

**DETERMINANTS OF THE STRENGTH AND  
PERFORMANCE OF TRADE UNION ACTIVITIES  
IN MULTINATIONAL ORGANIZATIONS:  
A SURVEY OF NPDC AND PPMC, EDO STATE,  
NIGERIA**

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**SUMMARY**

*Nigeria trade unions over the years have been known to improve their workers condition through dialogue. Recently, the effectiveness of trade unions has been faulted and trade union seen to have failed in its primary responsibility while others have cast the blame on the inabilities or shortcomings of the organizations. Based on the aforementioned, this study investigated the determinants of the strength and performance of trade union activities in multinational organizations using National Petroleum Development Company and Pipeline Product Marketing Company as case studies.*

*The study here among its objectives - to determine the socio-economic characteristics of the workers in the organizations under study and to examine the strength of the trade union in the organizations. The result from the study shows that the level of workers participation in the organizations is high and this to a large extent translates to the strength of the trade unions in the organizations which was scored high. Again, the high score may most likely be connected to the ability in meeting with the welfare needs of the workers. There were for reaching recommendation including the need for union members to participate fully in the organization.*

## **INTRODUCTION**

Trade unions evolved from the inclination of workers to pursue improvement in workers condition through collective bargaining during the industrial revolution in Europe. Adam (2004) declared that sustained joint suffering breeds brotherhood of understanding, joint action and mutual assistance. The efficacy of collective action in demands for the improvement in conditions of employment stems from the leverage it creates for the employee against his unequal partner (the employer) in the employment contract. The individual worker therefore, needs only to align his interest with the general aspirations of his trade union in order to gather sufficient weight and compel management to give attention to his needs and aspiration in the workplace.

The Nigeria trade union Act() defines a trade union as any combination of workers or employees, whether temporary or permanent, the purpose of which is to regulate the terms and condition of employment of

workers, whether the combination in question would or would not apart from this act, be an unlawful combination by reason of any of its purposes being a restraint of trade and whether its purposes do not include the provision of benefits for its members (Anyin, 2009). Trade unions came into being in order to meet up with some notable objectives. Fajana (2002) asserted that the fundamental objectives of a trade union are the deliberate regulation of the condition of employment in such a way as to ward off from the manual working of producers and the evil events of industrial competition. It is the contention of Shadare (2009) that the peculiar environment in which a trade union emerges and has to operate must be accorded due attention. This position is not farfetched when one considers the peculiarities which supply the impetus for the formation of trade unions. The trade union takes the environment into consideration and demands a remuneration for the worker when such an environment is not conducive.

On a general note, trade unions have been of immense benefit to the workers through defending employees' rights and jobs, securing improvements in their working conditions, improving their pay and other benefits, encouraging firms to increase workers participation in business decision making, improving sick pay, pensions and industrial injury benefits; and developing and protecting the skills of union members (Tengyai, 1996). He further posited that if labour union does not follow the philosophy of positive labour relations, employers may take advantage of the workers. On the other hand, workers will no longer trust the labour union as the representative of workers. To this end in view, the

strength of trade union needs to be assured and this according to Kemekor (2002) is influenced by solidarity, independence of the labour/trade union, democracy, unity and responsibility. Another author, Mitchell (1997) classified factors strengthening the labour/trade union into two types. They are internal and external factors. The internal factors are the property or resources owned by the labour/trade union, while the external factors are the legal systems that protect the union and the acceptance by workers that “labour/trade union is concerned with legitimate entity”. Again social, economic and industrial changes have teamed up to affect the strength on trade unions in various ways (Briscoe and Schuler, 2004).

## **STATEMENT OF THE PROBLEMS**

Over the years, many organizations have failed in meeting up with their role. This is most especially in terms of the workers welfare and the necessary conditions of employment. Some have blamed the failure on the weakness of their trade unions, while others have cast the blame on the inabilities or shortcomings of the organizations. It is for these reasons that the study sought to investigate the strength and performance of trade union activities in multinational organizations like NPDC and PPMC.

## **OBJECTIVES OF THE STUDY**

The overall objective of the study is to investigate the strength and performance of trade union activities in multinational organizations such as NPDC and PPMC. In specific terms, the study sought to:

- i. Determine the socio-economic characteristics of the workers in the organizations under study.
- ii. Examine the strength of the trade union in the organizations.
- iii. Identify the perceived benefits derived by workers in participating in trade union activities
- iv. Ascertain the members' of trade union's participation level in organization's decision making process.

## **HYPOTHESES OF THE STUDY**

H<sub>1</sub>: A high socio-economic status tends to increase the strength of trade unions in the organizations.

H<sub>2</sub>: The increase in ability for trade union to meet the welfare needs of members, the higher their involvement in decision making.

## **METHODOLOGY**

### **Area of study**

Edo state is one of the states that make up the south – south region of Nigeria. It is that part of the defunct Bendel State after the Delta State was carved out in August 1991. The state presently has 18 local government areas with its capital seat at Benin City (NAEC, 2008). Edo state is oil rich, and endowed with several mineral like quartzite, marble, limestone, lignite, and gold. Petroleum is found in Ovia and Orhionmwon areas of the State (NAEC, 2008). Its population size as at 1991 census stood at 2,172,005 people spread over about 19,639.7 square kilometers. The state occupies the area roughly between longitude 06<sup>0</sup> 04' E and 06<sup>0</sup> 43' E and latitude 05<sup>0</sup> 44' N and 07<sup>0</sup> 34' N and is bounded in the North by Kogi State, in the West by

Ondo State, in the South by Delta State, in the East by Kogi and Anambra States. It occupies a land area of about 17,802km<sup>2</sup> (Erie, 2009). The author noted that much of Edo State lies in the tropical rain forest belt of Nigeria although the northern part shows evidence of derived savannah, and it is typically an agricultural zone with favourable climate and an even distribution of rain. Edo State has various linguistic and cultural affinities. Their main spoken language is Edo, with its various dialects and lingua franca which is pigeon English, the official language is English Language. Edo State is rich in culture and can boast of the world best wood carvers, and bronze sculptors.

### **Research Design**

The study employed the survey research design. This design gives us an overview of the sample of the population and the phenomenon that was made at this point in time (Babbie, 2007). This research technique was applied in this study due to its viability in using a sample drawn to represent the different elements within the population under study.

### **Sampling Technique and Size**

The stratified sampling technique was employed because the organizations (PPMC and NPDC) used for the research had different categories of workers and stratification was necessary to ensure that each category was well represented in the study.

The population of the study comprised of workers of Pipeline Product Marketing Company (PPMC) and Nigeria Products Distribution Company (NPDC), both subsidiaries of Nigeria National Petroleum Corporation (NNPC). The total number of workers in NPDC was six

hundred and twenty (620), while that of PPMC was three hundred and twenty (320) workers. This brings the total number of workers of both subsidiaries to nine hundred and forty (940) workers (see Table 1 below)

**Table 1: Distribution of workers in the subsidiaries used for the study**

<b>Staff Categories</b>	<b>NPDC workers</b>	<b>PPMC workers</b>
Management staff	32	20
Senior staff	53	32
Supervisors	71	30
Junior staff	464	238
<b>Total</b>	<b>620</b>	<b>320</b>

*Field survey, 2015*

Table 1 presents the various staff/workers categories in both PPMC and NPDC that makes up the population of this study. These categories have been grouped into four as seen in the above table. In the management staff category, 32 workers was from the NPDC while 20 workers was from PPMC; in the senior staff category, 53 workers was from NPDC while 32 workers was from PPMC; in the supervisory category, 71 workers was from NPDC while 30 workers was from PPMC; lastly the junior staff category has the highest number of population with 464 from NPDC while 238 was from PPMC. This could be deduced that majority of the population was surveyed from the junior staff category which implies that the workers from this category wants their welfare to be protected.

From the population, an equivalent number of 50% was drawn from both organizations (PPMC and NPDC) to make up the sample used for the study. This brought the sample size to four hundred and seventy (470). The distribution of the staff of both companies according to their categories and the number sampled is shown in Table 2 and 3 respectively

**Table 2: Distribution of NPDC workers according to their category**

<b>Staff Categories</b>	<b>NPDC total population of workers (100%)</b>	<b>NPDC workers (app.50%)</b>
Management staff	32	16
Senior staff	53	26
Supervisors	71	36
Junior staff	464	232
<b>Total</b>	<b>620</b>	<b>310</b>

*Field survey, 2015*

**Table 3: Distribution of PPMC staff according to their category**

<b>Staff Categories</b>	<b>PPMC total population of workers (100%)</b>	<b>PPMC workers (app. 50%)</b>
Management staff	20	10
Senior staff	32	16
Supervisors	30	15
Junior staff	238	119
<b>Total</b>	<b>320</b>	<b>160</b>

*Field survey, 2015*

Tables 2 and 3 explain the sample size used for this study, 50% of the total population size of both NPDC and PPMC was drawn; out of the 620 workers in NPDC, 311 workers was surveyed. Out of 320 workers in PPMC, 160 was selected which brings the total sample size to 470 respondents.

### **Method of data collection**

The study used two sources of data. They are primary and secondary sources. The primary data were collected from the respondents through the aid of structured questionnaires, while the secondary data were elicited from books, dailies and other relevant documents. The questionnaire were distributed and retrieved by the researchers themselves.

### **Method of data Analysis**

The data obtained were analyzed using both the descriptive and inferential statistics. Descriptive statistics involves analyzing socio – economic characteristics in frequency tables, percentages and means. Respondents' perception of benefits derived from participating in trade union activities and level of participation were obtained through a four – point likert scale, scored as follows: Strongly Agree (coded 4), Agree (coded 3), Disagree (coded 2) and Strongly Disagree (coded 1). The weighted mean score was respectively used to determine which of the perceived benefits was important and not, as well as that area with high or low participation. The weighted score (2.50) was obtained as follows  $[4 + 3 + 2 + 1] / 4 = 2.50$ . Perceived benefits with values of 2.50 and above were considered important, while those with values less than 2.50 were regarded as not important. Also values with 2.50 and

above were regarded as high participation of respondents in the trade unions of their organization while values lower than 2.50 were regarded as low participation.

Inferential statistics on the other hand, involves the use of multiple regression and Chi – Square. Multiple regression was used to analyze hypothesis one while Chi – square was used to analyze hypothesis two. Multiple regression is one of the inferential statistics used to produce estimates of linear equations, involving one or more independent variables that best predict the value of the independent variable (Adekoya and Ogunfeditimi, 2005). The explicit form of the multiple regression equation is shown below:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \dots + b_n X_n + e$$

Where:

Y = dependent variable (strength of trade union)

a = the coefficient of the constant term

$b_i$  = the coefficient of the independent variables

$X_i$  = the independent variables

e = error term

The variables in the equation are defined below as:

Y = Strength of trade union (measured in the rate of meeting up with the welfare need of members)

$X_1$  = Gender (male = 1; female = 0)

$X_2$  = Age (Years)

$X_3$  = Educational status (years)

$X_4$  = Marital status

$X_5$  = Work experience (years)

$X_6$  = Income (₦)

$X_7$  = Household size  
 $X_8$  = Trade union membership status  
 (member of trade union = 1; non-member  
 0)

In using Chi – Square statistics, attention was paid to the rules for validating the results. In addition, degrees of freedom were calculated based on columns and rows. Finally, level of significance was chosen.

Formular for Chi – square is given below;

$$X^2 = \sum [ (Fo - Fe)^2 ] / Fe$$

Where; Fo = Obtained or observed frequency in a cell.

Fe = Expected frequency

$\sum$  = Summation which is taken over all cells in the contingency table

### Decision Rule

If the calculated Chi – square ( $X^2$  cal) exceeds (>) the tabulated Chi – Square ( $X^2$  tab), the null hypothesis is rejected while the alternative hypothesis is accepted.

i.e. if  $X^2$  cal >  $X^2$  tab, reject null and accepted alternative hypothesis

On the other hand, if  $X^2$  cal <  $X^2$  tab, accept null and reject alternative hypothesis

## RESULTS AND DISCUSSION

### Socio – Economic Characteristics of the Respondents

Table 4 shows the socio – economic characteristics of the respondents. It revealed that males dominated the organizations (71%) most of whom are married (61.3%) with higher school education experience (63.41%). The average age of the respondents was 42 years with the majority (37.23%) between 30 – 39 years. The religious

affiliation of the respondents indicated that most of them (60%) are Christians, with work experience (33.62%) of between 1 – 9 years and earned an average monthly income of ₦151.70, most of whom (37.45%) earned between ₦150,000 - ₦200,000

The dominance of males in the organizations could be attributed to the nature of work which can be mostly carried out by males. The age range of the respondents showed that they were in their active age group. Results as well showed that since most of the respondents attained higher school, it makes them favourably disposed to attaining managerial positions and handle challenges when they arise. The dominance of married people in the organizations is an indication that they are responsible people and have people to cater for. Having most of the respondents as been Christians in faith, could be linked to the type of religion being practiced in the area of study.

Considering the respondents on the basis of working experience, the result implies that the workers have put in reasonable numbers of years and so could be termed as experienced in the job. The survey on income level reflects an average income of ₦151,700, and this implies that the respondents are economically stable and can meet with most of their domestic responsibilities.

**Table 4: Socio-economic characteristics of respondents**

Characteristics	Categories	Frequency	Percentage	Mean
Gender	Male	332	70.64	
	Female	138	29.36	
	<b>Total</b>	<b>470</b>	<b>100.00</b>	
Age	20 – 29	42	8.94	
	30 - 39	175	37.23	
	40 - 49	155	32.98	
	50 - 59	98	20.85	
	<b>Total</b>	<b>470</b>	<b>100.00</b>	
Educ. Qual.	Pri.sch.	15	3.19	
	Sec. sch	112	23.83	
	Higher insti.	298	63.41	
	M.Sc / Ph.D	45	9.57	
	Total	470	100.00	
Marital status	Single	83	17.66	
	Married	288	61.28	
	Divorced	75	15.96	
	Widow(er)	24	5.11	
	Total	470	100.00	
Religious affiliation	Christianity	282	60.00	
	Islam	94	20.00	
	Traditional	51	10.85	
	Others	43	9.15	
	Total	470	100.00	
Work exp. (yrs)	1 - 9	158	33.62	
	10 – 19	141	30.00	
	20 – 29	126	26.81	
	30 – 39	45	9.57	
	Total	470	100.00	
Monthly income	Below 50,000	08	1.70	
	50,000 < 100,000	63	13.40	
	100,000 < 150,000	146	31.06	

Characteristics	Categories	Frequency	Percentage	Mean
	150,000 < 200,000	176	37.45	
	200,000 and above	77	16.38	
	Total	470	100.00	151.7 0

*Field survey, 2015*

Table 4 presents the socio-demographic data of respondents. Out of 470 workers surveyed 332(71%) were male while the remaining 138(29%) were female. This could be deduced that in multi-national companies such as NPDC and PPMC have more male workers than female workers. The ages of workers/respondents varied, 42(9%) were within ages 20 – 29years, 175(37%) were within ages 30 – 39years, 155(33%) were within ages 40-49years while the remaining 98(21%) were within ages 50 – 59years. This could be deduced that majority of the able-bodied workers lies within the ages of 30 – 49 years with an average of 41.6 approximately. The education qualifications of workers was also presented, 15(3%) of the workers has primary school qualification, 112(24%) has secondary school qualification, 298(63%) has higher institution qualification while the remaining 45(9%) has M.Sc./Ph.D. qualifications. This could be deduced that all of the workers have a level of formal education. Marital status of respondents was presented as 83(18%) were single, 288(61%) were married, 75(16%) were divorced, while the remaining 24(5%) were widow(er). The religious affiliation of respondents presents 282(60%) are Christians, 94(20%) are

Muslims, 51(11%) are traditionalists while the remaining 43(9%) belongs to other religious affiliations. The working experience of the workers was illustrated as 158(34%) has 1-9years working experience(s), 141(30%) has 10 – 19years working experiences, 126(27%) has 20 – 29 years working experiences while the remaining 45(9%) has 30 – 39years working experiences. Lastly, the income of the workers were presented as 8(1%) earned below N50,000.00, 63(13%) earned between N50,000.00 – N100,000.00, 146(31%) earned N100,000.00 – N150,000.00, 176(37%) earned N150,000.00 – N200,000.00 while the remaining 77(16%) earned N200,000.00 and above. This could be deduced that none of the workers fell under the minimum wage of N18,000.00 per month.

### **Strength of trade unions in the organizations**

The strength of the trade union in management decision making is showed in Table 5. The results revealed that most (80.43%)of the respondents indicated that the strength of their organization's trade union is strong while few (about 20%) of them had a contrary opinion (weak strength) about their trade union. The strength of the union could be in terms of number or the union may have a popular view than the management in decision making. The respondents indicated that if not for the strong nature in terms of strength of their trade union, the management wouldn't have been meeting up with most of the demands of the staff of the organizations. Findings of Abbas (2007) agreed with this assertion as he noted that strength of union impacts on management decision making and this is more welcomed in areas termed as strategic.

**Table 5: Strength of trade unions in the organizations**

Strength of trade unions	Union involvement		Total	Percentage
	Involved	Not involved		
Strong	315	63	378	80.43
Weak	60	32	92	19.57
Total	375	95	470	100.00

**Perceived benefits derived by members from participating in trade union activities**

Table 6 shows the perceived benefits derived by respondents from participating in trade union activities, which underscores their reasons for belonging to such unions.

**Table 6: Perceived benefits of workers from participating in trade union activities**

Benefits	Mean	SD
Increased knowledge of work practices	3.47*	0.53
The public's good perception about me	3.47 *	0.57
Improved income	3.44*	0.63
Enhanced work output	3.38*	0.53
Improved living standard	3.29*	0.46
Improved working skills	3.21*	0.55
Payment of allowances when due	2.56*	0.94

\*Agreed (mean  $\geq$  2.50)

Source: Field survey, 2015

The table above shows that there are various benefits workers perceived to have received from participating in trade unions. Among these benefits, improved

knowledge of work practices ( $\bar{x} = 3.47$ ) was agreed as the most perceived benefit. When workers participate in groups activities, they tend to share knowledge, information and modern work practices which they use to improve on their productivity. Participating in trade union activities has equally enhanced how the worker is being perceived by the public ( $\bar{x} = 3.47$ ). Participating in trade union has influenced the public's good perception about the workers. Being able to participate actively in trade union activities goes a long way to determine how he/she is rated or respected. Other perceived benefits of participating in trade union activities were improvement of workers' income ( $\bar{x} = 3.44$ ) and enhancement of organization's output ( $\bar{x} = 3.38$ ). Participating in group goes a long way in improving workers knowledge and skill which translate to improvement in output and consequently his income. Another perceived benefit of participating in workers trade union were improvement of workers' living standard ( $\bar{x} = 3.29$ ). Doing this can go a long way to ameliorate poverty and facilitate socio-economic development of workers in the organization. Improvement of workers working skills ( $\bar{x} = 3.21$ ) and payment of workers allowances were also benefits derived from the workers participation in trade union activities

### **Respondents' participation level in trade union activities**

Respondents' participation level in trade union activities is shown below (see Table 7)

**Table 7: Level of participation of workers in trade union activities**

Areas of participation	Mean	SD
Payment of union's monthly dues	3.55*	0.50
Abide by the rules of the union	3.40*	0.62
Regular attendance at meetings	3.32*	0.63
Participate in group's activities	3.30*	0.59
Commit personal resources to group's activities	2.59*	0.68
Contribution to group discussions	2.29	0.82

\*High participation (mean  $\geq 2.50$ )

Source: Field survey, 2015

In table 7, the results shows that respondents' level of participation was highest or most regular for payment of monthly contribution/dues ( $\bar{x} = 3.55$ ). Abiding by the rules of the group ( $\bar{x} = 3.40$ ) was also a regular activity carried out by workers of their organizations. In addition, attending association's meetings ( $\bar{x} = 3.32$ ), participation in group's activities and commitment of personal resources to groups activities ( $\bar{x} = 2.59$ ) were other regular activities carried out by members. Similar results regarding regular activities carried out by members of groups were noted by Eugene (2007). He actually acknowledged regular attendance to meetings, contribution of levies to members in special need, abiding by the rules of the association and going out to actually work (through meaningful discussion) for the group as factors which depict serious or high participation among members of associations.

## **The influence of socio – economic characteristics on strength of trade union activities in the organizations**

The hypothesis analyzed states thus:

There is no significant relationship between respondents' socio – economic characteristics and strength of trade unions in the organizations.

Workers activities and socio-economic characteristics on strength of trade union in line with meeting up with the welfare needs of the workers of the organizations were analyzed using multiple regression and the results presented in Table 8. The computed F-statistic was 92.76 which was significant at the 5% level (critical F = 2.62). This implies that the regression model is significant or acceptable, indicating that the collective influence of these independent variables (socio - economic characteristics) on strength of trade union was significant.

**Table 8: Influence of workers participation in trade union activities and socio-economic characteristics of workers on strength of trade union(Multiple regression)**

Independent variables	Coefficient (b)	t-value	Prob. level
Constant	12976.944	0.584	0.559
Marital status	113.270	0.216	0.829
Sex	18716.562*	2.603	0.009
Age	690.266	1.855	0.764
Education	-4498.508*	-0.995	0.320
Household size	2117.368*	1.413	0.058
Income	5355.526	2.437	0.615

Working experience	1943.232*	3.037	0.002
Trade union membership status	188023.376*	18.727	0.000

$F = 92.76$  ( $p < 0.050$ ) (Critical  $F = 2.62$ ); Adjusted  $R^2 = 0.584$

\*Significant at the 5% level (critical  $t$  – value = 1.645)

The adjusted coefficient of determination ( $R^2 = 0.584$ ) implies that about 58% of the strength of trade union in meeting with welfare needs of the respondents was accounted for by the independent variables in the model. Six (6) of the five (5) independent variables were significant at the 5% level (critical  $t$ -value = 1.645). The variables were sex, educational status, work experience household size and trade union membership status.

The results are discussed below:

**Trade union membership status:** Trade union membership status was positively correlated ( $b = 188023.376$ ) with the strength of trade union in line with ability of meeting with welfare needs of respondents'. The positive result indicated that active trade union members have their welfare needs being met more than none and less – active trade union members thus showing the positive effect of trade union active membership on strength of trade unions in organizations.

**Working experience:** Working experience ( $b = 1943.232$ ) was also positively and significantly related to strength of trade union in organizations. The positive result implies that the more the working experience of the workers, the stronger is the trade union and their activities in meeting with their welfare needs thus

suggesting that higher working experience will lead to more welfare needs being met. Having high working experience will result to increased training and indoctrination of the workers and from which they would learn certain skills, know more persons in good, high and critical positions that would enable them make their trade unions as strong as possible.

**Sex:** Sex of respondents ( $b = 18716.562$ ) was positively and significantly related to strength of trade union. The positive result suggests that male workers are more favourably disposed to participating in trade union activities and this has a way of strengthening the trade union activities they belong. Similar finding has been reported by Akinbile, Hussain and Yekinni(2008). The authors asserted that males tend to have more physical energy than their female counterparts and this probably explains their high participation in union activities.

**Household size:** Results showed a positive and significant relationship between household size ( $b = 2117.368$ ) of the workers and the strength of trade unions in organization. Workers with large household size may reduce the economic welfare of the household especially when the proportion of dependants is high. This accounts for why they would want to seek for one form of assistance or the other, thus anchoring strongly on their trade union as a channel of meeting up with their welfare needs. However, Onemolease (2005) agreed with this assertion as he noted that large household size may reduce the economic welfare of the household and that the parents of such household may seek extra sources for financial assistance.

**Education:** Education of the respondents ( $b = -4498.508$ ) showed a negative but significant relationship

with their strength of trade union activities. The implication of the negative relationship is that the more educated the workers are, the less they would want to belong to trade union or participate actively in union activities. Through personal communication, the workers acknowledged that most of the high educatedly workers are in the senior category and would not want to indicate interest in union activities.

### **Influence of workers involvement in decision making and ability to meet the welfare needs of workers (Chi Square)**

Hypothesis two was analyzed by Chi – Square and it states that:

There is no significant relationship between union's ability to meet the welfare needs of members and their involvement in decision making.

**Table 9: difference between Union's ability to meet the welfare needs of members and their involvement in decision making**

Ability to meet with welfare needs in the past	Involvement in decision making		Total
	Involved	Not involved	
Able to meet up with the welfare needs of workers in the past	309	59	368
Not been able to meet up with the welfare needs of workers	81	21	102
Total	390	80	470

*Source: Field survey, 2015*

From calculation it was revealed that:

Calculated Chi – square ( $X^2_c$ ) value = 4.29

Tabulated Chi – square ( $X^2_t$ ) value = 3.84

Degree of freedom (DF) = 1

Alpha level of significance = 0.05

Decision: Since the calculated Chi – square value (4.29) was greater than the tabulated value of Chi – square (3.84), at Alpha level of significance of 0.05 and a degree of freedom 1, the null hypothesis was rejected while the alternative was accepted. This means that, there is significant relationship between union’s ability to meet the welfare needs of members and their involvement in decision making. By implication, the more workers get involved in decision making, the higher the organization’s ability and willingness in meeting up with the welfare needs of workers. The findings are in line with that of Aspinall (2001) who asserted that the ability of trade union to provide welfare needs for their members has a significant impact on the union’s involvement in organizational decision making

## **Summary**

This study of the determinants of the strength and performance of trade union activities in multinational organization: a survey of NPDC and PPMC, Edo State, Nigeria was aimed to determine the socio-economic characteristics of the workers in the organizations under study, examine the strength of the trade union in the organizations, identify the perceived benefits derived by workers in participating in trade union activities and ascertain the members’ of trade union’s participation level in organization’s decision making process.

The level of workers participation in the organizations is high and this to a large extent translates to the strength

of the trade unions in the organizations which was scored to be high. Again, the high score may most likely be connected to the ability in meeting with the welfare needs of the workers.

### **Recommendations**

Based on findings of the study, the study recommends that:

- i. It is true that every organization has its own inherent problems. To this end in view, there is need to ensure that trade unions within NPDC and PPMC are properly organized in these organizations to tackle headlong the challenges inherent in ensuring that the welfare of workers are adequately pursued.
- ii. The level of participation was though asserted to be high. There is need for the trade union executives to impress on measures to see to how the participation could be higher in NPDC and PPMC. This is necessary since it makes workers in these subsidiaries involve in decision making and provides firsthand information of the true situation of things, and;
- iii. The level of education attainment of the workers was found to be negatively correlated with the strength of union activities in both NPDC and PPMC. Efforts should be made by the union leaders in the study areas to put in place measures that will compel senior workers to participate actively in union activities. It is hoped that doing this will provide a platform for both category of workers (senior and junior) to work more as a team, know their needs and possibly enjoy same benefits, though, according to their official work level.

## Conclusion

This study revealed the determinants of the strength and performance of trade union activities in NPDC and PPMC, it has shown from the analysis thereof that the higher the level of education attainment, the higher the participation of workers in these subsidiaries. It also goes to show that education attainments equip workers to understand the benefits of participating in trade union activities. Furthermore, the ability of the trade unions to help resolve the challenges facing the workers in NPDC and PPMC would go a long way in increasing workers' participation in trade unions activities.

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