater part of their performance, alongside being coached properly by supervisors or managers.

Furthermore, work-performance is determined by their attitudes towards work practices, this implies that they must desire to accomplish the assignment (Yi Lua, 2009). This shows the level inspiration, and it has to do with the energy-volume the worker ready to devote to accomplish the chore. Additionally, employees have limited influence on some conditions that affect working

performance. For instance, work instruments, working environment, organisation of the job and availability of the information fall under such conditions. This approach is equally required to organize the workers to have the ability to make available the working performances. In short, when a worker has requirements and is encouraged, he or she will mount some tension. To get rid of this tension, the worker is bound to put in more efforts which will drive he or she to perform better and the needs will be satisfied.

According to scholars of job motivation there are factors for a particular individual behaviour in his or her quest prior to attaining individual targets. It's made up of three components: the worth of this target which may be achieved, the probability to feel that objective will be reached and also motivational tensions. Motivation tension is the level of the gap between the anticipated finishing state and realized reality.

Assessment is done on the sensation of the profitability to reach the target. The objective of success is inspiring. Further, because motivation is considered as the eagerness to devote significant efforts for the aims of the company to be attained, at the same time the needs of workers are supposed to be satisfied as a condition (Metcalf, 2014). Managers have as a duty to assist workers to be confident they can fulfil their own desires, utilize their potentiality, and still add enormous contribution to the firm's objectives. To accomplish all these, there is need for a fantastic relationship within employees. From all these, it could be concluded that when individuals are motivated, it influences their capacity to use their creative abilities to improve performance. The manager or supervisor should be able to know the feelings of his employees and their needs by interacting closely with them as well as reacting accordingly

who has been motivated will influence his or her capacity to use the creative capability for desired or increased performance? Hence, the manager to realize the desired performances from his subordinates and to leverage greater work practice, he should have the ability to spot their inner feels, motives or needs by getting close interaction with them and react accordingly so that he can be able to exploit the best efforts out of them.

2.3.5 Benefits of adhering to Trade Unions

There are so many advantages for traders and suppliers when they belong or deal with recognized trade unions. According to Salamon (2002), there is confidence amid the workforce in unionized companies because unions help to build trust within them. Unions equally offer a suitable ground for negotiations among employers and employees, which aid in building commitment and confidence amidst the labour crew. This makes it easier for issues to be figured out, solved rapidly and reasonably. This is important to businesses because compelling productivity advantages are brought in as a result. Also, when trade unions are recognized, there is just one contact point for negotiation of conditions and terms and for employees, employers find this easier, adequate, and fair enough as opposed to working with employees separately.

A study completed by Kabiru (2017), claims that trade union as a structured body guarantees that workplaces are secured. By guaranteeing safe operational practices, representatives of trade unions help to reduce the rates of injuries at work. Unions also reduce illness caused by stress for instance, working in poor surroundings, bullying at work or prolonged hours of work. As can be proven workplaces that have unions are safe, this is advantageous to companies as the cost of injuries, unforeseen circumstances and ill health is reduced.

In conformity with Oscar (2006), The significant relationship with unions can't in any way be underrated. Unions and employers work as a team to figure out and tackle substandard work implementations and failure to comply with the standards labour. Trade unions aid companies to accomplish a lot more than social conformity processes and conventional audit, by contently inspecting their associates on office requirements, correlating employees to supervise activities within workplace, they also offer a secured path for employees to outline any disagreement. This helps in reducing reliance on social reports.

Trade unions are one of the major contributory tools towards the retention of staff (Rutherford, 2005). Trade unions bargain on behalf of their associates with companies to figure out resolutions for company demands to be fulfilled, at the same time guaranteeing fair treatment for all members. Unions substantially reduce the rate of absences and enhance staff retention, by encouraging them when they aren't happy and granting workers a voice at the jobsite. In unionized

establishments, whenever working conditions are improved this provide workers with very strong incentive to use their hours of work in a productive manner and they are also convinced to stay in their jobs longer.

Trade unions have a wider point of view on issues that affect companies and industrial comprehension which may be very helpful to businesses, because they represent employees from different comparable businesses. Notifying and seeking advice from union leaders who have experience may also enable firms to make well-enlightened company options such as shifting patterns, or the equipment type to purchase (Alfred, 2002). This is enough evidence to show how better union assist firms to make good decisions for business.

To further explain what has been mentioned above, Charles (2003), examined the advantages related to trade unionism and concluded that they assist in promoting equitability within an enterprise. Unions also work with companies to guarantee proper implementation of antidiscrimination practices. This assist firms in so many ways for instance, the time management spend on solving problems is reduced, staff retention, productivity and absenteeism are improved as the workplace is attractive to employees.

2.3.6 Challenges of Trade Union

As a result of environmental transformation that have gradually wiped out the spot of unions as vital amalgamates of nations, the position of unions have been greatly affected amongst traditional membership. The increasing vulnerableness of employment has been greatly influenced by the global battle towards capital and decrease or relocation on some companies. The power of trade unions has been greatly affected because of the downsizing of companies, privatization, and the implementation of malleable recruitment practices. According to Munro and Rainbird (2000), trade unions may take part in political campaigns such as lobbying for laws, giving support to political candidatures that are in favour of labour as it is the case with the United States of America and other nations. The unity platform of unions has deteriorated because of increase in wage disparities and the disparity related to employee's base on wide gaps in skills. The situation is observable in Cameroon trade union institutions particularly for teachers that will be the subject matter of this analysis. The wage disparity

between the private sector and the public earners (white-collar) indicates that battling for a common purpose becomes hard. Furthermore, it's necessary to be aware that due to fear from governmental authorities, it will become hard for a few trade unionists to utilize their associations, venture into politics, and challenge offices.

As stated by Nurse (1992), unions are being pressurized to come up with remuneration policies that have room for production differentiators for better coherency in distribution of resource. Employee impressions on union efficiency was improved buy the role unions play in controlling policies related to labour markets and channelling advantages, for example job services, expertise upgrade, health benefits, retirement funds and insurance for unemployment. These are the main challenges trade unions face in Cameroon. Due to scarcity of funds, it is hard for them to articulate issues of health benefits for workers. A point in focus is that the trade union where some employees drive their own automobiles, but some work under others.

According to Renaud (2007), the ranks of trade unions as patrons of important services have been undermined by severe competitiveness and priorities given to privatization. Individualism has rendered the commitment of employees to unions to seem very weak. Most employees seem unconcerned to some group identification and so do not rely on unions when they reach high ranks in skills. Individual identification of union member is better explained in terms of movability, social responsibilities, and independence. Additionally, Botswana's public sector labour relationship just like some other third world nations demand a high level of state circumspection concerning union membership, collective negotiation, and strike action. In Cameroon, since the state gives authorization to create a union, it becomes a problem for unions activities to operate. That is because moving by the constitution of the nation, a trade union should apply to some local administrator before it could participate in any public peaceful strike actions. As the case may be, authorization becomes an issue.

2.3.7 The Gap in the Literature

Out of the several studies carried out to evaluate the role trade unions play in maximizing the output of a firm, majority have focused on analysing how trade unions enhanced labour conditions. Very little or no attention has been paid to employee-performance by most of these studies. Musa's 2014 analysis on trade union participation and ameliorating workers' conditions was amongst several research carried out to find solutions to different setbacks affecting unions such as poor or inadequate wages, delayed wages and salaries of workers and poor working conditions. Ibrahim (2013) from the Open University of Tanzania also carried out another research which focused on the impact trade unions have on improving employee working conditions. Ibrahim's analysis focused strictly on working conditions ignoring employee performance. Previous studies ignored finding out the extent to which trade unions assist members to improve their job performance as such there is a gap. According to Nanfosso (2016), research on trade unions in the case of Cameroon has largely been based on improving working conditions of employees and labour contracts. However, Fomba (2011) are among the few who have looked at employee performance wherein he carried out a study on performance and labour contracts. The originality in this research is that it brings evidence from two important trade unions that is the teachers and the drivers unions in Cameroon.

3. RESEARCH METHODOLOGY

The methodology that was applied to fulfil the goals of this study is explained in this chapter. Research methods describe the process for gathering and interpreting existing information for conclusions to be drawn, making suggestions, and indicating areas where further studies can be carried out. This study has as a research problem, to study the role trade unions play on employee-performance in Cameroon. Subsequent possible factors that could influence employee performance could be working hours, experience, work-home balance and setting of goals. The following subjects are discussed this chapter: research philosophy and design, study population, sample size and procedure, the data collection tools, the reliability and validity of this study's procedure and data analysis methods.

3.1 Research Philosophy and Design

Research philosophy can be explained as a fragmentary phrase which deals with knowledge development, the origin of the knowledge and the type of knowledge. This is helpful in creating awareness on the subject that is being investigated. A research philosophy simply explains the techniques through which information about a given topic or question ought to be assembled, scrutinized, and utilized. According to Saunders and Thornhill (2012), research philosophy is used in line with realism philosophy since reality is the gospel truth and plays a critical part in the procedure of scientific research. The fundamental principle underlying this approach ensure that what is perceived reality is true because perspectives retain an independent existence of someone's intellect. Realism philosophy postulates that there is actuality which exists outside of the human intellect. Reality is an aspect of the methodological approach, it's comparable to logical positivism as it advocates for knowledge to be created via a scientific method. We therefore proceeded with this method in

this work as we sought to investigate the reality and truth about trade union and employee performance following the scientific procedure.

Research methods are of two major kinds, the quantitative and qualitative methods. These two methods were combined to carry out this study. According to Howe (1988), quantitative research involves the use of figures and biometry. It encompasses study methods that produce numerable results. Numerical data can measure minimums, maximums, averages, and the superiority of a component when it is numerically compared with another component. For instance, if various multiple-choice questions are used to create a questionnaire, it's simple to determine the number of people who responded and the number that didn't respond to the questions in each style.

Cogging and Porter (1995), stated that, for a quantitative study to be carried out, the researcher must employ a coding procedure after collecting the required data. For instance, an open-ended questionnaire is responded in a way that cannot be counted, which necessitates coding prior to interpretation. This type of study technique is easy, the answers are also few which renders the information extremely trustworthy. This method can be conducted via phone, email or online. Nevertheless, this has some setbacks, people might be reluctant to respond to questions which they don't feel comfortable with.

Similarly, Howe (1988) and Porter and Coggin (1995), Qualitative study encompass further expressive methods and grouping of data using tables and charts. The important thing about Qualitative research is that it can assist in getting facts about the phenomenon under study. It's also flexible because it can assist in identifying hidden parts of is partially know or what is not known (Ghuri & Grønhaug 2005). Furthermore, qualitative research is considered most important when it comes to discovery and therefore, it can help to have access to something has never been studied before. Nonetheless, if the research question is not properly comprehended, it's possible that the scientist may likely get carried-away by data because of redundant collection of data. As a result of this, the analytic section of the study might be more challenging. Grouping facts, for instance, job assignments, the way interviewees answered a question asked by the researcher, and behaviours or words used by the respondents to express their feelings forms the basis of the qualitative study method. Some key

aspects of qualitative research include visual methods, case study, participatory interviews etc. In conformity with Denzin & Lincoln (2009), Qualitative research method is fundamentally varied when it comes to focus.

3.2 Data: Definition, Collection Method, Sampling Technique

Research information or research data include details, or the primal sources created or collected by the researcher to carry out a research project. These sources or material can be either digital or not. The research data is then analysed to answer the research questions.

3.2.1 Data Collection Methods

The methods and approach which were utilised to collect information for this research are explained in this section. Several standard approaches used to collect data were employed to ensure the gathering of first-hand and reliable information to give responses to all research questions. Questionnaires and interview methods was applied to collect realisable data for this research. This study was conducted through collecting primary data by sending out questionnaires to teachers from all over the 10 regions of Cameroon, these teachers came to Buea to mark the General Certificate of Education (GCE)¹. We also handed out questionnaires to teachers in the towns of Yaoundé and Bamenda. The data collected from these teachers closely represents the national territory since they came from different regions and belong to different trade unions. Questionnaires were also given out to drivers in towns of Buea and Yaoundé in Cameroon.

D.T. Campbell states “all research ultimately has a qualitative grounding”. The qualitative technique was utilized since it gives possible responses to the questions of for what purpose, strategy, and the procedure. Also, with this method, it’s feasible for data to be assembled through interviews, non-

¹ The General Certificate of Education (GCE) is Anglo-Saxon exams in Cameroon, Teachers come from all the 10 regions of the country annually to correct this national exam. The correction process usually takes place in Buea and Bamenda which are the capital cities of the two English regions of country. It was a unique time for the researcher as he collected information from teachers who represents all 10 regions of the country, some of them belonging to different trade unions as the convene in Buea to correct the GCE.

structured and structured interviews, and interviewee opinions. Nonetheless, the quantitative method was also used since it gives neat valuates to certain questions captured in the questionnaire. The analysis of these values was also done without bias.

3.2.2 Data Collection Tools

The main tools that were used for the collection of facts for this research are interviews and a survey questionnaire. The use of closed-ended questions was preferred since they can be easily processed and can also give a higher uniformity of answers. The distribution of the survey was done by face to face and self-administration. The questionnaire was directly given to the interviewees that were members of the drivers and teachers' trade unions, to help the researcher in getting authentic data regarding the involvement in trade unions and to determine the role it plays on the performance of workers.

3.2.2.1 Interviews

Interviews were conducted among leaders and key members of the two targeted groups (teachers and drivers trade unions) therefore union officials and key employees. The main reason for conducting these interviews was to obtain additional data to add to the quantitative research questionnaire. A unique and detailed opinions from both members and leaders in the management of trade union affairs provided a different conception alongside the quantitative data. The main reason for this was to connect theoretical study with results obtained from these interviews. These interviews were basically about how trade union's function, the role they play on employee performance, issues relating to union challenges and their core strategies in enhancing employee-performance.

3.2.3 Sampling and Sample Size Determination

A consecutive sampling technique was used in this study. Using this technique makes it possible to get a reasonable number of study participants to get in depth responses.

Sample size was calculated using Raosoft (2004), online sample size calculator. The calculation was based on 50% response distribution, 6% margin of error and 95% confidence interval. The online software foundation is based on widely

utilized descriptive studies sample size estimation formula proposed in Scott and Smith (1969) work. The formula is as follows:

$$n = Nx / ((N - 1)E^2 + x) \quad (3.1)$$

Where;

$$x = Z(c/100)^2 r(100 - r) \quad (3.2)$$

Therefore

$$x = (1,96)^2 * 0.5(100 - 0.5) = 191.04 \quad (3.3)$$

$$n = \frac{20000 * 191.04}{((20000-1)(0.6)^2 + 191.04)} = 264 \quad (3.4)$$

Where N is the population size (20,000), r is the fraction of responses (50%) that you are interested in, c is the confidence level (95%) and $Z(c/100)$ is the critical value for the confidence level c (1.96).

The calculated optimum sample size for the quantitative study was 264 respondents. For the qualitative part, we aimed to have structured interviews with 20 trade union leaders and key members. To ensure accuracy, we collected responses above this sample size to account for any missing data or non-responses.

3.3 Reliability, Validity, Ethics and Limitations

This section describes the process of this research. This encompasses a discourse of reliability, validity, ethics, and limitations.

3.3.1 Reliability

The extent to which the outcomes of a study can stand up to re-analysing is known as reliability. For instance, assessing somebody's date of birth through his or her friend is barely dependable compared to checking the birth certificate or asking the individual in question. The reliability of a survey can also be

determined by repeatability of the same survey. According Babbie (2010), A study can be termed reliable if it constantly gives the same results on different but commensurate instances. If the study is supposedly reliable, this implies that if it's reproduced (replicated under similar study situations), similar outcomes will be attained. Reliability or authenticity of a research is significant if conclusions must be drawn from the study. If scientists can prove the reliability of their study, then there is lesser risk for them to take an opportunity trend or pattern presented by their test and utilizing it to create presumptions regarding the entire population under study (Churton and Brown 2010). This research is 100 percent reliable as primary data was obtained from drivers and teachers in Cameroon. The result of this survey will remain the same if another survey is carried out on the same subject. The teachers and taxi drivers gave their opinion regarding every question that was asked in the questionnaire, that makes it authentic and reliable.

3.3.2 Validity

The validity of a study can be explained as the extent to which the outcome of a study gives an actual image of what's being researched. Validity can be determined using several measures: criterion-related validity and face validity. If a study is considered valid, therefore it's able to measure with perfection what is supposed to be measured and provides the exact perception of the area under study. Validity is also considered significant if researchers are working to acquire a comprehensive insight into scenarios, small groups, or individuals. If scientists can prove that their study is legitimate, then it can be assured that the results show the uniqueness of the problem under study. If the validity of a study is absent, then scientist can't ensure that the outcomes reveal the reality (Churton and Brown, 2010).

To be able to determine the validity of this study, the scientist realized that it was necessary to interview people who are well-educated to determine if this study will have the ability to test the purpose it was designed for (the role played by trade unions on employee performance in Cameroon). Should the study design fulfil the selected research question and the targeted goals, conclusions can be made that the research is valid. Also, to determine the reliability of a study researchers may decide to do a pre-test the interview

questions before taking them to the field for respondents to give their own opinions. The reason for this is to determine whether the questionnaire is effective enough to draw out the proper data for the study. Concrete and empirical evidence was obtained using quantitative and qualitative methods to draw conclusions from the results of the questions answered by the drivers and the teachers in Cameroon.

3.3.3 Limitations

One of the barriers of the study involved the fact that national data or statistics on trade unionism is difficult to get. The reason being that access to information in Cameroon remains a very serious setback due to the unnecessary administrative bottlenecks put in place as well as less priority on the need for censuses at different economic sectors and levels. Also, the time and resources barrier couldn't permit us to carry out this research in all the regions of Cameroon which could have widened the area of study. A lot of challenges too were faced because of the on-going Anglophone crises, teachers who were marking the GCE had limited time to answer questionnaires after closing time because of fear. Still because of the same crises, access to drivers was limited as some days were ghosted by separatist, drivers were forced to stay at home.

3.3.4 Ethics

All the ethical aspects of the study were well respected. The researcher ensured that reliable data sources are used for the research ensuring that information used is verified and up to standard. By this nature, all ethical considerations were taken to guarantee the trustworthiness and the authenticity of this research. In this study, the free-will accord of participants interviewed was sought. Every participant was given explanations about the essence of the research, and all the participants that decided be part of the survey did it voluntarily. Finally, participants were guaranteed that they could access the result of the study and that privacy of respondents will be respected etc.

3.4 Data Analysis Methods

According to Cox and Cairns (2008), the steps of data analysis involve editing, codifying, as well as summarising data into tables that can be manage and interpreted easily. With the help of descriptive statistics, researchers can show data in a meaningful manner thereby, making it easy for data to be interpreted. Data acquired from the field was cleaned, coded and analysed with help of descriptive statistics and Statistical Package for Social Sciences (SPSS) version 27.

Proportions and frequencies were used to present quantitative results and divided into teacher or driver trade union. Normality test was done using Kolmogorov-Smirnov test and the Shapiro-Wilk test. Statistical significance was set at a p-value of 0.05. Results are presented as figures, charts, and tables.

3.4.1 Chi-Square test

A chi-square statistical test compares expected data to collected or observed statistics. It reveals weather there is an immense differentiation between anticipated and observed figures with probability (P-value). The P-Value is used to determine whether to accept or reject the null hypothesis. The chi-square statistical test examines the independency of 2 variables. Generally, in scientific research, 5% (or 0.05) is used as the degree of risk. This indicates that the outcome is 95% justifiable for all respondents, however at the same time, with a probability error percentage of five (Heikkilä 2005, 212-232). The data used to carry out a chi-square statistical test must be mutually exclusive, raw, and random. In probability test, the null hypothesis is presumed to be correct until confirmed contrarily. Null hypothesis indicates that no relationship exists between the variables been tested (Valli 2001, 72). The formula for chi-square is stated below.

$$\chi_c^2 = \sum \frac{(O_i - E_i)^2}{E_i} \quad (3.5)$$

Where χ^2 = Chi-square

O = Observed frequencies

E = Expected frequencies

Σ = Sum of

To support or rejected a tested hypothesis, researchers must choose whether the results they see within an experiment is closer enough to forecast theoretical outcome. For instance, is it true that the number of female applicants interviewed for a job position fit the ratio of females in the candidate pool, or is there any proof of prejudice? Generally, there are two kinds of chi-square testes: the independence test, which investigates the question of relationship, for instance, does course choice have relationship with student sex? We also have the goodness-of-fit test, which investigates things such as how well does a theoretical fair coin match the coin in my hand. If what you expect is not significantly different from the results revealed by the chi-square test, you support the hypothesis. If results of the test are significantly different, then you must reject the hypothesis. In conformity with Schwartz (1992), there are seven basic stages in the chi-square test of hypothesis:

Utter the null and fact-finding speculation preference.

State the procedure that tells under what circumstances to reject or accept the null hypothesis and the degree of importance of the assessment that is, .05, .01, or .001 (the degree of significance of .01 may imply that the likelihood of the chi-square worth must be .01 or below to decline the null hypothesis, a stricter principle than .05).

Calculate the anticipated values.

Calculate the chi-square statistics.

Find out the degrees of freedom (df) for the table. Afterwards pick out the analytical value of chi-square at the particularized importance level as well as the suitable degrees of freedom.

Contrast the calculated chi-square critical value with the chi-square statistic; If chi-value is equal or greater than critical value, the null hypothesis is rejected the null hypothesis is rejected.

Utter a considerable judgement, that is, outline the connotation and significance of the outcome with regard to the problem under examination.

For this study, it was necessary to use Chi-Square test to evaluate the relationship between categorical variables in quantitative data analysis. The association between the dependent and independent variables was evaluated using this test at a Confidence Interval of 95% and p-value of 0.05

4. DATA ANALYSIS AND FINDINGS

This chapter presents and analyse the study data using various statistical techniques to answer the objectives of the study. The information was analysed based on the results given by teachers and drivers trade unions on the questionnaires and structured interviews with some key members and trade union leaders. The analysed data is displayed in a collective style to make it meaningful to those who are going to read. We use both tables and figures to present the outcomes of the analysis. This chapter is organized in two major subsections, descriptive and qualitative analysis. The first major section which is 4.1 presents descriptive analysis which is further divided into various subsections; section 4.1.1 displays distribution of respondents by age, gender, religion background and marital status. Section 4.1.2 unveils the involvement of respondents in trade unions, section 4.1.3 gives analysis on reasons for adhering into trade unions in Cameroon. Furthermore section 4.1.4 presents the strategies used by trade unions in Cameroon to promote employee performance, section 4.1.5 presents the core mandates of trade unions in Cameroon and section 4.1.6 displays trade unions and the role they play in employee performance in Cameroon. The second major section which section 4.2 unveils qualitative analysis; results from interviews with trade union leaders and key members are presented in this section.

For the quantitative survey, the research planned to have a sample size of 264, but we distributed 358 questionnaires and 308 were answered and returned, giving a response rate of 86%. According to Sekarani (2008), such a response rate is considered adequate for future subsequent analysis. We surpassed our calculated sample size to increase the accuracy of our results, this also has a favourable effect on the representativeness of the sample. Trade union representation was almost equal, with 156 (50.6%) drivers and 152 (49.4%) teachers. For qualitative part of the study, we did structured interviews with 19 trade union leaders (9 from drivers' union and 10 from teacher's union). We

included in this study a total of 15 trade union organisations (8 teachers' unions and 7 drivers' unions)

4.1 Descriptive Analysis

Quantitative Analysis involves the use of figures and biometry. It encompasses study methods that produce numerable results.

4.1.1 Demographic Representation of Respondents

Demographic data refers to statistical information about the personal details of the respondents used for the survey. Demographic factors of populations like marital status, gender, level of education, religious background and age were recorded. Demographic representation was important for this study to evaluate the population representing the trade unions under study (teachers and drivers) and to arrange result data into relevant groups of interlocutors.

Demographic findings are presented on Table 1 below.

Table 4.1: Distribution of demographic factors by trade union.

DEMOGRAPHIC VARIABLE	DRIVERS N (%)	TEACHERS N (%)	TOTAL N (%)
Age group			
<20	2 (1.3)	10 (6.7)	12 (3.9)
20 – 30	45 (28.8)	37 (24.8)	82 (26.9)
31 - 40	62 (39.7)	46 (30.9)	108 (35.4)
41 - 50	42 (26.9)	33 (22.1)	75 (24.6)
51 - 60	5 (3.2)	23 (15.4)	28 (9.2)
Total	156 (100.0)	149 (100.0)	305 (100.0)
Gender			
Male	144 (99.3)	86 (56.6)	230 (77.4)
Female	1 (0.7)	66 (43.4)	67 (22.6)
Total	145 (100.0)	152 (100.0)	297 (100.0)
Level of Education			
FSLC	45 (28.8)	0 (0.0)	45 (14.6)
O Level	41 (26.3)	3 (2.0)	44 (14.3)
A Level	38 (24.4)	22 (14.5)	60 (19.5)
Diploma	17 (10.9)	21 (13.8)	38 (12.3)
Bachelors	14 (9.0)	62 (40.8)	76 (24.7)
Masters	1 (0.6)	39 (25.7)	40 (13.0)
PhD	0 (0.0)	5 (3.3)	5 (1.6)
Total	156 (100.0)	152 (100.0)	308 (100.0)
Marital status			
Married	89 (58.6)	86 (57.0)	175 (57.8)
Single	41 (27.0)	46 (30.5)	87 (28.7)
Cohabit	14 (9.2)	11 (7.3)	25 (8.3)
Separated	7 (4.6)	6 (4.0)	13 (4.3)
Divorcee	1 (0.7)	2 (1.3)	3 (1.0)
Total	152 (100.0)	151 (100.0)	303 (100.0)
Religion			
Muslim	65 (42.8)	18 (11.9)	83 (27.4)
Christian	85 (55.9)	127 (84.1)	212 (70.0)
Pagan	2 (1.3)	6 (4.0)	8 (2.6)
Total	152 (100.0)	151 (100.0)	303 (100.0)

4.1.1.1 Age distribution of respondents

This part of the research seeks to summarise respondents in terms of their age distribution. This information is important because age categories play a role in understanding a specific social case under consideration. Figure 4.1 below presents the distribution of respondents by their age groups and grouped by trade union. Majority of respondents were of the 31-40 (35.4%) and 20-30 (26.9%) and the least represented age group was those <20 (3.9%). In both the drivers' and teachers' sub-groups, most were in the 31-40 age group, representing 37.9% and 30.9% respectively (Table 4.1 and Figure 4.1). Most of the people were young, meaning a more energetic work force hence better job performance. People in their 31 – 40 years are usually at the peak phase of learning and hard work.

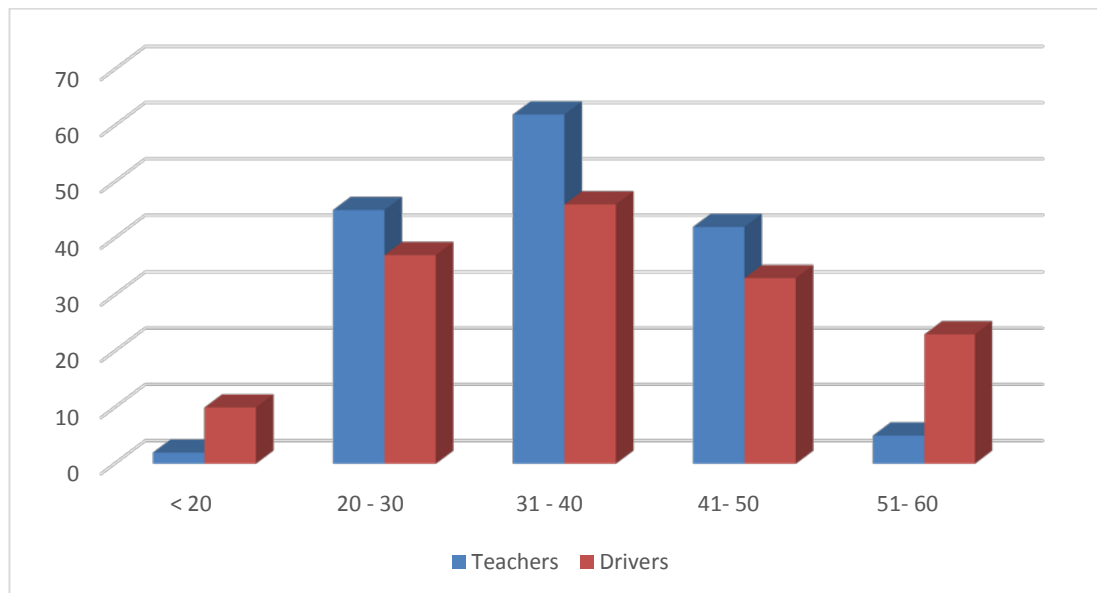


Figure 4.1: Age distribution by trade union.

4.1.1.2 Gender Distribution of Respondents

The second aspect under demographics is gender, it was important to check the gender distribution of respondent as performance in some jobs is sometimes affected by gender. For example, there is only one woman in the drivers' trade unions. Table 4.1 and Figure 4.2 presents demographic distribution of respondents by their gender. The population was predominantly male (77.4%), this implies that most of them are in the active age group and can perform better in their various jobs. Males comprised 56.6% of all teachers (Figure 4.2) and

there was only 1 (0.7%) female driver. The disparity in gender gives an indication in terms of gender participation and belonging in trade union activities.

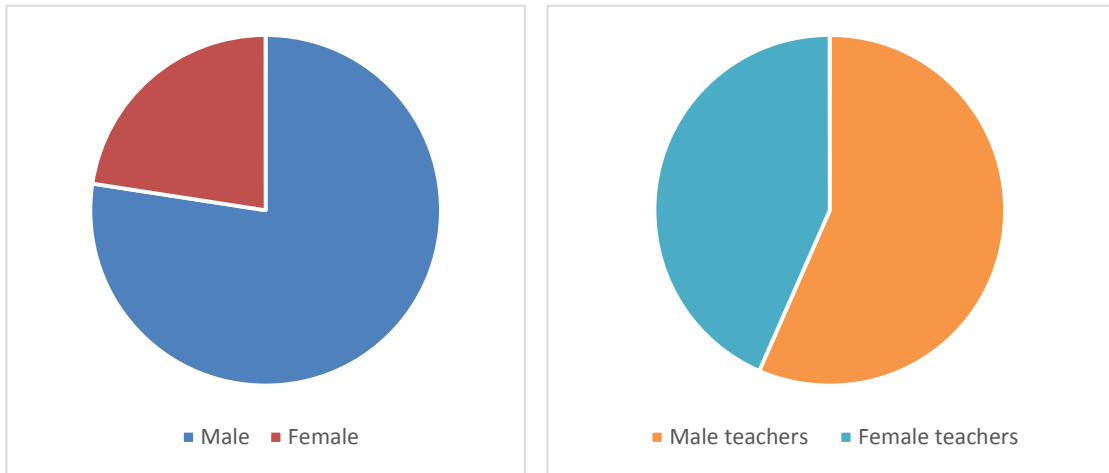


Figure 4.2: Distribution of gender among respondents and particularly among teachers

4.1.1.3 Demographic Distribution by Marital Status

We considered marital status evaluation because of its impact on the work-home balance factor which can greatly affect performance. Married employees have a lot to take care of back home as considered to bachelors.

Most respondents were married (57.8%), followed by single people who comprised 28.7% of respondents. Equally, most drivers and teachers were married, 58.6% and 57% respectively. Divorce was quite uncommon among respondents. See Table 4.1 above and Figure 4.3 below.

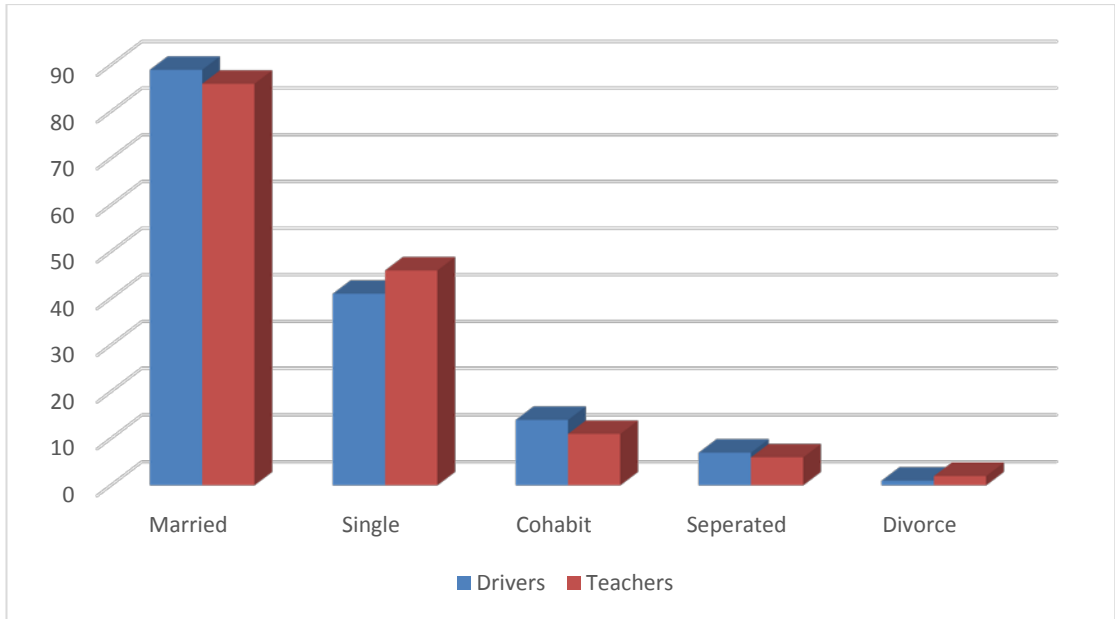


Figure 4.3: Marital status distribution among drivers and teachers.

4.1.1.4 Distribution by Religious Background

As shown on Table 4.1 above and Figure 4.4 below, most respondents were Christians (70%). Most drivers and teachers were equally Christians, representing 55.9% and 84.1% respectively. Pagans were the least prevalent (2.6%).

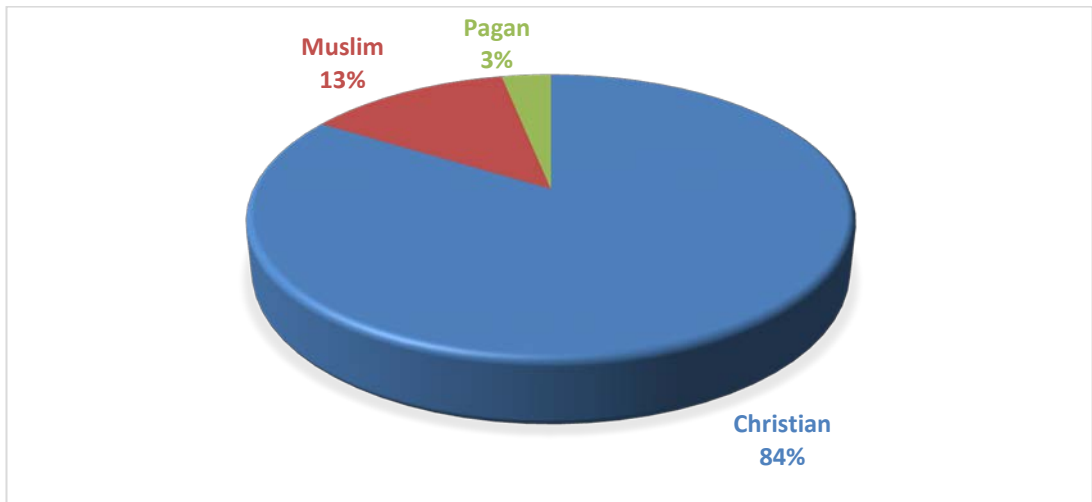


Figure 4.4: Proportion of respondents by religion.

4.1.1.5 Distribution by Educational Level

The largest proportion of respondents (19.6%) had completed Advanced Level (A-Level) education. Among drivers, most had just a First School Leaving Certificate (FSLC) (28.8%), 14% had a bachelor's degree while only 1 driver

had a Masters. Teachers on the other hand were more educated with majority having a bachelor's degree (40.8%). About 25% of teachers had a master's degree while 5(3.3%) had a PHD. This is shown on Table 1 above and Figure 4.5 below.

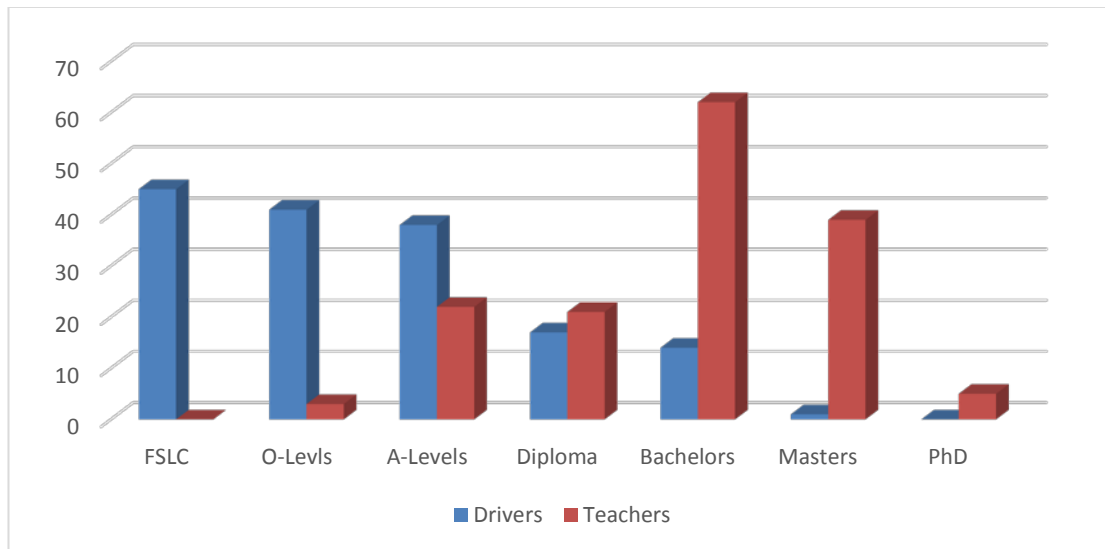


Figure 4.5: Distribution of educational level by trade union.

This shows that both trade unions had workers who are literate and were able to read and understand the questionnaire.

4.1.2 Involvement of Workers in Trade Union Activities

Table 4.2 below illustrates the involvement of respondents in trade union activities, i.e., the teachers and drivers trade unions in Cameroon. This question aims to understand the proportion of respondents who identified as belonging to a trade union. Eighty-one percent of respondents said they were involved in trade union activities. More drivers were involved in trade union activities (93.5%) than teachers (68.2%). This is expressive of their active participation, indicated by the sizeable proportion of workers who partake in trade union affairs. From the table more than 60% of respondents from both subgroups take active part in trade union activities confirming their willingness to involve in unions considering the positive impact it brings in their jobs.

Table 4.2: Involvement of trade union members in activities.

Do you involve in trade union activities?	Drivers n (%)	Teachers n (%)	Total n (%)
Yes	145 (93.5)	103 (68.2)	248 (81.0)
No	10 (6.5)	48 (31.8)	58 (19.0)
Total	155 (100.0)	151 (100.0)	306 (100.0)

4.1.3 Examining Reasons for Belonging to Drivers and Teachers Trade Unions in Cameroon

This section seeks to understand the decisions behind choosing to belong to trade unions by workers. The research objective aimed to identify reasons that motivate workers to join trade unions in Cameroon, beside legal provisions by the government allowing workers to legally form Trade Unions as well as safeguarding their rights. Table 4.3 below presents the motives why employees decide to be part of trade unions in Cameroon, based on the results from self-administered question. Protection of workers is the commonest reason for joining a trade union, accounting for 65.9% of all reasons. Both drivers and teachers also chose “protection of workers” as their top reason for joining a trade union, 71.8% and 57.7% respectively. The second most common reason was to “make one’s voice heard” (17.5%), which was also the second most common choice for both drivers and teachers. Coming out the survey, most of the participants said that unions help to protect workers’ rights, make their voices heard and engage in collective bargaining. Concurring to the views of respondents, Gunderson (2005), asserted that in addition to the afore mentioned points, union actions will have a positive impact on worker-performance by granting voice to members concerns, increasing their morale, and improving communication between the employers and worker.

Table 4.3: Reasons for belonging to a teachers or drivers trade union in Cameroon.

What are your reasons for joining trade unions?	Drivers n (%)	Teachers n (%)	Total N (%)
Protection of workers' rights	102 (71.8)	60 (57.7)	162 (65.9)
To make one's voice heard	18 (12.7)	25 (24.0)	43 (17.5)
Collective Bargaining	8 (5.6)	19 (18.3)	27 (11.0)
Protection of workers' rights /to make one's voice heard	8 (5.6)	0 (0.0)	8 (3.3)
Protection of workers' rights /Collective Bargain	1 (0.7)	0 (0.0)	1 (0.4)
Protection of workers' rights /to make one's voice heard /Collective Bargain	5 (3.5)	0 (0.0)	5 (2.0)
Total	142 (100.0)	104 (100.0)	246 (100.0)

4.1.4 Understanding Strategies Used by Trade Unions to Promote Employee-performance in Cameroon.

This section presents the various strategies used by trade unions to promote worker-performance in Cameroon. This question centred on the key strategies used by unions to be capable of handling member issues and hence build or render effective performance. Table 4.4 below presents the various strategies used by trade unions to reach their goals in Cameroon using data collected from teachers and drivers trade union. This question tries to find out the extent to which the unions under study (teachers and drivers unions) concur to the fact that organizing, collective bargaining, alliance building, and action are the main strategies used by trade union to attain their objectives.

From the table below, the majority (74.3%) of respondents agreed that organizing, collective bargaining, alliance building, and action are the key strategies for unionising, while 19.7% stood for plan, action and evaluation as the main strategy used by unions. Six percent of the respondents said formulation, membership drive and power sharing are the main strategies used by trade union to achieve their objectives. Drivers were in more agreement than teachers that organizing, collective bargaining, alliance building, and action are the main strategies used by trade unions for attaining their objectives, representing 80.6% and 65.7% respectively.

Collective bargaining stands out as the most significant service trade unions give to their members in various sectors. According to (Asch 2006), for collective bargaining to be effective, trade unions must have ability to organize. When personal efforts have failed or are likely to fail in granting the desires of employee, collective bargaining becomes inevitable. Alliance building on its part is used by union to intervene in government policies and decisions with the aim of making sure that these policies favour workers and their families. When the two strategies above fail to yield the desired results, collective action comes in the form of strikes. As Baker (2000), stated that collective action is amongst the most essential instruments accessible for trade union activities. To support, Budd (2008), asserted that generally collective bargaining is the core of industrial relation and trade union practices. The results above provide a convincing response to the research questions; what are the core strategies used by trade unions to better enhance employee performance has been attained.

From these findings, the strategy is that of protecting and promoting the socioeconomic interest and rights of union members. This according to the research is the core founding objective as it brings employees together to battle for a common interest. One of the core strategies employed as cited by a vice president of one of the trade unions, has been employing lobbying groups through the influence of political figures or what is called Trade unions' engagement in politics, which influence worker-friendly legislation. This to him is by ensuring that unions exert some political influence so that the government can make or reform labour and trade laws which are employee-friendly thus enhancing performance. Findings reveal that unions do it through lobbying's of political leaders or by having at least a member who represents them in judiciary of the country. The reason behind this is to make sure that the representation of trade unions in the government is sufficiently enough to safeguard workers interests.

Table 4.4: Strategies used by trade unions to improve employee performance.

What are Strategies used by trade unions to improve employee performance?	Drivers n (%)	Teachers n (%)	Total n (%)
Organising, collective bargaining, alliance, and action	116 (80.6)	69 (65.7)	185 (74.3)
Plan, action, and evaluation	23 (16.0)	26 (24.8)	49 (19.7)
Formulation, membership drive and power sharing	5 (3.5)	10 (9.5)	15 (6.0)
Total	144 (100.0)	105 (100.0)	249 (100.0)

4.1.5 Core Mandates of Trade Unions in Cameroon

Table 4.5 below disclose the core mandates used by trade unions in Cameroon to attain the goals of trade unionism. Data from Table 4.5 is analysed into two subsections; teachers trade unions and drivers trade unions.

For teachers, 78.1% of the respondents revealed that “promotion and protection of the rights and socio-economic interest of employees” are the core mandates of trade unions, 14.3% of them said “fight for the needs of members at workplace” and 7.6% said “promote unity amongst members”. For drivers, 78% of the respondents indicated that “promotion and protection of the rights and socio-economic interest of workers” and 8.5% of them said “fight for the needs of members at workplace” are the principal core mandates of trade unions. While 13.5% believed to “promote unity amongst members” is the core mandates of trade unions.

Our findings are in line with Rutherford (2002), who said trade unions in both developed and less developed countries have as a primary objective to protect the labour rights of employees. They use collective bargaining to make sure that labour rights of workers are not violated by their employers. This implies that teachers and drivers in Cameroon are aware of the key core mandates of trade unions. When workers are more aware that their trade union can protect their rights and socio-economic interests, they will be motivated to work harder, hence improving their performance.

Table 4.5: Core mandates of drivers and teachers Trade Unions in Cameroon.

What are core mandates of Trade Union?	Drivers n (%)	Teachers n (%)	Total n (%)
To promote and protect the rights and socioeconomic interests of workers	110 (78.0)	82 (78.1)	192 (78.0)
To fight for the needs of members at workplace	12 (8.5)	15 (14.3)	27 (11.0)
To promote unity amongst members	19 (13.5)	8 (7.6)	27 (11.0)
Total	141	105 (100.0)	246 (100.0)

4.1.6 Trade Unions and the Role they Play in Employee Performance

Table 4.6 below presents the extent to which respondents agreed or disagreed that trade unions have a role to play on employee-performance in Cameroon. Basically, majority (40.2%) agreed that unions have a vital role to play on employee-performance, followed by 39.8% who were neutral about the role played by trade unions on employee-performance. Only 0.8% of respondents strongly disagreed.

For the teachers, 43.8% of the participants agreed that trade unions have a vital role to play on worker-performance, 15.2% of them strongly agreed while only 1% strongly disagreed. Amongst drivers, most of them agreed (37.5%), 42.4% were neutral while only 0.7% disagreed.

According to Morikawa (2010), trade unions have statistical and economical significantly positive influence on organizational productivity and employee-performance. Worker-performance and general productivity is largely associated with good employee expertise, higher motivations, and good management skills under the effect of good planning and control. As seen above, both the core mandates and strategies used by teachers and drivers trade unions in Cameroon are factors favourable for enhancing employee performance. With most workers confirming in Table 6 below that trade unions play a vital role on employee-performance, it suffices to conclude that trade unions are very important not just to protect and improve workers conditions but also to increase productivity and efficiency within the industry.

Table 4.6: To what extent do you agree or disagree that trade union plays a vital role in employee performance

To what extent do you agree or disagree that trade union plays a vital role in employee performance	Drivers n (%)	Teachers n (%)	Total n (%)
Strongly agree	26 (18.1)	16 (15.2)	42 (16.9)
Agree	54 (37.5)	46 (43.8)	100 (40.2)
Neutral	61 (42.4)	38 (36.2)	99 (39.8)
Disagree	2 (1.4)	4 (3.8)	6 (2.4)
Strongly disagree	1 (0.7)	1 (1.0)	2 (0.8)
Total	144 (100.0)	105 (100.0)	249 (100.0)

4.1.7 Determinants of trade union’s role in improving workers-performance

Hypotheses

1. H₀₁: There is no significant relationship between Age and workers performance
2. H₀₂: There is no significant relationship between Education and workers performance
3. H₀₃: There is no significant relationship between A higher rating of the strength of a Trade Union and workers performance

This section aimed to evaluate the association between demographic and trade union specific factors with improved employee-performance. A chi-square test of independence was performed to examine the association. The dependent variable was “does trade union membership improve workers performance?”, while the independent variables were, demographic factors and trade union specific questions (Table 4.7). The analysis therefore seeks to identify independent factors that are associated with an improved employee-performance amongst teachers and drivers’ unions in Cameroon. The Chi-square results below are reported in the format X^2 (degrees of freedom, N = number of responses) = chi-square statistic value, $p = p$ value. From Table 4.7 below, age group, level of education and rating of strength of trade union were statistically significantly associated with improved employee performance.

We hypothesized that age group is related to improved employee-performance. In our analysis, the relation between age and improved employee-performance

was statistically significant, $X^2 (4, N = 243) = 14.4, p = .006$. The test statistic (14.4) is greater than the critical value 9.5 from the Chi-square table, therefore we rejected the null hypothesis H_{01} and accepted the Alternate Hypothesis. There is a significant relationship between Age and employee-performance.

It is hypothesized that the level of education is associated with increased employee performance. The analysis showed a statistically significant association between level of education and improved employee performance $X^2 (6, N = 246) = 15.3, p = .018$. From the Chi-square table, the test statistic 15.3 is greater than the critical value 12.5, therefore we rejected the null hypothesis H_{02} . People with a higher level of education have more skills and ability to learn faster than those of a lower level of education, this is directly reflected as an improved employee-performance.

A higher rating of the strength of a Trade Union was hypothesized to be related to improved employee performance. This study showed a statistically significant relationship between higher rating of the strength of a Trade Union and improved employee-performance $X^2 (2, N = 237) = 13.9, p = .001$. The test statistic 13.9 is greater than the critical value of 6.0 based on the Chi-Square Table, therefore the null hypothesis H_{03} was rejected. Rating the strength of their trade union high is associated with improved employee performance because powerful trade unions with a strong mandate and core strategies will improve the working conditions and protect its members creating better working conditions for them to be more productive and efficient, hence improving employee-performance.

However, a statistically significant association was not established between gender, marital status religion, duration of membership in trade union, level of confidence in your trade union representatives and other factors (Table 4.7) with improved employee-performance. It was hypothesised that all other independent variables were associated with improved employee performance. However, based on Chi-square table comparison of Chi-square test statistic and critical value, the null hypothesis was not rejected for these variables. So, there was no statistically significant association between these other variables (Table 4.7) and improved employee performance.

Table 4.7: Trade Union factors associated with improved worker-performance.

Variable	Does trade union membership improve workers performance?		P-value/Chi-square/df	
	Yes, n (%)	No, n (%)		
Gender	Male	184 (82.1%)	9 (75 %)	0.532/0.39/1
	Female	40 (17.9%)	3 (25%)	
Age group	<20	2 (0.9)	1 (8.3)	0.006/14.4/4
	20 – 30	55 (23.8)	3 (25.0)	
	31 - 40	89 (38.5)	3 (25.0)	
	41 - 50	65 (28.1)	1 (8.3)	
	51 - 60	20 (8.7)	4 (33.3)	
Level of education	FSLC	45 (28.8)	0 (0.0)	0.018/15.275/6
	O Level	41 (26.3)	3 (2.0)	
	A Level	38 (24.4)	22 (14.5)	
	Diploma	17 (10.9)	21 (13.8)	
	Bachelors	14 (9.0)	62 (40.8)	
	Masters	1 (0.6)	39 (25.7)	
	PhD	0 (0.0)	5 (3.3)	
	Total	156 (100.0)	152 (100.0)	
Marital status	Married	89 (58.6)	86 (57.0)	0.672/2.348/4
	Single	41 (27.0)	46 (30.5)	
	Cohabit	14 (9.2)	11 (7.3)	
	Separated	7 (4.6)	6 (4.0)	
	Divorce	1 (0.7)	2 (1.3)	
	Total	152 (100.0)	151 (100.0)	
Religion	Muslim	65 (42.8)	18 (11.9)	0.223/3.001/2
	Christian	85 (55.9)	127 (84.1)	
	Pagan	2 (1.3)	6 (4.0)	
	Total	152 (100.0)	151 (100.0)	
Do you involve in Trade Union activities?	Yes	230 (98.7)	12 (100.0)	0.156/0.692/1
	No	3 (1.3)	0 (0.0)	
	Total	233 (100.0)	12 (100.0)	
For how long have you been the member of Trade Union?	< 1 year	20 (8.7)	3 (27.3)	0.051/9.459/4
	2-3 years	47 (20.5)	1 (9.1)	
	4-5 years	43 (18.8)	0 (0.0)	
	6-7 years	51 (22.3)	1 (9.1)	
	>8 years	68 (29.7)	6 (54.5)	
	Total	229 (100.0)	11 (100.0)	
How will you rate the strength of your trade union?	Strong	3 (25.0)	100 (44.4)	0.001/13.940/2
	Moderate	118 (52.4)	6 (50.0)	
	Weak	7 (3.1)	3 (25.0)	
	Total	225 (100.0)	12 (100.0)	
How high is the level of confidence you have in your Trade Union representatives?	Full	146 (63.8)	5 (41.7)	0.441/2.696/3
	Trust but	2 (0.9)	0 (0.0)	
	Trust	26 (11.4)	2 (16.7)	
	Don't trust	55 (24.0)	5 (41.7)	
	Total	229 (100.0)	12 (100.0)	
Belonging to a union brings security to life?	Agree	118 (50.4)	4 (33.3)	0.638/2.540/4
	Neutral	66 (28.2)	5 (41.7)	
	Strongly agree	29 (12.4)	2 (16.7)	
	Disagree	11 (4.7)	0 (0.0)	
	Strongly Disagree	10 (4.3)	1 (8.3)	
	Total	234 (100.0)	12 (100.0)	
What is your level of familiarity and/or involvement with the work and organization of your Trade?	Very Poor	4 (1.7)	1 (8.3)	0.484/3.459/4
	Poor	12 (5.1)	0 (0.0)	
	Moderate	63 (26.9)	4 (33.3)	
	Good	125 (53.4)	6 (50.0)	
	Very Good	30 (12.8)	1 (8.3)	
	Total	234 (100.0)	12 (100.0)	
To what extent do you agree or disagree that trade union plays a vital role in employee performance?	Agree	91 (39.1)	7 (58.3)	0.705/2.168/4
	Strongly agree	41 (17.6)	1 (8.3)	
	Neutral	93 (39.9)	4 (33.3)	
	Disagree	6 (2.6)	0 (0.0)	
	Strongly disagree	2 (0.9)	0 (0.0)	
	Total	233(100.0)	12 (100.0)	

df = degrees of freedom.

4.2 Qualitative Analysis

Structured interviews were carried out with leaders and some members of the 15 teachers and drivers' trade unions in the towns of Buea, Bamenda and Yaoundé in Cameroon.

4.2.1 Determining the Role of Trade Unions on Employee-performance in Cameroon

Since the study focused on two trade unions, it was imperative to get subjective insights from a trade unionist from both teachers and drivers trade unions. To comprehensively assess the role trade unions, play on employee performance, a qualitative assessment in addition to a quantitative one gives deeper insights on the research questions investigated in this study.

Some respondents revealed three common roles that trade unions play on employee performance in Cameroon. These were protecting employees against employer exploitation, collective bargaining, and maintain a cordial working relationship. To one of the trade union leaders, their trade union mobilises members for collective action especially in areas that concern negotiations for wages and better working conditions.

Thus, on the question of the role trade unions play on employee performance in Cameroon, the study equally revealed that when unions bargain for good labour relations and better salaries, employee improved performance is guaranteed.

According to some driver's trade union members and leaders questioned, trade unions play a pivotal role in worker-performance in several ways, which include union protects the right of employees, makes sure all workers work in accordance with the rules and regulation put in place, and brings unity among members and a platform where all their worries are tabled. It also shows that trade unions ensure that concerned unionized workers not only get moral support but also fair decisions during hearings.

Still on employee performance because of trade unionism, the research revealed that member-representation in times of disciplinary sessions and grievances increases not only the performances of workers but the overall organizational productivity. A leader in his response cited situations where taxi drivers are

either harassed or assaulted by Police officers in uniforms. He mentioned situations where some are locked up in prisons simply for having a misunderstanding with military personnel. It is for this reason according to his revelations, that such representation from the driver's union guarantee favourable outcomes for their members thus motivating them to perform better.

4.2.2 Establishing the Challenges of Trade Unions Activities in Cameroon and how they Affect Employee Performance

No trade union is without challenges. Findings revealed that teachers' trade union(s) in Cameroon as articulated by the interviewees face a lot of challenges. Findings reveals that the main challenge which is that of managing strike actions after difficulty in establishing a dialogue, has often been the case. It was therefore evident that strikes in most cases have often resulted to low employee-performance.

In trying to understand the challenges the drivers' union face in carrying out their daily activities as per the study, a leader of a drivers' trade union indicated as some of the challenges they face, inadequate managerial capacity, extortion from the security forces and insecurity in the town daily. To him, it is therefore important for the union to strive as part of their objective, to lobby for more changes that will favour their members and eventually improve on their job-performances. Another challenge earmarked by one of the members interviewed was centered on the question of representing members who are not part of trade unions; to him it has caused a lot of problems as most cases non-members who are drivers get into problems and turn to the union for help. He however insisted that though some unions do not come to the aid of non-members, it is a responsibility on the side of the trade union to come to the assistance of non-members. Notwithstanding, the non-members are usually schooled on the importance of belonging to a union and eventually some do see the need to join.

Another theme outlined from the interviews was the proliferation and fragmentation of driver's trade unions throughout the country as one of the challenges. This makes it difficult for the union to operate effectively and with one voice. This poses a lot of difficulties especially in lobbying for a collective bargaining and actions for the welfare of members. Many unions do not make

drivers to think collectively as it makes it easier for politicians to penetrate and bring disunity among them.

A leader of one of the teachers trade unions was categorical that it almost always results to strike action when negotiation fails. To her, the present Anglophone crisis in Cameroon is evidence of how strikes can lead to employee low and high performance if handled effectively or not. The teachers strike action which happened about 4 years now after the teachers were not given a listening ear turned violent.

The study therefore indicates that when dialogues between trade unions representatives and management flops, the next preferred alternatives are strikes. In most cases, resolutions after the strike enhance employee performance and in some cases it reduces.

4.2.3 Understanding the Core Strategies Used by Unions to Promote the performance of employees Cameroon

One of the interview questions centred on the various strategies the union uses to be able to handle member issues and build performance. The leader of drivers' union established that one of the major strategies is when their union mobilise colleagues for strikes when negotiations have failed. He emphasized on the fact that trade unions play a dual role of protecting members and ensuring that they work collectively with the management to boost high performance. This to him is because relations between workers and employers fail sometimes because managers do not commit to the alliance.

To understand the core strategies, one of the teachers trade unions use a good number of strategies which are building teamwork strategies, empowering workers through seminars, coordinating the teaching activities, and promoting and protecting the rights and socioeconomic interests of union their members. These according to the study are the core founding objectives as they bring members together to fight for a common interest.

Another core strategy employed by one of the unions as cited by a leader has been employing lobbying groups through the influence of Political figures, which impact employee-friendly laws. This to him is to ensure that some governmental policies can be influenced by trade unions or reform labour and

trade laws, which are employee-friendly; thus, enhances performance. Findings reveal that unions do it through political campaigns or by having a union representative in the legislative body of the Country. This is done is done for adequate representation of unions in the government thereby safeguarding the interests of employees.

Correspondingly, it's critical to understand that the strategies used by trade unions in Cameroon to enhance worker-performance are backed by other core objectives which they intend to achieve. These core objectives which are embedded in the strategies as revealed by the interviewees include: The core command of trade union which is promotion and protection of the right and socio- economic interest of members by fighting for the needs of members at workplace and promoting unity amongst them. Deducting from this, Rutherford (2002), trade unions in developed and developing world are all bent on protecting the labour rights of their members. Through collective bargaining they always make sure that the rights of the members are not trampled upon by their employers. It therefore is an indication that the objective of the research and the question that sort to give answers to the core strategies trade unions use to better enhance employee-performance has been attained.

5. CONCLUSION

This part gives a run-through of the research, outcomes are also presented conforming to the findings of the study by linking it to the research purpose. In this regard, the research explored the role played by trade unions in promoting employee-performance in Cameroon, with emphasis on teachers and drivers' unions. This is literally because there is a general perception that trade unionism should have its influence felt by its members as it goes about its daily operations. This therefore act as an added impetus for this study. Trade union members and leaders in Cameroon constituted the population under study. The sample size was 308 (156 for drivers and 152 for teachers) and used a consecutive sampling technique to select respondents for the research. A questionnaire was used for this research because it was more quantitative with a structured interview guide to give the study a qualitative touch. The primary aim of this research was to identify the role of trade unions on employee-performance in Cameroon. Specific objectives of the research were to assess the reasons for joining a trade union, to assess the core mandates and strategies used by trade unions to promote employee-performance and to assess the effect of trade unionism on improved employee-performance.

As per this study, key reason teachers and drivers joined trade unions in Cameroon was for the protection of workers' rights. The main strategies used by trade unions are organising, collective bargaining, alliance building and action. It was also revealed that trade unions have as core mandates to protect and promote the rights and socio-economic interest of their members. Furthermore, age group, level of education and the rating of strength of trade union was statistically significantly associated with improved employee-performance. The trade union executives interviewed said their unions play an instrumental role in employee-performance. They however noted that the key challenges with teachers and drivers' unions in Cameroon are the wages, working conditions and legal protection. It became clear that trade unions play a major role as they

embark on helping employees to get their demands and improve on their employee performance. Results from interviews and questions made it known that employees always involve themselves in trade union activities as part of their job requirements. Workers have different reasons for adhering into trade unions. As concerns the situation of unions in Cameroon, the research revealed that the objective of their adherence is for the protection of members rights and for collective bargaining.

It is anticipated that the results of this research will give a better comprehension of the type of association that exist between employee performance and trade unionism. Thus, the techniques on how employee-performance can be improved by trade union activities and how expectations of the respondents can be rendered depending on the findings of the research.

6. RECOMMENDATIONS

The last segment of this study lays down several recommendations which can be adopted by teachers and drivers' unions to improve the performance of its members.

6.1 Recommendation to Trade Unions

According to the findings of this work, it can be learned that trade unionism plays a vital role in improving worker-performance in Cameroon. Essentially, protecting the socio-economic interests of members appears to be a crucial element of the activities of the teachers and drivers trade unions in Cameroon. These trade unions are equally using pertinent strategies to improve employee-performance by leveraging organising, collective bargaining, alliance building and action at the centre of their activities.

Trade unions are supposed to encourage or help their members to acquire additional values in the various jobs. Apart from fighting for the rights of members and revamping their working conditions, unions should lay more emphasis on helping their members to acquire new competencies and values. Trade unions should consider training and education of their members in fields such as collective bargaining and labour rights. A trade union can be considered powerful or strong from its density, when unions have a higher density, they can pressurize employers and can also substantially impact the lives of their members positively. Trade unions that have a powerful bond with their members have the strength to influence their employers, this will eventually bring positive benefits to members. For instance, the teachers strike action culminated into a lot of educational reforms in Cameroon since 2016. Furthermore, trade unions should arrange conventions with their members where they can train workers on how employee-performance can be improved, how their demands can be provided and how their voices can be channelled to their employers.

In essence, trade unions should concentrate more on achieving the demands and ambitions of the employees. For all these to be achieved, trade unions are supposed to be member oriented giving less chances to employers to defy their rights. Because trade unions members pay an annual fee in Cameroon, their representatives should strive hard to provide excellent service for which the money is paid for. For trade unions to function properly, they are supposed to have a defined perception and avocation that is coordinated personally and collegial with their civil associates.

Additionally, unions can increase value for proprietors by collaborating with them for the improvement of the business and for the better future of the associates. Cooperate agreements within the management and trade union will result to a steady environment for worker-performance. Good employee-performance can only be obtained when the working atmosphere is peaceful and stable.

The idea of trade unions was created from the need to guarantee decent working conditions and to protect the general interest of workers. Also, work-performance will greatly decline if the workforce is not result oriented and responsible. Thus, to enhance the results of trade unions on employee-performance, these propositions are made:

- Trade unions should set as its top priority, the protection of workers' rights. As shown in this study, trade union members want to be protected from employer exploitation and get their demands accepted by grouping into unions. By organising into unions, trade unions can stay away from fights with employers and make negotiations via their main instrument, which is collective bargaining. Also, they should also make sure what they are asking for are realistic demands that are achievable within the business or organisation.
- If trade unions and the management ensure that a formal two-way communication exist between them, information will be properly passed across and without delay. This will aid enormously in keeping a long-lasting congenial relationship within them thereby reducing misunderstanding. Such a good relationship will guarantee protection and promotion of the rights and

the socio-economic interest of workers, which in turn increases employee performance.

- Worker-development is very crucial as it is a process of improving employee abilities through organizational training programs with the intension of improving employee-performance (Swanson) 2001, as indicated by (Hassan, 2007). In this regard, trade union are recommended to give their members teaching and improvement trainings such as skill development programs which can give workers training and coaching, to enhance employee-performance. This reduces production misuse and enhances good worker-retention and worker-management relations. Also, based on Bloom and La Fleur's (1999), coaching can augment worker's ability which can equally greatly improve performance. As shown in this work, level of education is statistically significantly associated with an improved employee-performance. Training and upskilling employees is therefore imperative.
- Finally, positive employee performance can be reached at if the atmosphere is peaceful. Trade unions should make sure their targets are good enough and related with the accomplishments of the general aspirations of the organization. Moreover, management should constantly grant an enabling environment for dialogue for both parties when need arises for a good working relationship.

6.2 Suggestions for Further Research

About to be mentioned are propositions of research topics that maybe carried out by other scientists.

- To examine how the government contributes to assisting trade union activities.
- To evaluate the attitudes of employers towards trade unions activities in Cameroon.

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APPENDIX

APPENDIX A Foreign Language Anxiety Scale

APPENDIX B Interview Guide

APPENDIX C Ethical Approval Form

APPENDIX A Foreign Language Anxiety Scale

SAMPLE QUESTIONNAIRE

I am a student at Istanbul Aydin University Institute of Social Sciences

Business Department İşletme Yön. (Eng) Program, carrying out research on “The Role of Trade Unions on employee performance in Cameroon: case of Teachers and drivers’ union” *You are assured that all information provided will be used strictly for academic purposes and kept confidential*

INSTRUCTION: place a tick in the box in the rows below.

SECTION A: DEMOGRAPHICS

1. Please indicate your gender.

Male

Female

2. Please indicate your age range?

Less than 20 years

31-40 years

51-60 years

20-30 years

41-50 years

60 years +

3. Marital Status:

Single

Separated

Cohabitation

Married

Divorced

4. Religious background

Christian

Muslim

Others (specify)

5. Level of Education

No formal school

A-levels

Masters

FSLC

Diploma

PhD

O-levels

Bachelor

SECTION B: Trade Union Membership and Performance

6. Do you involve in Trade Union activities?

(Please tick *ONE ONLY*) Yes No

7. If yes, which of them?

8. If yes, for how long have you been the member of Trade Union?

1 year or less year

2 -3 years

4 – 5 years

6 – 7 years

8 years and above

9. How will you rate the strength of your trade union?

Weak

Moderate

Strong

10. How high is the level of confidence you have in your Trade Union representatives?

I have my full confidence

I trust them but

I do not trust them

Others.....

11. What are your reasons for joining a Trade Union?

Protection of workers' rights

To make ones' voice heard

Collective bargaining

12. What are the core mandates of Trade Unions?

To promote and protect the rights and socioeconomic interests of workers

To fight for the needs of members at workplace

To promote unity amongst members

13. To what extent do you agree or disagree that trade union plays a vital role in employee performance?

Strongly Disagree

- Disagree
- Neutral
- Agree
- Strongly Agree

14. What are the strategies used by trade unions to improve employee performance?

- Organizing collective bargaining, alliance, and action

Plan, action, and evaluation

- Formulation, membership drive and power sharing

15. Does trade union membership improve employee-performance?

- Yes No

APPENDIX B Interview Guide

1. Which Trade Union organization do you belong to in Cameroon?

2. What role does Trade Unions play on employee performance in Cameroon?

3. Do you think it has been able to handle the working relationship with its employees?

4. Do you face challenges as a Trade Union?

5. Highlight some of the possible challenges Trade Unions activities in Cameroon?

6. How do you work to overcome some of these challenges?

7. Does your Trade Union have possible strategies used in order to enhance employee performances?

8. Identify and explain the core strategies used by unions to promote the performance of employees?

APPENDIX C Ethical Approval Form

Evrak Tarih ve Sayısı: 05.10.2021-25810



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı :E-88083623-020-25810
Konu : Etik Onayı Hk.

05.10.2021

Sayın FANSO COLLINS DINYUY

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 27.09.2021 tarihli ve 2021/10 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Hüseyin KAZAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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Belge Takip Adresi : <https://www.turkiye.gov.tr/istanbul-aydin-universitesi-ebys?>

Adres : Beşyol Mah. İnönü Cad. No:38 Sefaköy , 34295 Küçükçekmece / İSTANBUL

Telefon : 444 1 428

Web : <http://www.aydin.edu.tr/>

Keş Adresi : iau.yazisleri@iau.hs03.kep.tr

Bilgi için : Tuğba SÜNNETCI

Unvanı : Yazı İşleri Uzmanı

Tel No : 31002



RESUME

FANSO COLLINS DINYUY

Profile:

- Self-motivated and highly energetic professional with 2+ years of solid scientific research experience and strong record of success in challenging projects. Experienced in working in multicultural and interdisciplinary teams. Recognized for high teamwork skills and great leadership potential.
- Posses a passion for working on the interface of science and business, and the ambition to create a new kind of technology commercialization firm. Seeking a rigorous MBA program to facilitate career transition.

Academic Qualification:

- **Master of Business Administration**, Istanbul Aydin University (2018 – 2021)
- **Bachelor of Human and Economic Geography**, University of Yaoundé I (2008 – 2012)
- **GCE Advance Level**, G.B.H.S Kumbo (2005 – 2007)
- **GCE Ordinary Level**, G.B.S.S kikiakom-Kumbo (2000-2005)

Professional Profile:

- Worked at the regional delegation for small medium size enterprises, in 2014 at Yaoundé.
- -Worked at APRIAATE in 2015 - 2018 at Yaoundé.
- -Administrative skills with good approach in digital marketing and E-commerce.
- -Excellent leadership skills and team approach.

Language Proficiency:

- **English**- Excellent command
- **French** -Fluent.

Hobbies:

I like playing football, swimming, listening, and dancing music, and internet surfing. I hereby undersign that the above information is true and correct.