

**TRADE UNIONS AND ORGANIZATION PRODUCTIVITY IN NIGERIA**

(A Case Study Of Kwara State University, Malete)

BY

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### **CERTIFICATION**

This research work has been read and approved as meeting the requirement for the award of Higher National Diploma (HND) in business Administration and management, in institute of finance and management studies, Kwara state polytechnic, ilorin kwara State.

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## DEDICATION

This dedication is a celebration of my mother's life and legacy. May her soul rest in peace and her memory be forever cherished.



## ACKNOWLEDGMENT

All glory and adoration belong to the Lord of life and death, eternally exalted. Peace be unto His messenger, companions and those who trend the rightful path.

My profound appreciation goes to my honest supervisor DR. BAKER S.A who took his valued time going through my project work and made my efforts and commitments commendable.

I am very grateful to the Head of the Department of Business Administration and Management Mr. ALAKOSO I.K for his encouragement and all lecturers in my Department for their undisputed support and Advice.

I will forever be full of gratitude to my dad, a strong man and more, I pray you shall wait to eat the fruit of all the labour.

I'll never be an ingrate to my siblings; my small moms and my zaddy. They're more like my parents than siblings. You mean the world to me. I LOVE YOU.

In addition, I'm grateful to everyone who makes an impact in my life either one way or the other, I'm really grateful

GOD BLESS YOU ALL.

## PROPOSAL

This study examines the relationship between trade unions and organizational productivity in Nigeria, with a specific focus on Kwara State University, Malete. Using a case study approach, the research investigates the impact of trade union activities on employee productivity, job satisfaction, and organizational performance. The study aims to contribute to the ongoing debate on the role of trade unions in enhancing productivity in Nigerian organizations. With the expected outcomes of;

1. A deeper understanding of the relationship between trade unions and organizational productivity.
2. Insights into the impact of trade union activities on employee job satisfaction and productivity.
3. Recommendations for improving trade union-management relations and enhancing productivity in Nigerian organizations.

Significant progress on;

1. Contributes to the existing literature on trade unions and productivity in Nigeria.
2. Provides practical insights for organizational leaders and trade union officials.
3. Informs policy decisions on trade union-management relations in Nigerian organizations.

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## CHAPTER ONE

### BACKGROUND OF THE STUDY

#### 1.1 INTRODUCTION

Sydrey and Beatrice (2016) define trade unionism as 'a continuous association of wage earners for the purpose for maintaining or improving the conditions of their working lives. sees Trade unionism as 'An association of employees for the promotion and defence of the terms and conditions of employment of their members including their standard of living, What all these definitions suggest is that trade unions generally constitute an assemblage of workers seeking an improvement of existing conditions relating to their employment. Trade union did not just come into being in an organisation but due to the constitution and laws that backs it up. The constitution of the federal Republic of Nigeria, 1979 in one of its provision under fundamental rights states that 'Every person shall be entitled to assemble freely and associate with other person and in particular he may form or belong to any political party, trade union or any other association for the protection of his interest.

Under the trade unions Act (amendment 2005) however, a trade union is recognised as such once it is registered under the Act.

However, for any organisation to achieve its aims and objectives, it must recognise the impact of trade union on workers' productivity as well as the organisation itself. It is on this note that the research work seeks to examine the effect of trade union on workers' productivity and organisation behaviour

Yesufu (2017) Trade unionism has been one of the most discussed topics in the field of Industrial relations Though there exist a pool of knowledge on the concept of trade unionism, the centre point nevertheless has always been the effect on workers' productivity and on the organisations corporate goals. This is because what trade union do is to make demands whether on employers association or the state and promote these demands by agitations and through strikes

Today, more than ever before, trade unionism is still concerned with issues of remun

eration and hours of work which will directly or indirectly affect the productivity of workers. Trade unions are concerned with the quality of life as well as the standard of living of their members what they cannot secure from their employers e.g. social security schemes, they attempt to get from the state. Indeed, it cannot be over emphasised that modern trade unionism in Nigeria grow rapidly and has gone a long way in affecting workers productivity.

The history of trade unionism in Nigeria indicates that the first trade union made up of workers in wage employment was the Nigerian civil service union, organised in 1912. According to Ahiauzu (1981), the enactment of trade union ordinance in 1938 in Nigeria hastened the rapid growth of trade unionism in the country. Ever since, the rate of increase in the number of unions has risen steeply particularly. Since the 1950s. According to Fashoyin (1980). At the end of the fiscal year 1970-71, there were seven hundred and fifty one (751) unions registered in the country including unions from various financial institutions.

However, with reference to the words of Ananaba (1969), that in 1976 the federal military government promulgated the trade union central labour organisation decree no 44, with the sole aim of bringing the various unions together. Financially, on the 28<sup>th</sup> February, 1976, the Nigeria labour congress (NLC) was inaugurated as the only central labour congress in Nigeria. This congress was made up of forty two (42) independent union affiliates that merged to form the NLC with the merges of various unions, all financial institution were brought under one umbrella called national union of banks, insurance and financial institution employees (NUBIFE).

During the era of the oil boom in the early 1970s which coincided with the Udoji 1974/75 award, trade unions had a close understanding with the management/government. This parley turn blossomed into a cordial relationship with the two bodies. The federal government award was spread across all cadres through the Udoji commission. Its main purpose which was the review of wages and salaries of public sector employees against the background of serious agitation, was largely achieved as the government in the 1974

/75 fiscal year, implemented the package.

The necessity to undertake the research work is due to the likely problems that the influence of trade unions has on the productivity of an organisation.

## **1.2 STATEMENT OF THE PROBLEM**

The following problems can be identified and their effects on productivity. Those workers who have prepared to work on a particular day may be disallowed as a result of instruction coming from the trade union leaders to refrain from work and this will automatically affect that day's operation and other problems we be analyse as follows

Inability to employ qualified candidate for the specific area of the organization (Poor staffing).

The organization may not have the ability to provide good facilities that will improve their productivity. Lack of fund for the organization to provide adequate welfare facilities in company premises. Some organization are still using old age techniques which are supposed to ignore and increase their productivity with new age technology.

## **1.3 RESERACH QUESTION**

The following are the research question to be answered

1. To what extent does trade union action affect organization performance
2. How can trade union affect workers efficiency
3. Does protocol need to be follow in terminating employees in an organization

## **1.4 OBJECTIVES OF THE STUDY**

1. To analyse the relationship between trade union action and organization performance.
2. To know how trade union affect the workers efficiency
3. To determine protocol to be follow in termination of appointment of any workers.

## **1.5 RESSERACH HYPOTHESES**

In carrying out the research on the impact of trade union on organization productivity the following hypothesis will be tested at level of significance:

HO1. there is no significance relationship between trade union and organization performance

HO2. There is no significance relationship between working environment and organization productivity

HO3. There is impact of social responsibility on an organizational growth.

## **1.6 SIGNIFICANCE OF THE STUDY**

This study is significant as it would help enlighten the following beneficiary with respect to apposing of trade union and organization productivity. The significance of the study is to show the clear understanding of Financial reporting analysis because recent studies have emphasized the need to widen the area of responsibility of Financial reporting to take into cognizance the numerous users group and their driver's interest.

To The Discipline: The significance of this research work is that it will enable the researcher in the department of business administration to understand in full what trade union is all about and the various ways of improving decision making in an organization and services by researching into their problems

To The Case Study: it will also improve the practice application and concepts of the trade union using strategy used by kwara state university as a case study, which is strategy fires and the research finding and recommendations will enable the kwara state university to see the real effects of trade union on their organization.

To The Society: its we benefit the people to know more about kwara state university, The research also tell the society how the good of kwara state university.

To The Researcher: the significance of this study is importance for the researcher in other to acquire is Higher National Diploma certificate in kwara state polytechnic as the rese

archer institution. And also for the researcher to know more about trade union concept in the organization. And for the research work to be used for further enquiry in future.

### 1.7 SCOPE OF THE STUDY

This study shall focus on an approval of impact of trade union on organization productivity using kwara state university malete as a case study in carrying out this research.

During the curse of carry out this research, researcher had some experiences that constituted hindrance of the study. The limitations encounters in the process are as follows;

- Time constraints
- Financial constraints
- Respondents constraints
- **Time Constraints:** The time allocated for this study is very tight, the project was approved in the midst of researcher studies, such as lecture, assignment and even their home work. Therefore, all these stated above made the project to be too tight. But the problems was solved through time arrangement, researchers, scheduled Friday and Saturday for the project only and researcher have decided not to exercise other assignment.
- **Financial Constraints:** In fact, one of the major obstacles to this research work is financial aspect of it, in the course of the project, researcher not financially alright, therefore, it make this very tedious. But the problem was solved through researcher parents and relatives.
- **Respondent Constraints:** Another hindrance to this study is the response of respondents, some respondent are not willing to give information, and some are very hostile while some gave irrelevant information. The problem was solved by adequate communication with respondent and enlightenment of the respondents.

### 1.8 DEFINITION OF KEY TERMS

This aspect give a brief definition of terms used in this work in which when a lame man l

any hold of the research work will know the meaning of term used

**Trade unionism:** Trade unionism is 'a continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives'

**Productivity:** Productivity is the situation that is created in a production process whereby increasing effectiveness and efficiency occur in such a way that there is a regular positive relationship between the output and the invested input.

**Organisation behaviour:** Organisation behaviour studies the behaviour of individual and group in organisational settings

**Industrial relations:** Industrial relations is the state of the relationship between employer, union and employees.

**Strikes:** Strikes is the cessation of work by a body of persons employed acting in combination or a concerted refusal.

**Grievances:** is the discontent or dissatisfaction, real or alleged, valid or imaginary and whether expressed or not but arising from matter connected with the employment of workers which the workers think to be unjust and unfair, no matter whether they are right or not.

**Trade dispute:** Is defined as any dispute between employers and workers or between workers, connected with the employment or non employment or terms of employment and physical conditions of work of any person.

**Collective Bargaining:** is the process by which wages and other conditions of employment are determined by negotiations between an employer or a group of employers or an industry and the employees or their union officials.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

The purpose of this chapter is to review and to provide the reader with a general overview of the purpose study.

This chapter indicate the ideas, also the relevant information and further elaborate different standpoint, that were the foundation of the purposed study, this chapter covers the conceptual, theoretical framework and empirical review of the topic under study.

Trade unions have an immense effect on labor markets and societies. The main objective of this thesis is to examine how trade unionism affects workers. The subject matter of trade unionism and workers in Finland is of interest to both the government and employers. Trade unionism, which is the activities of association of workers in a workplace have been accepted and recognized as a necessary action. A trade union can be simply defined as 'an alliance of workers to strengthen their efforts in bargaining with their cor

espondents.' The research in the area of trade unions which makes the topic very interesting and it also provides me with some insights on how trade union works and its effects on workers. There have been lots of research work done in industrial relations. Broadly, speaking the effects of unions may be positive or negative. The issues to be discussed in this thesis are the effect of trade unions on wages, effects on fringe benefits, collective bargaining which directly or indirectly affects the performance of workers. This is the main aim of the whole thesis and the primary reason for this research is to study the union efforts for wages and non-wages benefits of workers.

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## **2.1 CONCEPTUAL FRAMEWORK/CLEARIFICATION**

According to Webbs 'as we understand the term, is a continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives. It has been defined in many ways by different authors. (Jackson 1983) Dale Yod



er defined a trade union as “a continuing long term association of employees, formed and maintained for the specific purpose of advancing and protecting the interests of the members in their working relationship.

A trade union (or labor union) is an organization of workers or employees who have combined together to achieve common goals in areas such as in working conditions and protecting and promoting their mutual interests through collective action. A trade union, through its leadership, bargains with the employer or the management on behalf of the union members and negotiates labor contracts etc. The process of negotiating wages, work rules, complaint procedure and workplace safety is called collective bargaining. Historically, union representation and collective bargaining have been the keys to the growth of a stable working population in developed economies and it has made it possible for workers to gain a more equitable share of the wealth that they create; they are able to improve working conditions and help workers gain job security.

Changes in the political, social and educational environments regarding awareness of rights –such as the right to organize, the right to bargain and the right to settle the terms and conditions of the employment- have caused workers unions to spring up to protect and further workers interests. Thus, with the establishment of minimum wages, norms for mandatory work hours, provisions for health and safety, and overall improvement in working conditions, unionization has become instrumental in improving the quality of life of workers ( Rao 2010, 293)

The general features of trade unions are:

- i. Association of employees or employers of independent workers.
- ii. Trade union is a permanent formation of workers therefore it is not casual.
- iii Trade union mostly emphasizes joint, coordinated actions and collective bargaining.
- iv. It is formed to protect and promote all kinds of interests –economic, political and social-of its members. The dominant interest with which a union is concerned is, however, economic.
- v. It achieves its objectives through collective action and group effort. Negotiations and

collective bargaining are the tools for accomplishing objectives.

### **2.1.1 CONCEPT OF TRADE UNION**

Karl (2011) trade union is an association of workers forming a legal unit or legal personhood, usually called a "bargaining unit", which acts as bargaining agent and legal representative for a unit of employees in all matters of law or right arising from or in the administration of a collective agreement. Labour unions typically fund the formal organization, head office, and legal team functions of the labour union through regular fees or union dues. The delegate staff of the labour union representation in the workforce are made up of workplace volunteers who are appointed by members in democratic elections. Today, unions are usually formed for the purpose of securing improvement in pay, benefits, working conditions, or social and political status through collective bargaining by the increased bargaining power wielded by the banding of the workers.<sup>[1]</sup> The trade union, through an elected leadership and bargaining committee, bargains with the employer on behalf of union members (rank and file members) and negotiates labour contracts (collective bargaining) with employers. The most common purpose of these associations or unions is "maintaining or improving the conditions of their employment".<sup>[2]</sup> This may include the negotiation of wages, work rules, occupational health and safety standards, complaint procedures, rules governing status of employees including promotions, just cause conditions for termination, and employment benefits.

### **2.1.2 CLASSIFICATION OF TRADE UNIONS**

Classification Of Trade Unions Is Based Upon Ideology, Trade And Agreement By Gary Dessler 2009.

#### **Classification based on ideology**

**a. Revolutionary Unions:** Believe in destruction of existing social/economic order and creation of a new one. They want shift in power and authority and use of force - Left Union

s.

**b. Reformist or Welfare Unions:** Work for changes and reforms within existing socio-political framework of society - European Model.

**c. Uplift Unions:** Advocate extensive reforms well beyond the area of working condition i.e., change in taxation system, elimination of poverty etc.

#### **Classification based on trade**

- Many unions have memberships and jurisdictions based on the trades they represent. The most narrow in membership is the craft union, which represents only members certified in a given craft or trade, such as pipe fitting, carpentry, and clerical work. Although very common in the western world, craft unions are not common in countries like India and Sri Lanka.
- At the other extreme in terms of the range of workers represented is the general union, which has members drawn from all trades. Most unions in India and Sri Lanka are in this category.
- Another common delineation of unions based on trades or crafts is that between so-called blue-collar workers and white-collar workers. Unions representing workers employed on the production floor, or outdoor trades such as in construction work, are called blue-collar unions. In contrast, those employees in shops and offices and who are not in management grades and perform clerical and allied functions are called white-collar workers.
- In addition, trade unions may be categorised on the basis of the industry in which they are employed. Examples of these are workers engaged in agriculture or forestry: hence agricultural labour unions or forest worker unions.

#### **Classification based on agreement**

Another basis on which labour agreements are sometimes distinguished is on basis of the

e type of agreement involved, based on the degree to which membership in the union is a condition of employment. These are:

**a. Closed Shop:** Where management and union agree that the union would have sole responsibility and authority for the recruitment of workers, it is called a Closed Shop agreement. The worker joins the union to become an employee of the shop. The Taft-Hartley Act of 1947 bans closed shop agreements in the USA, although they still exist in the construction and printing trades. Sometimes, the closed shop is also called the 'Hiring Hall.'

**b. Union Shop:** Where there is an agreement that all new recruits must join the union within a fixed period after employment it is called a union shop. In the USA where some states are declared to be 'right-to-work'.

**c. Preferential Shop:** When a Union member is given preference in filling a vacancy, such an agreement is called Preferential Shop.

**d. Maintenance Shop:** In this type of arrangement no compulsory membership in the union before or after recruitment exists. However, if the employee chooses to become a member after recruitment, his membership remains compulsory right throughout his tenure of employment with that particular employer. This is called a maintenance of membership shop or maintenance shop.

**e. Agency Shop:** In terms of the agreement between management and the union a non union member has to pay the union a sum equivalent to a member's subscription in order to continue employment with the employer. This is called an agency shop.

**f. Open Shop:** Membership in a union is in no way compulsory or obligatory either before or after recruitment. In such organisations, sometimes there is no union at all. This is least desirable form for unions. This is referred to as an open shop.

### 2.1.3 OBJECTIVE AND FUNCTION OF TRADE UNION

*Beatrice Webb's 2011, "A Trade Union is an organization of workers, acting collectively, w*

ho seek to protect and promote their mutual interests through collective bargaining”.

**Objectives:**

**Following are the objectives of trade unions:**

**1. Ensure Security of Workers:**

This involves continued employment of workers, prevent retrenchment, lay off or lock-out  
s. Restrict application of “fire” or dismissal or discharge and VRS.

**2. Obtain Better Economic Returns:**

This involves wages hike at periodic intervals, bonus at higher rate, other admissible allowances, subsidized canteen and transport facilities.

**3. Secure Power To Influence Management:**

This involves workers’ participation in management, decision making, role of union in policy decisions affecting workers, and staff members.

**4. Secure Power To Influence Government:**

This involves influence on government to pass labour legislation which improves working conditions, safety, welfare, security and retirement benefits of workers and their dependents, seek redressed of grievances as and when needed.

**Functions of a Trade Union:**

The important basic functions of unions listed by National Commission on labour are:

- (i) To secure fair wages to workers.
- (ii) To safeguard security of tenure and improve conditions of service.
- (iii) To enlarge opportunities for promotion and training.
- (iv) To improve working and living conditions.
- (v) To provide for educational, cultural and recreational facilities.
- (vi) To co-operate in and facilitate technological advance by broadening the understanding of workers on its underlying issues.
- (vii) To promote identity of interests of workers with their industry.
- (viii) To offer responsive co-operation in improving levels of production and productivity,

discipline and high standards of quality and  
(ix) To promote individual and collective welfare.

#### **2.1.4 ADVANTAGE AND DISADVANTAGES OF TRADE UNION**

##### **Advantages of Trades Unions**

###### **1. Increase wages for its members**

Industries with trade unions tend to have higher wages than non-unionised industries. Trade unions can pursue collective bargaining giving workers a greater influence in negotiating a fairer pay settlement.

The efficiency wage theory states that higher wages can also lead to increased productivity. If workers feel they are getting a higher wage, they can feel more loyalty towards the firm and seek to work for its success.

###### **2. Counterbalance Monopsony Power**

In many industries, firms have a degree of monopsony power. This means firms have market power in employing workers. It enables firms to pay wages below a competitive equilibrium ( $W_2$ ) and also employ fewer workers at  $Q_2$ . There are many cases of powerful firms making a very high level of profit, but paying relatively low wages.

###### **3. Represent workers**

Trades Unions can also protect workers from exploitation, and help to uphold health and safety legislation. Trades unions can give representation to workers facing legal action or unfair dismissal.

###### **4. Productivity deals**

Trades unions can help to negotiate and implement new working practices which help to increase productivity. For example, in wage negotiations, firms may agree to increase pay, on the condition of implementing new practices, which lead to higher productivity. If the trade union is on board, then they can help create good working relationships between the owners and workers.

## **5. Poor wage growth in non-unionized workforce**

Modern labour markets are increasingly flexible with weaker trade unions. These new developments in labour markets have led to a rise in job insecurity, low-wage growth and the rise of zero-hour contracts. Non-unionised labour helps firms be more profitable, but wages as a share of GDP has declined since 2007. Unions could help redress the monopoly power of modern multinationals.

In 2011 there were 6,135,126 members in TUC-affiliated unions, down from a peak of 12,172,508 in 1980. Trade union density was 14.1% in the private sector and 56.5% in the public sector.

## **POTENTIAL DISADVANTAGE OF TRADES UNIONS**

### **1. Create Unemployment**

If labour markets are competitive, and trade unions are successful in pushing for higher wages, it can cause disequilibrium unemployment (real wage unemployment of  $Q_3 - Q_2$ ). Union members can benefit from higher wages, but outside the union, there will be higher unemployment.

It is also argued that if unions are very powerful and disruptive, it can discourage firms from investing and creating employment in the jobs. If firms fear frequent strikes and a non-cooperative union, they may prefer to invest in another country with better labour relations. For example, in the 1970s, the UK experienced widespread industrial unrest and this is cited as a factor behind the UK's relative decline.

### **2. Ignore non-members**

Trades unions only consider the needs of its members, they often ignore the plight of those excluded from the labour markets, e.g. the unemployed.

### **3. Lost Productivity**

If unions go on strike and work unproductively (work to rule) it can lead to lost sales and output. Therefore their company may go out of business and be unable to employ workers at all. In many industries, trade unions have created a situation of a confrontational a

pproach.

The benefits of trades unions depend on their circumstances. If they face a monopoly employer they can help counterbalance the employer's market power. In this case, they can increase wages without causing unemployment. If unions become too powerful and they force wages to be too high, then they may cause unemployment and inflation. It also depends very much on the nature of the relationship between trade unions and employers. If relations are good and constructive, the union can be a partner with the firm in maintaining a successful business, which helps protect jobs and higher wages. However, if the relationship between trade unions and the management becomes confrontational, it can escalate into destructive partnerships which cause a decline in profitability and puts the long-term security of jobs at risk.

## **ORGANIZATION**

Phillip 2014 An organization, or organization (Commonwealth English; see spelling differences), is an entity—such as a company, an institution, or an association—comprising one or more people and having a particular purpose.

The word is derived from the Greek word *organon*, which means tool or instrument, musical instrument, and organ.

These consist of a group of peers who decide as a group, perhaps by voting. The difference between a jury and a committee is that the members of the committee are usually assigned to perform or lead further actions after the group comes to a decision, whereas members of a jury come to a decision. In common law countries, legal juries render decisions of guilt, liability, and quantify damages; juries are also used in athletic contests, book awards, and similar activities. Sometimes a selection committee functions like a jury. In the Middle Ages, juries in continental Europe were used to determine the law according to consensus among local notables.

Committees are often the most reliable way to make decisions. Condorcet's jury theorem proved that if the average member votes better than a roll of dice, then adding more



ore members increases the number of majorities that can come to a correct vote (however correctness is defined). The problem is that if the average member is subsequently *worse* than a roll of dice, the committee's decisions grow worse, not better; therefore, staffing is crucial.

Parliamentary procedure, such as Robert's Rules of Order, helps prevent committees from engaging in lengthy discussions without reaching decisions.

This organizational type assigns each worker two bosses in two different hierarchies. One hierarchy is "functional" and assures that each type of expert in the organization is well-trained, and measured by a boss who is super-expert in the same field. The other direction is "executive" and tries to get projects completed using the experts. Projects might be organized by products, regions, customer types, or some other schemes.

## **PRODUCTIVITY**

Bilal 2011 Productivity is the efficiency of production of goods or services expressed by some measure. Measurements of productivity are often expressed as a ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time.<sup>[1]</sup> The most common example is the (aggregate) labour productivity measure, e.g., such as GDP per worker. There are many different definitions of productivity (including those that are not defined as ratios of output to input) and the choice among them depends on the purpose of the productivity measurement and/or data availability. The key source of difference between various productivity measures is also usually related (directly or indirectly) to how the outputs and the inputs are aggregated into scalars to obtain such a ratio-type measure of productivity.<sup>[2]</sup> Types of production are mass production and batch production.

Productivity is a crucial factor in the production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education and contribute to social and environmental programs. Productivity growth can al

so help businesses to be more profitable

## **ORGANIZATION PRODUCTIVITY**

David 2013, Organizational productivity is about assessing and improving the efficiency and effectiveness of public and private sector organisations. Four productivity models are explained and linked to a wide range of productivity improvement methodologies.

Productivity as a SEE Sustainability Model SEE Sustainability refers to a focus on an integrative approach to productivity extending beyond technical, social, and environmental based systems as found in the soft productivity model. While it may initially be seen as similar to factors in soft productivity, there is a shift in focus from managing risks that affect the efficiency and effectiveness of productivity to sustainability. In Diagram 5 the cost/benefit and efficiency and effectiveness concepts that underpin what productivity is based on. This now reflected in a (productivity) dimension covering waste reduction and value adding. To this is added a further dimension covering Social, Environmental and Economic (SEE) Sustainability. In Diagram 5 these dimensions, together, cover direct and indirect areas that support sustainable productivity. An example of the shift in productivity measures can be found in the search for a life cycle sustainability, and renewal, approach to resources. Economic Sustainability Productivity: Process & network efficiency Productivity: Outcomes e.g Recipient value Waste reduction Value Adding Resources e.g waste & emissions reduction Employee well-being e.g physical, social, & mental health Environmental & Social Sustainability Diagram 5 SEE Sustainability Model (internal focus) David Alman December 2013.

## **2.2 THEORETICAL REVIEW**

Theoretical Foundation: An Overview Having identified the core principle of early on trade union, to use this principle to construct a theoretical foundation for the field. This foundation is intended to do two innovative things: first, to identify and then provide a theoretical explanation for the two central research foci of the field (the employment relationship

and its attendant labor problems); and, second, to demonstrate that IR's chief present-day competitors (neoclassical labor economics on one side and human resource management on the other) have deep conceptual flaws and in important respects do not adequately explain the employment relationship. As explained below, of these two rivals the more serious and fundamental threat comes from neoclassical labor economics; hence NLE receives the bulk of the attention and almost exclusively so in the next two sections. In particular, the object of analysis and criticism is the core of neoclassical labor economics—that is, the model of a perfectly

### **2.2.1 Labor Market Theory**

At the heart of neoclassical microeconomics, and thus at the heart of the orthodox paradigm, is the model of perfect competition. As every person familiar with economics recognizes, modern NLE now extends far beyond the competitive model and theorizes a whole host of imperfect market problems and non-market institutions and behaviors (Lazear 2000; Boyer and Smith 2001; Levitt and Dubner 2005; Boeri and Ours 2008). Recognizing this, however, does not mean that modern labor economics has abandoned the competitive model. Manning (2003: 11) asserted, for example, that “currently, labor economics consists of the competitive model with bits bolted onto it when necessary to explain away anomalies.” Likewise, Lucas (2007) argued that “about 99% of all successful applied economics is still based on the idea of a competitive equilibrium” (quoted in Samuelson and Barnett 2007: 64). And in the same vein, Solow (1990: xvi) observed that “in today’s preferred style the labor market is usually modeled as just clearing or, more subtly, producing efficient contracts.” Thus, the competitive model still forms the core of the neoclassical research program, but it is now surrounded by a large and constantly expanding protective belt of disparate and often mutually inconsistent models and theories—now more frequently called “mainstream” than neoclassical—that in various ways relax or abandon key

competitive assumptions. Indeed, a noticeable “institutional turn” is evident in modern labor economics (Blau and Kahn 1999; Freeman 2008).

### **2.2.2 Theory Of Firms And Production**

The discussion so far has centered on the theoretical and empirical aspects of the competitive labor market model in panel (i). Equally important and the other half of the story are similar aspects of the orthodox treatment of the firm and production process in panel (ii). The employment relationship, after all, is composed of markets and firms and both price and command methods of resource allocation (Simon 1951; Marsden 1999; Kaufman 2004b). This part of the paper provides further critique of NLE; it also provides an entrée to my critique of modern IR’s other academic competitor, human resource management.

### **2.2.3 Revolutionary Theory:**

The revolutionary approach/theory of trade union is developed by Karl Marx “This theory is also known as “the theory of class war and dialectical materialism”. According to Marx, trade union was the foremost organising centre to provide locus for streamlining the forces of working classes The trade unions are, for Marx, the instruments to overthrow capitalism.

These are, thus, prime instruments of the class struggle between proletarian workers and capitalist businessmen. Marx advocated that the working class must not divert itself from its revolutionary programme because it is labour struggle only that can abolish capitalism. To Marx, workers’ emancipation involves abolition of capitalism

### **2.2.4 Evolutionary Theory:**

This theory also known as “theory of industrial democracy” was enunciated by Sydney and Beatrice Webbs. To Webbs, trade unionism is an extension of the principle of democra

cy in the industrial sphere. In other words, trade unionism is not an instrument to overthrow the capitalism, but a means of equalizing the bargaining power of labour and capital. Trade unionism provides a means by which workers overcome managerial dictatorship, on the one hand, and express their voice in the determination of the conditions under which they have to work, on the other.

### **2.2.5 Theory of Industrial Jurisprudence:**

According to S. H. Slitcher the propounder of the "Theory of Industrial Jurisprudence", workers individually fail in bargaining with employers for protecting their interests. In his view, trade unionism served as a means for workers to protect them in work. Such an approach of trade unionism, Slitcher termed as "a system of industrial jurisprudence".

## **2.5 EMPIRICAL REVIEW**

The trade unions began first in Europe in the sixteenth century, starting from craft guilds and later to mutual aid societies.

Reid, (2010) argues that, the craftsmen found in assembly sectors such as engineering & shipbuilding, joined hands to protect their interests, enforce apprenticeship rules and discuss politics matters and other challenging matters. Since then, the unionism has stayed in Europe with a significant progressive. Different unions have as well been formed all over the world. Unions became stronger after World War II, it was a 'golden age' of trade unionism<sup>1</sup> in Europe.

Phelan (2007), explains, that political leaders joined hands with the unions in the effort to secure a sustained economic growth. It was an integrated trade union movement. Phelan further states that governments regulated wage bargaining through income policies and related economic measures. The new national health systems, <sup>4</sup>improved social wage, unemployment insurance and housing schemes stood as a proof for the trade unionism power.<sup>2</sup> Whereas in America, Unionisation began in the 19th century.

Wheeler (2012) argues that shoemakers, printers and other skilled tradesmen were the first trade unionist. Meanwhile, the unions increased when construction of factories

s with huge production were invented, for example, "the Textile Mills of New England, began to hire young girls from the farm" (Yates 2009).

According to Stone (2013) workers were paid low wages<sup>3</sup> and working conditions were not good. In addition, people willing to work for low wages were flocking from rural areas and from Europe. Workers joined hands to protect their interests. Storch further argues that people were determined to build union movement that would offer them; power, relevance and protection (2013). However, Yates states that this was met by obstacles due to great depressions (2009).

Robins and Lars (2015), evaluated the interest in global trade union has increased significantly in recent years, but the impact on product innovation is not well understood. The purpose of this paper is to empirically analyze the impact of global purchasing on product innovation sourced from suppliers, while taking into account how firms integrate their suppliers. Design/methodology approach. The data used in this study are from the international purchasing survey, an international online survey on purchasing and supply management conducted in 2009. The data are analyzed using factor and regression analyses. Findings the paper shows that global purchasing has no direct impact on product innovation performance. However, supplier integration is more strongly associated with product innovation performance for firms purchasing globally compared to firms purchasing regionally.

Walter and Craig (2011) their paper discusses an overview of relevant trade union models and their importance for establishing a strategic sourcing decision, how trade union relationships play a key role in the strategic sourcing decision and key attributes of the various models for strategic sourcing. They illustrate the diversity of the choices with four strategic scenarios that motivate the development of solid strategic decisions. The material is presented as a te

aching document from a point of view that is integrative of key sourcing paradigms and is written from a context that is readily understandable.

## **2.4 GAP IN LITERATURE**

Literature review cogently reveals that various studies have been conducted on the determinants of conflict resolution but there is modicum of research papers related to from most of the empirical analysis stated above, it could be seen that most of the empirical evidence points towards conflict resolution in manufacturing firm, conflict globalization and globalization and concomitant i.e. Kanyara and Ungu (2017), Michael, (2015). Given the lack of empirical evidence, therefore there is a research gap in literature. In fulfilling this gap, the research project makes an endeavor to examine productivity through effective conflict management in the Nigeria manufacturing firm. The pedestal of economic growth of the Nigeria largely hinges upon the growth and development of the manufacturing companies in Nigeria.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 INTRODUCTION**

This section presents the methodology that was employed in this study. The methodology of this research consists of different sections including research method research design, research population, sample size, sample techniques, data collection and analysis techniques.

#### **3.2 RESEARCH DESIGN**

This research study is anchored on epistemology philosophy. Epistemology is concerned with addressing the fact by asking what the acceptable knowledge is most commonly used in scientific research as it searches for fact and information that can be proved

without doubt. In this study however, the researcher's interest is to study the effects of stress Management on employee performance in Nigeria polytechnics. Hence, the researcher will collect data through the distribution of self-administered copies of questionnaire on cross sectional basis to the selected samples in order to harness information for the purpose of analysis and making useful deductions there from.

Research design is a plan that guides the researcher in his or her data collection step by step and analytical phases of research work. It specifies the type of information to be collected, source of the data and the data collection procedure, it also includes research methodology, population of the study, sample determination, and sample procedure, source of data, data collection techniques and others. The major issues on research design are to determine if the research nature is prospective, it refers to the future outcome, retrospective, it focus on the past trend phenomenon and study impact into the future, quantitative and qualitative and to explain the choice of timeframe on data collection and cross sectional design to collect relevant information and clear picture of the research, before and after etc. this research will adopt quantitative approach, is a formal objective and systematic process used to test the relationships among variables, the quantitative method was solicited to help categories relevant subset information for the research purpose, the research design will support with exploratory and survey to analyze the definite answer to the research question and primary data will collect from primary source, the primary sources entail collecting information directly from the respondents for the purpose of this study structured questionnaire was used.

### **3.3 POPULATION OF THE STUDY**

The population for this study comprises of academic and non-academic staff of Kwara state polytechnic, Ilorin. The academic staff are four hundred and seventy seven (477), while the non academic are six hundred and thirty eight (638), which is totalled one thousand one hundred and fifteen. Kwara state polytechnic registry office (2021), however, this research is restricted to academic staff of the polytechnic only.



### 3.4 SAMPLE SIZE AND SAMPLE TECHNIQUES

This study adopts a sample random sampling techniques in selecting its sample, respondents were selected accidentally because of the tight schedule of all employees, the available respondent is approached at sight.

The required sample size for this study shall be derived using the taro Yamane (1967) for mular, which is stated below

Formular ==>  $n = N / (1 + N(e)^2)$

Were:-

n= sample size

N= Population size under study

e= margin error signal

1= this is constant

n=?

N=115

e=5% or 0.05

$n = 447 / (1 + 477(0.05)^2)$

$= 447 / (1 + 477(0.0025))$

$= 477 / 1 + 1.2$

$= 477 / 2.2$

$= 217$

### 3.5 METHOD OF DATA COLLECTION

Steligaz (2007) states that the framework through which data is being collected for the purpose of research is known as source of data. Hence, every research work has a framework for collecting data. In this study however, the primary data was adopted. Primary data are those which are afresh and for the first time, and thus happen to be original in character (Kothari, 2004). To obtain the required data, a detailed questionnaire was prepared and administered to employees of kwara state polytechnic Ilorin.

## **1.6 RESEARCH INSTRUMENT**

The research instruments which was adopted in this work is questionnaire in order to draw responses from the identified respondents. The questionnaire consists of a number of questions printed in a definite order on a form or set of forms distributed to the respondents. The questionnaire was divided into two sections A and B with section A consisting of the demographical data of the respondent, consisting of question ranging from marital status, age, level of education qualification, in addition section B technical information on stress Management and Employee Performance etc. of the questionnaire was structured to generate responses on questions relating to data on relevant variables. Hence, it was based on a 5-point Likert attitude scale. Each level of the scale will be represented as 5, Strongly Agree, 4, Agree, 3, Undecided, 2, Disagree and 1, Strongly Disagree.

## **3.7 METHOD OF DATA ANALYSIS**

This study employed the use of Regression Analysis. The adoption of Regression Analysis for this study was due to the fact that the researcher intends to test the effect of independent variables on the dependent variables. Also, Statistical Package "for Social Science (SPSS) .20 will be used in analyzing the data collected.

### **Validity of Research Instrument**

Test of validity is a ability of the various instrument propose in this study to measure what will have designed in order to answer the question and hypothesis. It also represents the degree to which this work measures what we said in statement of problem, research question and that were formulated into hypothesis. Consequently e instrument was subjected to expert validation in the department and researcher equally compared the instrument with previous empirical research, thus statistical evidence support the correlation between research question and outcome of investigation on variable. It was evidence and validated with both face to face and content validity (some element in the questionnaire were change from expert in the content) this work could not use concurrent and predicti

ve validity.

### **Reliability of Research Instrument**

Reliability has the distinctiveness to ensure stability or consistency of measurement (Otokiti, 2007) the instrument precisely the questionnaire only has subject to test retest method to ensure the constant and steadiness of respondent's answers.

### **Ethical Consideration**

The work considered highest level of confidentiality on reasonable level from management of questionnaire to enveloping disclosure therein. Thus, information share during the administration of the questionnaire was transcribe with near perfect interpretation and without any interference from the researcher. Similarly we ensure that the interpretation was divorce of personal interest.

## **3.8 HISTORICAL BACKGROUND OF THE CASE STUDY**

Kwara State University, also known as KWASU, is the 77th university to be registered by the Nigerian Universities Commission (NUC). It is the 95th university to be recognized in Nigeria, The university was established by the administration of Dr. Bukola Saraki in 2009, and envisioned to be more than a typical university in Nigeria. It was designed to be a centre for community service and entrepreneurship. In a country where the fundamental values of volunteerism and community involvement are yet to be fully embraced, The university recognises itself as a part of a community, and has the position of a Director for Community Development for the purpose of mobilizing the community, setting assessment strategies, and identifying the needs within the community so that lecturers can use their expertise to impact directly on the communities. KWASU held her first convocation on 1 June 2013 and inaugurated KWASU Alumni Association with Oyinloye Damilare Peter as the pioneer President . The jour

ey towards establishing a state university in Kwara State began on 11 July 2007 when the Kwara State Governor Bukola Saraki inaugurated a planning committee under former governor of Kwara State, Alhaji Mohammed Shaaba Lafagi to prepare the ground for the establishment of the Kwara State University. The Bill for the Kwara State University was signed into law on 24 December 2008.<sup>[1]</sup> The certificate and instrument to operate the university was obtained on 9 February 2009 from the National Universities Commission (NUC). The pioneer Vice-Chancellor, Professor Abdul Rasheed Na'Allah, who until his appointment, was Chair of the African American Studies Department of the Western Illinois University, Macomb, United States of America, assumed office on 28 July 2009. The current Chief of Staff to the President of Nigeria, Muhammadu Buhari who was before his appointment a seasoned scholar and internationally diplomat, Professor Ibrahim Agboola Gambari is the pioneer chancellor of the school, Johnson Adewunmi the current chancellor was appointed on Monday, May 25th, 2025 by Governor AbdulRahman AbdulRazaq.<sup>[2]</sup> When fully operational, the university is planned to have its academic activities operate from three campuses located in Malete, Ilesha-Baruba and Osi-Opin.

The Malete campus is the main campus and houses the College of Pure and Applied Sciences, College of Information and Communication Technology, and the College of Education. Osi (Ekiti local government) campus will house the College of Engineering, College of Humanities, Management, and Social Sciences. The Baruba (Baruten Local government) Campus will house the College of Agriculture and Veterinary Sciences.

Kwara State University has several academic centres. One of such centres

es is the Centre for Ecology and Environmental Management and Studies CEE RMS, which recently received a grant from UNESCO worth \$15.3 million to be used over a six-year period to establish the UNESCO Chair for Alternative Energy Programme. This grant is for research in Alternative Energy and is to be handled by Kwara State University Centre for Ecological and Environmental Research Management Studies (CEERMS).<sup>[8]</sup> Other centre of the University are: Centre for Oral Traditions in Africa, Institute for Asian Studies, Institute for Advanced Military Studies, Japanese Language and Culture Institute, Ibrahim Gambari Centre for the Study of United Nations and Regional Organizations, Centre for Pre-degree and Remedial Studies, Centre for Human Rights and the law, Centre for Modernity and Religion, Centre for Art Preservation, Centre for Sponsored Projects, Centre for Innovation in Teaching and Research, KWASU International Institute for Publishing Studies, Centre for Innovative Technology, Center for Innovation and International Studies, Centre for Bio-Computational Applications and the Centre for Entrepreneurship.

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## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

#### 4.1 INTRODUCTION

The purpose of this chapter is to present the data collected in tabulated forms, analysis and interpret respectively. Also in the course of the analysis, some factors are to shed moiré light on the explanation and relation between some of the variables connected with the study.

#### 4.2 DATA ANALYSIS AND RESULTS

Analysis for the demographic information, this part includes information on respondent's sex, age, marital status and educational qualification of the respondents.

**TABLE 1: RESPONDENTS DISTRIBUTION BY SEX**

SEX	FREQUENCY	PERCENTAGE
Male	30	60
Female	20	40
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

Table 1 above shows that 30 respondents indicate 60% of the total populations were male while 20 respondents indicate 40% were female, this show that there are more male than female counterpart kwara state university malete.

**TABLE 2: RESPONDENTS' DISTRIBUTING BY AGE**

AGE GROUP	FREQUENCY	PERCENTAGE
18 – 30	25	50

31 – 40	15	30
41 – above	10	20
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

From the above table it shows that 25 respondent representing 50% were between the ages of 18-30, 15 respondent representing 30% were between 31 – 40 and 10 respondents were between 41 and above.

**TABLE 3: MARITAL STATUS**

MARITAL STATUS	FREQUENCY	PERCENTAGE
Single	10	20
Married	30	60
Divorce	5	10
Widow	5	10
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The above information on the table shows that, 10 respondents represent 20% were single, 30 respondents represent 60% were married, 5 respondents 10% were Divorce while 5 respondents represent 10% were also widow, which shown that married people were mostly employed by kwara state university malete because of their maturity.

**TABLE 4: EDUCATION QUALIFICATION**

QUALIFICATION	FREQUENCY	PERCENTAGE
SSCE	5	10
NCE/OND	15	30
HND/BSC	30	60
OTHER	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The above table show that, 5 respondents indicate 10% were under secondary school certificate holder, 15 respondents represent 30% were NCE/OND certificate holder and 30 respondents represent 60% were with HND/BSC certificate holders.

**TABLE 5: LENGTH OF SERVICE**

LENGTH OF SERVICE	FREQUENCY	PERCENTAGE
Under 5 year	10	20
6 – 10 year	25	50
11 – 15 year	10	20
16 and above	5	10
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

Information above shows that 10 respondents indicate 20% were under 5 years of length of service 25 respondents indicate 50% were between the range of 6 – 10 years of length of services, while 5 respondents representing 10% were also between the range of 16 year and above.

**QUESTION 6: DOES YOUR ORGANIZATION CONSIDER TRADE UNION AS A VITAL TOOLS TO THE ORGANIZATIONS EFFICIENT OPERATIONS**

OPTIONS	NUMBER OF RESPONDENTS	PERSENTAGE %
AGREE	27	54
DISAGREE	23	46
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

*Source: Questionnaire Administered, 2025*



From the above table, there is a clear indication that the organization considers trade union relationship as a vital tool to an organization efficient of operation 27 (54%) of the total number of respondents indicated this by saying Agree while the remaining 23 (46%) respondent disagree by saying Disagree by saying no.

**QUESTION 7: HOW EFFECTIVE WOULD YOU SAY THAT TRADE UNION RELATIONSHIP PERFORMANCE CONTRIBUTION TO SYSTEM?**

OPTIONS	NUMBER OF RESPONDENTS	PERSENTAGE %
Agree	40	80%
Disagree	10	20%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

**Source:** Questionnaire Administered, 2025

From the above table, 40 (80%) of the respondent agree that the trade union relationship function it contributing maximizing to the attainment of the organizational objectives while the remaining 10(20%) respondents disagree.

**QUESTION 8: DO YOU AGREE THAT EFFECTIVE TRADE UNION SYSTEM CAN INCREASE THE COMPANY PRODUCTIVITY?**

OPTIONS	NUMBER OF RESPONDENTS	PERSENTAGE %
AGREE	40	80%
DISAGREE	10	10%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

**Source:** Questionnaire Administered, 2025

The above table shows that all most all the respondent 45( 90%) were of the same opinion that effective trade union system can increase the company productivity while

e 05 (10%) respondent disagreed.

**QUESTION 9: IS THERE ANY CLOSE RELATIONSHIP BETWEEN THE TRADE UNION DEPARTMENT AND OTHER DEPARTMENTS WITHIN THE ORGANIZATION?**

OPTIONS	NUMBER OF RESPONDENTS	PERSENTAGE %
AGREE	45	90%
DISAGREE	5	10%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

**Source:** Questionnaire Administered, 2025

From the above table 45 respondents representing 90% of the total respondents agreed that the trade union relationship department has close relationship with other department while 5(10%)indicated that Disagree relationship exists between the trade union and other department.

**QUESTION 10: DO YOU AGREE THAT TRADE UNION DEPARTMENT HAS CONTRIBUTED IMMENSELY TO OVERALL SUCCESS OF THE ORGANIZATIONS.**

OPTIONS	NUMBER OF RESPONDENTS	PERSENTAGE %
AGREE	42	84%
DISAGREE	8	16%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

**Source:** Questionnaire Administered, 2025

The table above indicated that 42 (84%) of the respondents agree that trade union system has contributed immensely to the overall organization success while 8 (16%) respondents disagree by saying No.

**QUESTION 11: DO YOU THINK THAT EFFECTIVE TRADE UNION CAN ASSIST THE SECTION TO PLAN ITS ACTIVITIES EFFECTIVELY AND EFFICIENTLY.**

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
AGREE	42	84%
DISAGREE	08	16%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

**Source:** Questionnaire Administered, 2025

This table, above shows that 42 (84%) believe that effective trade union is vital to effective and efficient playing of the activities of the transportation department, the remaining 8 (16) respondent disagreed.

**QUESTION 12: DOES TRADE UNION RELATIONSHIP SYSTEM HAS A POSITIVE INFLUENCE ON YOUR ORGANIZATIONS SURVIVAL?**

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
AGREE	40	80%
DISAGREE	10	20%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

**Source:** Questionnaire Administered, 2025

From the table above 40 respondents representing 80% shows that trade union relationship function has a positive influence in an organization survival. While 10 respondents representing 20% disagreed.

**TABLE 13: DO YOU AGREE THAT COST OF TRADE UNION FAR OUTWEIGHS ITS ADVANTAGES?**

OPTION	FREQUENCY	PERCENTAGE
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Yes	45	90
No	5	10
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The table above shows that the entire 45 respondent which represent 90% indicate that the cost of social responsibility far outweighs its advantages while 5 respondents represent 10% indicate No.

**TABLE 14: IS THERE ANY SIGNIFICANT IMPACT OF TRADE UNION ON ORGANIZATION PRODUCTIVITY**

OPTION	FREQUENCY	PERCENTAGE
Yes	50	100
No	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The above figure shows that 50 respondents which represent 100% of the total research population have the strong opinion that it is necessary to continue in social responsibility. This shows that there is a positive effect in the services rendered by the organization by their yes.

**QUESTION 15: DOES TRADE UNION IMPROVE THE PRODUCTIVITY OF THE ORGANIZATION**

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
AGREE	40	80%
DISAGREE	10	20%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

*Source: Research Survey 2025.*

From the table above 40 respondents representing 80% shows that trade union relationship function has a positive influence in an organization survival. While 10 respondents representing 20% disagreed.

**TABLE 16: DOES TRADE UNION AFFECTS ORGANIZATION PRODUCTIVITY AND WORKERS OUTPUT NEGATIVELY?**

OPTION	FREQUENCY	PERCENTAGE
Yes	45	90
No	5	10
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The table above shows that the entire 45 respondent which represent 90% indicate that the cost of social responsibility far outweighs its advantages while 5 respondents represent 10% indicate No.

**TABLE 17: DO DEMAND FOR WAGES INCREASE INFLUENCE WORKERS BEHAVIOR NEGATIVELY?**

OPTION	FREQUENCY	PERCENTAGE
Yes	50	100
No	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The above figure shows that 50 respondents which represent 100% of the total research population have the strong opinion that it is necessary to continue in social responsibility. This shows that there is a positive effect in the services rendered by the organization by their yes.

**QUESTION 18: DOES TRADE UNION ACTION AFFECT ORGANIZATION PERFORMANCE?**

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
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AGREE	40	80%
DISAGREE	10	20%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

*Source: Research Survey 2025.*

From the table above 40 respondents representing 80% shows that trade union relationship function has a positive influence in an organization survival. While 10 respondents representing 20% disagreed.

**TABLE 19: BAD TRADE UNION PROGRAMME CAN AFFECT WORKERS EFFICIENCY IN AN ORGANIZATION?**

OPTION	FREQUENCY	PERCENTAGE
Yes	45	90
No	5	10
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The table above shows that the entire 45 respondent which represent 90% indicate that the cost of social responsibility far outweighs its advantages while 5 respondents represent 10% indicate No.

**TABLE 20: IS THERE ANY CHALLENGES FACING TRADE UNION PROGRAMME IN AN ORGANIZATION?**

OPTION	FREQUENCY	PERCENTAGE
Yes	50	100
No	-	-
<b>TOTAL</b>	<b>50</b>	<b>100</b>

*Source: Research Survey 2025.*

The above figure shows that 50 respondents which represent 100% of the total research population have the strong opinion that it is necessary to continue in social responsibility. This shows that there is a positive effect in the services rendered by the organization by their yes.

#### 4.4 TESTING OF HYPOTHESES AND INTERPRETATION

$H_{01}$ : That there is no significance relationship between trade union and organization productivity

**Table 4.3.1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519 <sup>a</sup>	.270	.265	.58823

a. Predictors: (Constant), TRAINING.

The model summary in table 4.3.1 indicate the degree of relationship between Trade union and Organization performance with  $R=0.519$ ;  $R^2=0.270$  and adjusted  $R^2=0.265$ . The result implies there is direct positive relationship between Training and Organization performance at 5% level of significant. The  $R^2$  value and the adjusted- $R^2$  which is just very close imply the sample is a true reflection of the total population as the difference ( $0.270-0.265=0.005$ ) is very negligible and small. Therefore, it is posited that 27.0% of organization performance is caused by a unit increase in Trade union and the remaining 26.5% is accounted for other factors not explained in this model

**Table 4.3.2 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.795	1	19.795	57.210	.000 <sup>b</sup>
	Residual	53.632	155	.346		
	Total	73.427	156			

b. Predictors: (Constant), trade union

The ANOVA summary table double check through a diagnostic test by carrying out overall significant of the relationship, the result indicate that the ratio of regression sum of square (19.795) to the total sum of square (73.427) gives an adequacy that the model is perfectly fit (i.e.  $R^2=0.270$ ); and that there is significant relationship between organization performance and training at 5% level ( $F=57.210$ ;  $P=0.000<0.05$ ).

**Table 4.3.3: Regression Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.158	.021		7.523	.001
	TRAINING	.711	.094	.519	7.564	.000

a. Dependent Variable: Organization\_Performance

The regression table indicates the direction and the degree of the effect of Trade union on organization performance. The fitted regression equation is "Organization performance =  $-0.158 + 0.711\text{Training}$ "; which means that 71.1% increase in organization performance is caused by 1% changes in the Trade union adopted in Kwara state university malete, Ilorin. If peradventure off-the-job training and on-the-job training is zero (i.e. 0) the organization performance will reduce by 15.8% as shown in the constant (constant = -0.158) of regression line. Therefore it is posited that there is significant impact of Training on Organization performance at 95% confidence level ( $p=0.000<0.05$ ).

**H<sub>02</sub>:** There is no significance relationship between working environment and organization productivity

**Table 4.3.4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 <sup>a</sup>	.699	.697	.27579