

THE EFFECT OF EMPLOYEE UNION PARTICIPATION AND COMMITMENTS ON UNION GROWTH

Fanisi Temitope Babatunde

Department of Management & Entrepreneurship Studies, Afe Babalola University, Ado-Ekiti, Nigeria.

E-mail: Fanisibaba@gmail.com

Edward David Onoja

Department of History & International Studies, Federal University, Lokoja, Nigeria

E-mail: stonoja982001@yahoo.com

ABSTRACT

This paper examined the impact of union participation and commitment on union growth. The objectives were: to determine the relationship between union participation and union growth and to examine the impact of union participation on union growth. Survey research design was adopted for this study. Primary and secondary sources of data were used. The primary data includes a structured questionnaire used to elicit information from the target respondents who were members of the two major union of the electricity distribution company in Ado Ekiti while the secondary data encompass the use of related materials, journals and periodicals, Regression analysis was used to analyze the data. The findings shows that there is a significant relationship between union participation and union growth ($r = .617^{**}$, $N = 107$, $P < .01$). The implication of this result is that a 1% shift in union participation will cause a 61.7% shift in the growth of the union. The findings also shows the R^2 value of 0.631 which reveals that union participation independently accounts for 63.1% of the variation in union growth. The f -statistics of 33.500 reveals that the model is statistically significant at 0.05 significant level. It was concluded that a 1% shift in union participation will cause a 61.7% shift in union growth rate. Also there is a significant relationship between union participation and union growth. To this end, the study concluded that union growth is a function of union participation.

Contribution/Originality: This study contributed new knowledge to existing management literature. It examined the roles, objective and challenges of labour union in Nigeria. The primary contribution is finding that a united and proactive labour union is vital in maintaining a progressive and harmonious management-worker relationship which drives industrial harmony and development.

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1. INTRODUCTION

Union participation is a concept that has received widespread attention from theorists, researchers and policy makers because it is an indication of workplace democracy. A substantial body of literature has developed around this same issue, stressing several reasons for its importance. Zoanthus (1993) argued that although attitudes of union members towards their union are often favorable, a relative lack of participation by members in union activities has been of great interest to union leaders and researchers over the years. Researchers like Loveridge and Warner (1973) in a study stressed that a generally low proportion of members actively participating in union meetings and elections indicates inadequate operation of union democracy. This has shown that the quality of union democracy is determined by the level of participation. Participation in union activities has two clear consequences. The first is that it creates a sense of community in the rank and file and secondly participation has the capacity to generate its own defense against oligarchy while also growing at a rapid rate. There is however a consensus in literature that participation in union activities takes several forms (Klandermans, 1986). The term union participation has been used to connote many different forms of participation within the union. These include; Mcshane (1986) who have used the term to refer to it as participating in union activities, Klandermans (1986) who used the term in measuring the willingness to take part in moderate militant action and Anderson (2000) who refers to it as the perceived participation in decision making and actual participation in meetings.

The ambiguity of the term and the differences amongst forms of union participation has led to concerns by some researchers in this regards. Martins (1986) have argued that there is an overlap in the literature amongst the concept of militancy, striking and participation in union activities. Klandermans also argued that though there union participation is multidimensional, which has given it different meaning in different settings, it still requires some level of generalization and acceptance. Strauss (1997) opined that it is difficult to provide a systematic account of which determinants pertains to the growth of a union, as the determinants of growth in some cases may not be the determinants of another. It is in the light of the following arguments that we arrive at a gap in available literature. This research paper will explores empirically the impact of union participation and commitments on union growth.

1.1 Objectives of the Study

The objectives of the research are to:

- i. Determine the impact of Union employee union participation and commitment on union growth.
- ii. Examine the relationship between union participation and union growth.

1.2 Scope of the Study

Union participation is quite dimensional as it varies from place to place, country to country, sectors to sectors. This study is designed to take an empirical look of the impact of union participation and commitments on union growth in Nigeria with keen focus on the National Union of Electricity Employees (NUEE) and the Senior Staff Association of Electricity and Allied Companies (SSAEAC) Ado-Ekiti Zone.

2. LITERATURE REVIEW

2.1 Trade Union Evolution in Nigeria

The term trade union has a variety of meanings depending on the perception of the workers and the definition imposed by legal frameworks in many countries. Fajana (2006) defines trade union as any combination whether temporary or permanent, the principal objectives of which its constitution are the regulation of relations between workmen and workmen or between masters and masters while providing benefits to members and imposing restrictive conditions on the conduct of business. From the definition, employers' associations are also to be regarded as trade unions. Trade unions are the main power resource of the working people. The power in this collectivity of workers can promote the resolution of a variety of problems faced by the workforce and which help in nation building (Fajana, 2006). In the view of Yesufu (1998), the experience in Sierra Leone greatly influenced the development of trade unionism in Nigeria. According to him, the first union was not formed by a group of disaffected workers who wanted a platform from which they can fight for the amelioration of grievances or for the improvement of specific conditions of employment but rather it was formed just to conform to what workers in Sierra Leone has done. There has been a long history of trade unionism. The first organization that is known to have had interest in trade union activities was the mechanics mutual aid provident and mutual improvement association formed in July 1883. But the first trade union that was characterized by wage employment was the Nigerian Service Union Organized in 1912. The union was more concerned with the efficiency in the civil service and intensified Nationalization of the service than with hard core trade unionism (Eze, 2003). Some other ones included the Railway Workers Union and the Nigerian Union of Teachers. Those who formed the Railway Workers Union were dissenters from the civil service union and the reason for this breakup to form a new union was believed they believed that the civil service union was too soft spoken on fundamental issues and more so the civil service union was not responsive to the economic dictates of the period. More so because the new unions were filled with skilled workers or artisans of various trades, they were placed on strategic positions and so strike by any of them could paralyze the entire system.

As an offspring of the association of skilled workers, the NUT was formed. The reason for the formation was that the teachers were dissatisfied over conditions of employment. The African leaders were not happy that the working conditions in the mission schools were poorer than those of their contemporaries in the government owned institutions, thus this grievance led to the formation of the union. Eze (2003) opined that the interest of the unions was to promote national development and as a professional workers organization, the NUT was formed partly to carry out the regulatory functions of the teaching profession and to be a watch dog of the government educational policy. This development is equally true of the National Medical Association which in addition to promoting the economic wellbeing of the members helps to promote the wellbeing of the nation. The conglomeration of these unions has greatly helped in maintaining stability in the nation's Economy. The militancy of the union workers as regards government unfavorable policies created a catastrophic phase of labor unrest and this led to a successful general strike in 1945. To ensure a sustained harmonization of the various unions, a central union was formed and this was called the Trade Union Congress of Nigeria (TUCN). The congress demanded increased employment through intensified industrialization, Nationalization of all public utilities and the establishment of the labor party (Fashoyin, 1998).

Based on historical perspectives, the first labour organizations were formed between the years 1942 -1975. These unions proffered strategies for sustained trade unionism, promotion of worker's welfare and the generalized magnitude of national development. It is worthy to note that the rise of unionism was aided by the nationalists leaders struggle to rid the economy of bad leadership. Thus trade unionism and nationalism provided the basis for group collectivism in satisfying this particular objective.

However due to the proliferation of trade unions, there was need to have a centralized organization of these various trade unions. This led to the formation of the Nigerian labor Congress (NLC) in 1975 and this became the strong backbone of the other unions. It coordinates the affairs of all these unions and these unions are deemed to be affiliated to the NLC. There were some specifications and guidelines in the procedures for such affiliation. The NLC became the centre force between the government and the various trade unions affiliated to it. Yesufu (1998) went further to say that the affiliated trade unions must make some reservations to the NLC from monies collected from their members. It is the NLC that has in a long run intervened in the government faceoff with skilled and professional workers in the country. Given the central organization of trade unions, any union which fails to pay its contributions guilty of an offence and liable on conviction to a fine of twice the amount of the contribution. The NLC waxed very strong despite incessant harassments, detention and intimidation of the leaders by the various governments especially during the military reigns of Abacha and the Obasanjo led democratic government. NLC under the famous labor leader Comrade Adams Oshiomole suffered similar fate as the government nearly caused an unhealthy disintegration of the various unions affiliated to the NLC.

2.2 Factors that Aided the Development of Trade Unionism in Nigeria

Fajana (2006) in his study on industrial relations identified the intervening factors that aided the development of trade union between 1938 and 1976. Some of which acted independently while others were interrelated.

Public Policy: the trade union ordinance of 1938 gave legal backing to the formation and administration of trade unionism in the country. This singular factor gave impetus to and also gave birth to several other unions. It gave it a legal backing and created a favorable environment.

Economic Expansion: after the World War II, there was some considerable growth in commerce which was dominated by such companies as the UACN, John Holt, SCOA and UTC amongst others. Each companies increased the number of its branches throughout the country, the trend influenced the growth and development of trade union as each branch formed its own separate unions for the protection of employees in the branch. Thus the number of the house unions multiplied with increased membership.

Effects of the Second World War: the Second World War made workers realize their strategic position and potential power. More so, in terms of its impact on unionism, there was an extremely high increase in the cost of living due to the war. This and other issues such as rationing due to shortages of essential commodities affected workers adversely, particularly those in the urban areas and led to the railway unions to demand what was termed as cost of living allowance (COLA) in 1941. In the same year, a crisis ensued following government's rejection of demands. Consequent upon the report of the bridge committee, which was set up to examine the matter, government later granted COLA to all of its workers.

General Defence Regulation of 1942: another factor is the general defence regulation of 1942 which outlawed strikes and lockouts during the period of war. Unions viewed the order as an attempt by the government to suppress the new and fragile organizations and their officials reacted furiously (Fashoyin, 1980). This led to the formation of the Trade Union Congress of Nigeria (TUCN).

The Enugu Shootings of 1949: the strike action which was embarked upon by the Enugu coal miners in 1949 led to a tragic incident in which 21 miners were killed and 51 wounded. The division which had earlier on emerged in trade union movement as a result of the 1945 general strike was temporarily shelved as the major unions attempted to form a central body. This was based on the realization that their joint actions were vital to the collective salvation of the union. Consequently, the TUCN, the Nigerian National Federation of Labor (NNFL) formed in the year 1949 and the African Civil Servants Technical Workers Union came together to form what we have today as the Nigerian labor Congress in the year 1950.

Education: the rapid growth in education and the general workers awareness of what obtains in other African countries also gave significant impetus to the development of trade union in Nigeria.

2.3 The Concept of Union Participation

Union participation can be described as the active involvement of an individual through the commitment of time, manpower, financial resources, and energy towards group activities. This is according to the definition of Newton (1999) who also went further to describe it as the collective involvement of union members in related activities. Without union participation, there would not be trade union. so the effective participation of members is important to ensure its viability.

2.3.1 Forms of Union Participation

Generally, union participation has been measured using various dimensions. Bolton (2007) empirically identified the similarities and differences amongst the six forms of union participations which he named and explained as follows;

Union Commitment: this is the level of commitment of an individual to the union he or she belongs to. These commitments ranges from loyalty to the union, willingness to work for the union, responsibility to the union and believe in the union. All these makes up what is termed as union commitment. These commitments also depends on several factors that ranges from age, sex, number of dependents, job experience and the perception about the union.

Participation in Decision making: an entirely different form of union participation is participation in decision making. Participation in decision making gives a kind of psychological orientation to the union members and gives them a big sense of partnership. People often tends to participate in decision making in every environment they find themselves. They see it as

an avenue to make impact and make their opinion count. Many members of union are more visible in the decision making process of the union.

Participation in Union Activities: this type of participation takes the form of disseminating union information, recruiting new members, attending meetings and reading union monthly publications. These activities are like some forms of union obligations and rituals which are basically used to identify members in some cases. Participation in picketing activities are usually the highest point of participation and shows clearly that the individual is truly involved with the union.

Attitudinal Militancy: Attitudinal Militancy can be likened to a situation of alertness and willingness for a showdown. This is usually displayed in union – management relationship. It's also part of the collective bargaining and striking aspect of unionism. Attitudinal militancy as a form of participation is usually determined by several variables such as Demography, workplace integration, pay and pay equity, union satisfaction E.T.C. In it lies the ability to push management to a stage of compromise on disputed issues.

Serving in Elected Offices: many union members participate in union activities simply because they want to be a union executive. This is like when someone gets into politics to contest elections. This set of people participate by paying membership dues and attending meetings because these are mostly prerequisites for contesting elective positions in unionism.

Propensity to Strike: strikes are the most spectacular form of industrial action. At the base of every union power lies the willingness to strike. Majority of workers participate in this as a form of participation. This involves all category of workers sitting at home and not coming to work or coming to work and slowing down the process of work.

2.3.2 Models of Union Participation

The principal and focal assumption behind union participation is that an individual will participate if the avenues to participate are known. Kirton (2004) established that there are reasons for participation in unionism which he narrated to have come from two sources which are the availability and the motivation to participate.

Available literatures such as Huges (2006) and Bolton (2007) in their own studies revealed five common approaches to union participation which will be explained as follows;

Work Dissatisfaction Model: this model views union participation as a reaction to frustration, dissatisfaction or alienation in the work situation. People and organizations are defined as systems striving for equilibrium. If the equilibrium is disturbed, they attempt to restore it. At the heart of the approach is the belief that unions are symptoms of incomplete integration within an organization. When employees have an impression that they are not been treated fairly in an organization, it pushes them to seek ways of getting justice.

Bamberger(2011), established a very strong correlation between job satisfaction and satisfaction with management with unionization. What this implies is that those who have progressed in career by way of position or pay are usually available to unionize to as to protect those positions and what they earn. They don't want a drop in pay for any reason. While those occupying positions of authority does not want a situation where they are dispensed for no reason. same is also applicable to those who are not satisfied with their jobs.

Economic Model of Union Participation: this model emphasizes pay as a source of discontent and predicts additional effects of economic variables. The employee receiving lower rewards in an organization will become more militant in an attempt to improve their rewards through the union. Anderson (2000) suggested that union participation can be perceived within the payoff for participation argument which asserts that union members tends to exercise their rights not to participate except when there is an important issue such as a potential payoff at stake.

Participation as postulated by this model comes with a mindset of actualization of purpose such as increase in salary and improved working conditions. Mostly termed as welfare benefits.

The Socialization Model of Union Participation: the argument behind the socialization model of union participation is that the climate in which union members are exposed to both on and off the job may influence their participation in unionism. Like for instance the extent of a new comer orientation is dominant in maintaining and increasing level of activities. Klandermans (1986) believes that individual's availability or willingness to participate is determined by group culture of the level of socialization amongst groups. If one belongs to a particular group and majority of the group members participates in unionism, there is a likelihood of one participating too.

People who share same political, social and religious sentiments are likely going to be members of same union. Though not totally but with a very high proportion.

Structural Model of Union Participation: This model was formed on the basis that decision to participate in unionism may be based on the structural arrangements of an organization and the domain it exists in. variables like the size of an organization determines the model of participation. There will be a rate at which an organization grow or the structures put on ground that propels participation. Most employees have the impression that some leadership in some certain organization have designed structures to treat unfair members of the organization. The environment in this organizations also determines availability to militant actions. For instance, an organization which basically falls in the production sector without an arrangement for rest and health insurance is likely going to have several people willing to participate in unionism. Also the

bigger an organization, the propensity they are towards strike. Finally, the sector the organization belongs to in the larger society can also determine if they will unionize or not.

Social Background Model of Participation: the social background model of union participation predicts that the background characteristics of an employee influences their perceptions about events and provides frames of reference for their willingness to participate. Demographic variables like gender and age are determinants of this model. For instance, females have been found to possess lower militancy zeal while males have been discovered to be hyper militant. According to Anderson (2000), it is believed that females generally have lower expectation in terms of wages due to the low dependency factor on them in the society. That is to say women carry lesser burden in the societal life settings. Also there is a very high probability that young employees who had just entered the job might not be disposed to participating in union activities due to fears of job security as they believe they might be victimized too early on the job. Another logic to this model of participation is that highly educated people may have lower motivation to participate in militant actions than their less educated colleagues as they believe they can achieve better rewards due to their high level of education. Same is also applicable to the highly experienced employees. Older workers are also likely going to be available for union participation due to the fact that they have stayed on the job for longer period of time and are mostly in the known of unethical management practices right from the introduction stages (Alluto and Belasco, 1990; Black, 2000).

2.4 Theoretical Approaches to Union Participation

According to organizational psychologist Julian Barling, most of the research surrounding union participation is based on implicitly or explicitly on one of three theoretical approaches. The frustration – aggression theory, the rational choice theory and interactionist theory. This will be clearly explained going forward.

- **The Frustration – Aggression Approach:** this approach sees trade union participation as a reaction to frustration, dissatisfaction or alienation in the work situation. In this case, the employee has dual allegiance in the organization. First to the organization and secondly to the union. Their participation in union activities depends on how frustrated they are about their organization and work while their commitment level to the organization is determined by how satisfied they are or how fairly they are treated. In another instance, the more engaged and satisfied with union engagements leads to them getting more interested in union activities.
- **The Rational Choice Approach:** the rational choice approach accounts for participation for consideration of the individual costs and benefits of participation. In this approach, the employees who participate looks at the benefits that will accrue to them finally when the union is able to drive home their demands. Friedman (1983) in a study explained that the willingness to participate has a correlation with the multiplicative functions of perceived consequences. In this case, it's either positive or negative. The employee thinks of the value of those consequences.
- **The Interactionist Theory Approach:** this approach relates participation to the networks and groups inside and outside the company in which employees work. Participation is extremely bound by group culture and also the individual decision to participate is influenced by the group to which an individual belongs to. There has been established correlation between the social environment outside work and employee attitudes towards the work and the union. Griffin (2000) found that homogeneous group of workers whose jobs were unpleasant and who lived in isolated neighborhoods are strike prone which they have ascribed to a sense of occupational community. In other words, there is a significant impact in belonging to informal groups on willingness to participate.

2.5 Theories Underlying the Study

2.5.1 Organizational Support Theory

Embedded in this theory are the assumptions that an organization that holds its employees in high esteem and value deserves support (Eisenberger, Huntington, Hutchison, and Sowa (1986). It is a general belief that perceived organizational support stimulates the level of commitment and loyalty of an employee to that organization. Same is the relationship between various labor unions and its members. A union that prides itself as an organization that negotiate better deals for its subscribers needs no special efforts to really market itself to intending subscribers (Fuller & Hester, 2001).

Another theoretical explanations that shares the same line of thought with the organizational support theory is the “Social exchange theory” propounded by an American sociologist Peter Blau in 1964 which that lays emphasis on the benefits and risks associated with the relationship between two parties. These theory opined that “if the cost of a relationship be it romantic, professional or business is far much higher than the expected rewards or not reciprocated, there lies ahead a likelihood of the relationship getting terminated or discontinued. Blau in his studies on social exchange was also of the view that most thriving of relationships were those where the participants in those relationships are on the same level as regards benefits derived from same relationship. Commitments and participation in trade union activities can then be articulated into both the social exchange theory and organizational support due to the fact that they both offers a kind of reciprocatory value in a relationship which could translate into the expansion of a union when positive and decline when negative.

2.5.2 Union Participation Theory

Occupational psychologist Dr Tetrick in his work on union commitment in 1995 made a shocking discovery about the relationship between the union and employees and on the other side employees and their employers. He observed that employees work hard in an organization to receive compensation in form of wages while the same employees pay the union

leadership in form of membership dues to receive what they call “Service” from them. Tetrick also assumes that employees perceive themselves as working for employers while they perceives the union as their own worker. These economic relationship according to Cregan (2005) creates a clear line between the organizational support theory and the union participation theory that sees union instrumentality (How useful) as an underlying motive for participation. The key assumption of the union participation theory is that an employee looks at the primary purpose of the establishment of a union and not by waiting for some gestures from the union first. Instrumentality in Unionism refers to the various traditional roles of labor union like the establishment of conditions of employment that protect member rights for safe working conditions and fair treatment. It is also the view of various scholars like (Shore, Tetrick, Lynch, & Barksdale, 2006) that instrumentality should precede support when discussions about union participation are raised.

2.5.3 Theory of Derived Demand

This theory is an economic theory introduced in a study by Alfred Marshall in 1890 where he postulated that demands for all factors of production is considered as derived demand. In essence, the demand for unionization by workers is a derived demand and this itself stimulates and assist union growth. Ehrenberg and Smith (1994) in a study were of the opinion that situations that warrants union dispatching its powers to play are avenues through which union achieve growth and expansion naturally. British economists Marshal and Hicks also toed a familiar line of thought with that of Ehrenberg and Smith by asserting that unionism is the key to the achievement of higher wages and better conditions of employment. They opined that as far as activities that surrounds the demand and supply of labor exists, the demand for unionization cum union growth will continue to exist too. For instance, union enrolment predicts an upward tide during periods of flourishingness, this is due to the fact that while anticipating a tighter labor market, most employers tries to motivate their workforce by approving wage increases and other forms of compensation in other to retain their present manpower and possibly attract new hires. In this economic climate, workers are expected to join unions without fear of reprisals from their employers and they regard all their membership costs as wise decision.

3. METHODOLOGY

3.1 Research Design

This study examines the impact of union participation and commitments on union growth in Nigeria adopting the survey research design method. This research also adopted a descriptive design to elicit information on the characteristics of the respondents in terms of age, sex and occupational level, and union affiliation. Other evidences were gathered to establish the cause – effect relationship between variables.

3.2 Study Population

The study population consists of all the workers of the Benin Electricity Distribution Company Ado Ekiti Zonal Headquarters in Ekiti State, Nigeria whose employees were members of two labor unions namely Senior Staff Association of Electricity and Allied Companies (SSAEAC) and The National Union of Electricity Employees (NUEE). Using the proportionate sampling technique, 30 members of the Senior Staff Association of Electricity and Allied Companies (SSAEAC) and 100 National Union of Electricity Employees (NUEE) were selected respectively for this study. This added up to 130. These total sample size of 130 was drawn from the total staff strength of 200 and this sample size represents 65% of the total population of the employees in the study location. Out of the total 130 Questionnaires distributed, 107 were usable for statistical analysis representing 82% of the total questionnaires.

3.3 Data Sources

Quantitative data were collected through the use of primary data (Questionnaire Survey) while for the collection of the secondary data, the research made use of journals, newspaper articles, seminar papers that has discussed extensively trade unionism and industrial conflicts. All these mentioned provided supportive evidence on the variables under investigation. Documents from the zonal headquarters of the various union were used.

3.4 Method of Data Presentation and Analysis.

This study involves the use of descriptive and inferential statistics. The descriptive statistics incorporate the use of tables and percentages while the inferential statistics give room for the use of one way analysis of variance (ANOVA) and regression analysis.

3.5 Research Hypotheses

Ho- There is no significant relationship between union participation and union growth.

H1- There is a significant relationship between union participation and union growth.

Ho - Union participation has no significant impact on union growth.

H1- Union Participation has a significant impact on union growth.

4. DATA PRESENTATION AND ANALYSIS

4.1 Demographics

Table 1

Respondents Distribution by Sex

Category	Frequency	Percent	Valid percent	Cumulative percent
Male	57	53.3	53.3	100.0
Female	50	46.7	46.7	46.7
	107	100	100	

Source: Field Report 2021

Table 1 shows the distribution of respondents by sex. The table reveals that out of a total of 107 respondents, 57 were males while 50 were females. 53.3% of the population were males while the females make up 46.7% of the total sample of the respondents. With these we conclude that most of our respondents are Males.

Table 2

Respondents Distribution by Age

Years	Frequency	Percent	Valid percent	Cumulative percent
18-25	37	34.6	34.6	34.6
25-40	60	56.1	56.1	90.7
40-60	10	9.3	9.3	100
Total	107	100	100	

Source: Field Survey 2021

The tables above revealed that the age of respondents were divided into three distinct groups. 34.6% of the respondents fall between the age brackets of 18-25 years. Majority of the respondents fall within the age bracket of 25-40 years with 56.1% and 9.3% represent the respondent within the age brackets of 40-60.

Table 3

Distribution by Marital Status

Category	Frequency	Percent	Valid percent	Cumulative percent
Single	20	18.7	18.7	89.7
Married	76	71.0	71.0	71.0
Others	11	10.3	10.3	100
Total	107	100	100	

Source: Field Survey 2021

The table above revealed that the marital status was divided into three distinct groups. 18.7% of the respondents are single, 71.0% are married and 10.3% of the respondents are neither married nor single.

Table 4

Distribution of Respondents by Length of Service

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 years	6	5.6	5.6	5.6
5 – 10 years	11	10.3	10.3	15.9
10-20 years	75	70.1	70.1	100
Above 20 years	15	14.0	14.0	29.9
Total	107	100	100	

Source: Field Survey 2021

The table above revealed that 5.6% of the respondents have spent less than 5 years in the organization. 10.3% of the respondents have spent 5-10 years, 14.0% of the respondents have spent above 20 years while 70.1% of the respondents have spent between 10-20 years.

Table 5

Distribution of Respondents by the Union they belong to

Category	Frequency	Percent	Valid Percent	Cumulative Percent
SSAEAC	28	26.2	26.2	26.2
NUEE	79	73.8	73.8	100
Total	107	100	100	

Source: Field Survey 2021

The table above revealed that the respondents belongs to two different union. 26.2% of the respondents belongs to the SSAEAC while 73.8% belongs to the NUEE. This implies that the majority of the respondents belonged to the NUEE.

Table 6

Distribution of Respondents by their forms of Union Participation

Category	Frequency	Percent	Valid percent	Cumulative
Union commitment	18	16.8	16.8	16.8
Serving in elective offices	12	11.2	11.2	87.9
Propensity to strike	64	59.8	59.8	76.6
Decision Making	4	3.7	3.7	91.6
Attitudinal Militancy	9	8.4	8.4	100.0
Total	107	100	100	

Source: Field Survey 2021.

The table above revealed that out of a total 107 respondents 18 preferred to participate most by way of union commitment, 64 are basically for strike propensity, 12 are in to serve in electoral offices, 4 prefers to participate in decision making and 9 for attitudinal militancy.

4.2 Research Questions

Table 7

Impact of Union Participation and Commitment on Union Growth

Category	Percentage
Strongly Agreed	56.26
Agreed	42.99
Neither Agreed/Disagreed	0.75

Source: Field Survey 2021

Research Question: What is the relationship between Union participation and commitment with union growth?

Table 4.2.1 above revealed that there is a strong relationship between union participation and union growth. Out of the total respondents it is observed that 56.26 % strongly agreed and 42.99% agreed while only 0.74% of the respondents neither agreed nor disagreed that union participation impacts union growth.

4.3 Hypothesis Testing

Hypothesis 1- There is a significant relationship between union participation and union growth.

Table 8

Variable	Mean	Std Dev	N	R	P	Remark
Union Participation	4.555140	.2419394	107	.617**	.000	Sig
Union Growth	4.558879	.2464668				

** Sig.at.01 levels

Source: Researcher's Computation 2021.

It is reflected in the above table that there is a significant relationship between union participation and union growth ($R = .617^{**}$, $N = 107$, $P < .01$). What this implies is that a 1% shift in union participation will cause a 61.7% shift in the growth of the union. Hence, it could be established that union participation has positive impact on union growth in the study.

4.4 Regression Analysis

Table 9

Model Summary

Model	R	R Square	Adjusted R Square	Std Error of Estimate
1	.794	.631	.609	.505

Source : Researcher's Computation 2021

a. Predictors: (Constant), Union Participation

b. Dependent Variable: Union Growth

Table 10

ANOVA

Model	Sums of Squares	Df	Means Square	F	Sig
Regression	2.523	2	1.261	33.500	.000
Residual	3.916	104	.038		
Total	6.439	106			

Source: Researcher's Computation 2021

a. Dependent Variable: Union Participation

b. Predictors: (Constant), Union Growth.

4.5 Summary of Findings

Table 1 shows that the organization is a sparsely dominated by male than the female gender. This is basically because of the fact that the organization belongs to the power sector and the sector in question due to the nature of their core mandate, it's expected to have more males than females. Table 2 indicates that majority of the respondent falls within the age range of 25 to 40 years of age which is an active working age. That shows there are more workers of the active working age in the organization than others. Findings based on table 3 shows the level of responsibility of the staffs of the organization as 71.0% of the workforce reported married. This variable is massive when compared to those who are single and others. This further shows that they will be more committed to both the organization and the union as the level of reliability on the organization for survival cum the union is obviously great. Table 4 indicates that majority of the employees have put in between 10 – 20 years of service to the organization. The implication of this to the study is that the level of militancy and participation of those who have put in those number of years is because they have overtime understood the policies of the organization and knows when it's compromised to favor management. They have been around for too long to know their rights and entitlements. Table 5 indicates that majority of the respondents representing 73.8% belongs to the NUEE which is the major umbrella union that covers all employees in the electricity sector while 26.2% of the respondents belongs to the SSAEAC. The lower responds that reported 26.2 % is due to the fact that SSAEAC is a strictly senior staff union and senior staffs are usually lower than other cadres in all organization as there are only few management positions than the lower cadre. Table 6 indicates the various preferences the employees have on the various forms of participation. Table 7 shows the responses of the respondents when asked about the impact of union participation and commitment on union growth. Majority of the respondents reported that union participation impacts union growth and indeed has a positive impact. From the hypotheses tested in table 8, it shows that there is a significant relationship between union participation and union growth. Also there is a significant relationship between union participation and union growth ($r = .617^{**}$, $N = 107$, $P < .01$). A 1% shift in union participation will affect a 61.7% shift in union growth. Thus, the research concludes that union participation is a function of union growth. Table 9 shows the regression analysis (R²) value of 0.631 which reveals that union participation independently accounts for 63.1% of the variation in union growth. The f-statistics of 33.500 reveals that the model is statistically significant at 0.05 significant level.

5. CONCLUSION

The continuous existence of various employee union or organization depends on the relationship between the unions and their respective employees. Union participation is a vital construct that must be given concentrated attention by any serious employee association. It is therefore necessary for trade unions and other employee associations to incorporate active participation and commitment as parts of membership requirement and not just an automatic entrance. It is an objective that must be achieved in the face of growing industrialization and massive industrial development globally. From the analysis of Data gathered from the field, it clearly established that union participation impacts greatly on the growth and survival of trade union. For the purpose of sustainability of the union, active participation in all activities in the various forms is imperative.

5.1 Research Recommendations

Based on the findings of this research, the following recommendations are derivable:

Trade union executives should concentrate more efforts in the areas of awareness and orientation of members and new employees of the organization they operate from. Going forward, attendance of union meetings and participating in all activities should be a pre-requisite for registering intending members. Harmonious working relationship should be fostered amongst the union members and its executives while also ensuring that the expectations of members are met by the union executives.

Rallies should be organized frequently as a way of raising the consciousness of the workers and finally, it is important for all members of the union to be part of the decision making process of the union. This will further widen the responsibility net and give all members sense of belonging whether they belong to the executive or not.

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