Effect of Trade Unionism in Industrial Conflict Resolution (A Case Study of the Non Academic Staff Union of Universities, University Of Ilorin Branch, Ilorin)

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ABSTRACT: Labor unionism plays a significant role in the manifestation of conflict as well as the resolution of any form of industrial crisis in the organization. Such function of unionism cannot be overemphasized for the productivity of an enterprise that practically accommodates the existence of trade unionism. This study examines the effect of trade union on industrial conflict resolution in the Non Academic Staff Union (NASU) University of Ilorin branch while aiming to identify the effect of unionism on conflict, the effect of conflict on organizational goodwill, as well as to determine the impact of resolution of conflict on workers performance. The total population of the study amount to one thousand six hundred members (1600) while using the Yamene formula to obtain the sample size which is ninety five (95). The simple linear regression statistical method was used to test for how conflict affects organizational goodwill, unionism affects conflict, and how conflict impacts workers performance. The results of the tests showed that conflict has a positive significance towards organizational goodwill, conflict in the organization is dependent on union, and conflict positively has a significance on workers performance in the Non Academic Staff Union (NASU) University of Ilorin branch. It was thus concluded that Trade Unionism has a positive significant role in the resolution of conflict in the industry as they are the factor of production that controls other factors of production in the industry. Based on the findings of the study, it was generally emerged from the efforts of workers to seek improvement of existing conditions through collective action. These conditions may relate to wages, hours of work and other conditions like health and safety.It is recommended that proper attention should be given to any perceived grievance between parties in the enterprise, conflict resolution mechanism should be inculcated at all levels of management in the industry in order to aid smooth resolution of conflict.

KEYWORDS: Trade Unionism, Industrial Conflict

I. INTRODUCTION

Before the advent of the colonialist, what existed then was communal labour and barter trading system. The emergence of colonialist brought about wage earning employment which was subsequently developed. This development served as an invitation for traders to penetrate the hinterland and trade in Nigeria. There were series of relationship issues that were coming up as a result of wage earning employment that required collective effort to achieve either as a worker or owners of productive assets. It was this early paid employment situation that led to the creation and the formation of groups that are designed primarily for the betterment of workers' condition, now called Trade Unions.

[44]Labour unionism has been seen over the years as one of the most common and popular features of every organisation's workforce, which seeks to protect the right and interest of labour (employees) from arbitrary economic exploitation and the abuse of dignity of labour by the management (employers). Unionism therefore seen as a fundamental tool and instrument used by workers in organisations to seek understanding as well as to influence management decisions that could be detrimental or contrary to the term and the contract of agreement. [53]The

aims and objectives of "these unions just like that of any other trade union in the world was nothing other than to obtain better condition of service and employment for their members".

The functions unions performs for their members includes increasing the co-operation and wellbeing among union members, securing facilities for workers, establishing contacts between the workers among others. All these are achieved mostly with the "agitation" of unions as it is believed that conflict is inherent within the four walls of the organisation. As long as workers are willing or interested to stand up for their right, or what they perceived to be their right, they will run into conflict be it on their job, in their social life, or different sphere of life. An industrial conflict or dispute is a situation of disagreement between two parties. [11]Posits that conflict refers to an opposition of interest or perspective and generally involves corresponding forms of actions.

The employer strives to keep his labour costs reasonably commensurate with those of his/her competitors. On the side of the workers, their diverse interest include maximization of terms and conditions of work (employment), security of jobs, expecting fair treatment from superiors, avoiding unduly tough work pace, and working in safe and healthy working environment, among others.

[45]Generally, conflicts manifest in the workplace where the basic needs of employees are juxtaposed with management's goal for judicious use of resources and prerogative in managing the business. However, it may be pertinent to state that attempt to suppress specific manifestations of conflicts without removing the under laying causes may merely divert the conflict into other form.

The general ideology behind labour unionism is that, workers believed that, by binding or coming together as a team, they will be able to fight for their right against economic exploitation and social injustice that could be meted on them by their employers with respect to the job. [17]Thus, the legal state assumed by labour unions from various enactment, conferred onto it, the "right to have collective bargaining with their employers with respect to any issue that has to with the workers interest and the work in general". It is also worthy to note that unionism in the organisation has developed globally, as there are now international labour bodies as the world is becoming a global village.

Hence, it is on this basis that this research seeks to evaluate the impact of unionism in the resolution of industrial conflict in Nigeria adopting Non-Academic Staff Union of University (NASU), Unilorin branch as a case study.

II. STATEMENT OF THE PROBLEM

[17]The main function of trade union as it is believed by the workers that by binding or coming together as a team is to agitate for their right against economic exploitation and social injustice that could be meted on them by their employers with respect to the job in terms of salary increment, working hours, improved working environment and so on. All these are the major causes of conflict in the industry. Industrial crisis could also result from conflict of opinions when there is asymmetric information between the workers (labour) and employers. These arises from clash of interests during the process of negotiation and incompatibility resulting from incomplete means in the pursuance of their respective goals. [4]Had also acknowledged that the government (especially the military regimes) had profound impacts on the trade unions, which manifested in the alteration of the rules of engagement between the State and the unions in Nigeria. [43]This could also be as a result of insensitivity and insincerity in handling union demands by the government and managements.

Chances of organizational goal accomplishment are possible if more efforts are put towards reducing the overall level of dispute in the four walls of the industry. The past related research of this study has obviously made it clear that the knowledge of the impact of labour unionism on the resolution of industrial conflict is limited particularly in Nigeria.

The study seeks to investigate union contribution in terms of suppressing conflict situation, the impact of the resolution of conflict on workers performance as well as the impact of conflict on firm goodwill using Non Academic Staff Union of University (NASU), University of Ilorin branch as a case study.

Objectives of the Study
The general objective of the study is to identify the effects of unionism on conflict
The objectives of the study include:
a)   To identify the effect of conflicts on organization's goodwill
b) To evaluate the effect of unions on conflict resolution.
c)   To determine the impact of resolution of conflict on worker's performance.

Statement of Hypothesis

The following hypotheses are postulated for this study:

Ho1: conflict does not have effect on organization goodwill

Ho2: unions do not have impact on conflict

Ho3: conflict does not have effect on workers performance

Scope of the study

This research work focuses on union impact in the resolution of conflicts. No doubt, it will be practically difficult and arduous to cover all organizations. Hence, the scope of the study is constricted to Non-Academic staff union of university (NASU), University of Ilorin branch, Ilorin.

III. METHODOLOGY

This section highlights the methodology to be used in the study. It also explains the research design, population of the study, sampling technique, method of data collection and method of data analysis.

Research Design

In order to achieve the objective of this study, a survey research design was employed to examine the effect of labor unionism in industrial conflict resolution in Nigeria. The technique was adopted because of its advantages over other methods in terms of coverage of relatively high population and the generalization of the sample selected to the population. The method is seen as having the highest level of dependence to get useful and relevant information from the designated union under study.

Population of the Study

The population focus of this research work is on the non-academic staff union of the University of Ilorin with a total population of 1600 members as reported by the union chairman Comrade Zubair Haruna Ibrahim on 5th of March 2018 when I visited the NASU secretariat, which will therefore serve as the population to this study.

Sampling Size and Sampling Technique

Simple random sampling technique would be adopted for this study because of the fact that it is not bias and it gives equal chance to all members of the union the opportunity of being chosen. However, the members to be selected are restricted to only those that are within the university main campus because of the union's large population and member's disparity. To be fair, the research will

select the sample size for this study using Taro Yamane's formula which is stated as:

$$n = \frac{N}{1+N(e)^2}$$

Where:

N = population size

n = sample size required

e = allowable error (5%) Based on the formula above,

$$n = \frac{1600}{1+1600(0.10)^2}$$

n = 94.12

Based on Yamane formula, samples will be selected randomly and a questionnaire will be administered.

Sources and Method of Data Collection

The data that were collected for this study comprised both primary and secondary data. The primary data will be obtained from the use of structured questionnaire which will be administered to obtain sampled respondents' opinion. Personal interview was also conducted to generate data from the respondents. The scale of the questionnaire to be adopted will be a 5-point Likert scale rating, ranging from strongly disagree (1) to strongly agree (5). The questionnaire administered will be divided into two sections (section A and B). Section A deals with information regarding Union members Bio data while section B consists of operational items relating to the study. A total number of ninety five copies of questionnaire will be administered by hand.

Method of Data Analysis

The method of data analysis to be used in this study will be basically survey analysis and statistical inferential methods. The statistical inferential method to be used in the data analysis of this study is the simple linear regression model.

Simple linear regression model will be used to test hypothesis 1,2 and 3which is a linear regression model with a single explanatory variable i.e. it involves two-dimensional sample points with one independent variable and one dependent variable.

Decision Rule

Regression decision will be based on the strength and otherwise of r (regression coefficient). if r is 0-30%, there exists a slight relationship; if it is 31-49%, there exists a moderate relationship; if it is 50-100%, there exists a strong relationship. This will be considered at both the positive and negative relationship of the situation. Also, p-values of .01 and .05 will be used for test of significance. Thus, the null hypotheses will be rejected when

significance values are less than the p-values indicated above and alternates hypotheses will rather be accepted.

IV. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The information that are analyzed in this chapter are gotten and gathered from the response of the respondents of the members of non-academic staff union(NASU) University of Ilorin branch. Information gathered from the result are collected from the questionnaire, which is shown in the tables of the data presentation and analysis of statistical results obtained to answer various research questions, and to test the formulated hypotheses for the study. The regression analysis was used to test for the validity of the hypotheses.

Presentation of Findings

The response rate for questionnaires was relatively good as it met the researcher's expectations. Although it was challenging obtaining information from the union members, the researcher was able to meet his expectation of accessing all of the target respondents in the survey.

Table 4.1.1
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	17	17.9	17.9	17.9
	31-40	30	31.6	31.6	49.5
	41-50	25	26.3	26.3	75.8
	51-60	22	23.2	23.2	98.9
	61+	1	1.1	1.1	100.0
	Total	95	100.0	100.0	

SOURCE: Field Survey, 2018

From the table above, it was revealed that majority of the respondents are within the age range of 31 – 40 years which accounted for 31.6% respondents of the total respondents. With this, it implies that all union members consist majorly of respondents classified as the youth (31-40 years of age). In addition, 17.9% of the respondents are within the age range of 20-30years, 26.3% are within the age range of 41-50years, 23.2% are also in the range of 51-60years while 1.1% of the respondent is within the range of 61 and above.

4.3.1 Test of Hypotheses1

TEST OF RESEARCH HYPOTHESES
Decision Rule for Hypotheses testing

The significant level adopted is 5%. If sig-value is therefore less than 0.05 (p value) the null hypothesis **H0** is rejected while alternative hypothesis **H1** is accepted but if sig-value on the other hand is greater than 0.05 (p value) the null hypothesis **H0** is accepted while alternative hypothesis **H1** is rejected.

H0$_1$: Conflict does not have effect on organisation goodwill

Table 4.3.1.1

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505[a]	.255	.247	3.16805

a. Predictors: (Constant), Organizational goodwill is reduced as a result of conflict

b. Dependent Variable: effect of conflict on organizational goodwill
SOURCE: Field Survey, 2018

To assess the extent of effect of conflict on organizational goodwill, the simple linear regression analysis was carried out. The result of the regression model shown in table above indicates the value of R= .505 and the adjusted R-square = .247 give us some idea of how well our

model generalizes and ideally we would like its value to be the same, or close to the value of R-square
(0.255). Thus, the effect of conflict on organizational goodwill is explained by the value of the R-square, which indicates that 25.5% of organizational goodwill is accounted specifically by conflict i.e. 25.5% of organizational goodwill can be explained by conflict.

Table 4.3.1.2

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression 1	319.925	1	319.925	31.876	.000[b]
Residual	933.401	93	10.037		
Total	1253.326	94			

a.   Dependent Variable: effect of conflict on organizational goodwill
b.   Predictors: (Constant), Organizational goodwill is reduced as a result of conflict
SOURCE: Field Survey, 2018

The output table above contains an analysis of variance (Anova) that test whether the model is significantly better at predicting the outcome than using the mean as a 'best guess'. Specifically, the F-ratio represents the ratio of the improvement in prediction that the results from fitting the model (labeled 'Regression = 319.925' in the table), relative to the inaccuracy that still exists in the model (labeled 'Residual= 933.401' in the table). And by dividing the regression sum of square value by the Total sum of square (1253.326) in the table returning the value of $R^2=0.255$, and the fact that the final model is significantly improve the precision ability to predict the outcome variable. However, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (conflict) is positively related with the dependent variable (Employee performance). Hence, it is posited that there is significant effect of conflict on organizational goodwill at 5% level of significant.

Table 4.3.1.3

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant) 1	14.572	.803		18.152	.000
Organizational goodwill is reduced as a result of conflict	2.237	.396	.505	5.646	.000

a. Dependent Variable: effect of conflict on organizational goodwill
SOURCE: Field Survey, 2018

The coefficient table show a significant value (p>0.05). The standard coefficients column shows that organisational goodwill is reduced as a result of conflict has the highest value with (0.505 i.e. 50.5%). In addition, the p-value and t-statistics value of (.000) and 5.646 further suggest that the relationship between conflict and organisational goodwill is significant since alpha level of .05 is greater than the p-value. The conclusion therefore is that conflict has impact on organisational goodwill.

Since the ANOVA significance of .000 is less than the alpha level of .05, then the null hypothesis **HO** is rejected and the alternative hypothesis **H1** is accepted. Hence, conflict has impact on organisational goodwill.

$H0_2$: Unions do not have impact on conflict

4.3.2 Test of Hypothesis2

Table 4.3.2.1

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.389[a]	.151	.142	3.61914

a. Predictors: (Constant), Conflict started by the union are mostly as a result of selfish interest
b. Dependent Variable: effect of unionism on conflict resolution

Table 4.3.2.1 revealed that, there is moderate relationship between union and union. This is shown by R 0.389 i.e. 38.9%, the value was positive indicating that, when the independent variables increase, dependent variable also increases and vice versa. The r-square which shows the variation gives 0.151, i.e. unioncan explain 38.9% of conflict in Non-Academic staff union of university (NASU), Unilorin branch, Ilorin. While the rest 38.7% is influenced by other factors.

Table 4.3.2.3

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	216.777	1	216.777	16.550	.000[b]
	Residual	1218.128	93	13.098		
	Total	1434.905	94			

a. Dependent Variable: effect of unionism on conflict resolution

b. Predictors: (Constant), Conflict started by the union are mostly as a result of selfish interest

SOURCE: Field Survey, 2018

The F-statistic as shown from the ANOVA table above is significant since the ANOVA significance of .000 is less than the alpha level of .05, the alternative hypothesis **H1** is accepted while null hypothesis **H0** is rejected. This implies that union has effect on conflict in the Non-academic staff union of university (NASU), University of Ilorin branch, Ilorin.

Table 4.3.2.4

Coefficients[a]

Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	15.480	.934		16.565	.000
Conflict started by 1 the union are mostly as a result of selfish interest	1.331	.327	.389	4.068	.000

a. Dependent Variable: effect of unionism on conflict resolution
SOURCE: Field Survey, 2018

The beta coefficient of the model in table above indicates the beta value of the constant is 15.480 whereas; the beta value for the predictor variable (conflict started by the union are mostly as a result of selfish interest) is 1.331. The t-value of 4.068 and the p-value of .000 indicates the model is significant at p<0.05. This means that the p-value and t-statistics value of (.000) and 4.068 suggest that the relationship between union and conflict is significant since alpha level of .05 is greater than the p-value. The conclusion therefore is that Unions have impact on conflict.

4.3.3 Test of Hypothesis3
$H0_3$: Conflict does not have effect on workers performance

Table 4.3.3.1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463[a]	.214	.206	3.93086

a. Predictors: (Constant), Conflict affects employees' welfare.
SOURCE: Field Survey, 2018

In order to assess the level of relationship between conflict and workers performance which is measured through Conflict affects employees' welfare, simple regression analysis was carried out. The result of the regression model in the table shows the value of the regression coefficient R= .463, R- square = .214 and adjusted R-square = .206. From this result the extent of relationship between conflict and workers performance is clarified by the value of the R-square. The R-square value denotes 21.4 % of workers performance is accounted specifically by conflict and the remaining percent is influenced by other factors.

Table 4.3.3.2

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression 1	391.143	1	391.143	25.314	.000[b]
Residual	1437.005	93	15.452		
Total	1828.147	94			

a. Dependent Variable: impact of conflict on worker's performance
b. Predictors: (Constant), Conflict affects employees' welfare.
SOURCE: Field Survey, 2018

The F-statistic as shown from the ANOVA table above is significant since the ANOVA significance of .000 is less than the alpha level of .05, the alternative hypothesis **H1** is accepted while null hypothesis **H0** is rejected. This implies that conflict has effect on workers performance in the Non-Academic staff union of university (NASU), University of Ilorin branch, Ilorin.

Table 4.3.3.3

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant) 1	13.620	1.125		12.103	.000	11.385	15.854
Conflict affects employees' welfare.	2.643	.525	.463	5.031	.000	1.600	3.686

a. Dependent Variable: impact of conflict on worker's performance
SOURCE: Field Survey, 2018

The beta coefficient in table above indicates the beta value of the constant is 13.620 whereas, the beta value for the conflict affects employees' welfare is 2.643.The t- value of 5.031 and the significance level of .000 shows the model is significant at $p<0.05$. Thus, the Beta= .4630, characterizes the level of workers performance increase by 46.3 % as the Conflict increases by 1. It is therefore advocate that there is significant effect of conflict on workers performance.

V. DISCUSSION OF FINDINGS

The first objective of the study was to assess the effect of conflict on organizational goodwill. Findings from the study revealed that organizational goodwill is totally dependent on the manifestation of conflict in the industry. There is a high dependency of organizational goodwill on conflict. Organizational goodwill relies largely on the absence of conflict in a work setting.

This has strong implications to the overall productivity of the enterprise. As a profit oriented, competitive and customer oriented enterprise, this implies that consistent manifestation of conflict in the work place may lead to a reduction in the organizations goodwill. As conflict persistently occurs in the industry, employees tends to leave the organization, and this in turn slows down production process as labour is seen as the factor of production that coordinates all other factors of production in the industry, this in turn relatively affects organizational goodwill which in turn

reflects in how the enterprise grows or flourish in the competitive market.

Hypothesis two tested whether the unionism has significant effects on conflicts in the organization. Many respondents confirmed positively that the presence of unions helps to reduce conflict in the industry. The hypothesis was tested with regression analysis to confirm its validity. The result however, was significant having a significance level of 0.000 which is less than 0.05.

The third objective of the paper is to examine the impact of conflict on workers performance in the industry. The study revealed that conflict in the industry to a larger extent affects the performance of workers. The constant occurrence of conflict in the industry will bring about idleness among workers which will affect firms overall productivity.

The implication of this finding is that, two options are available for the enterprise. Proper measures should be taken to promptly eliminate the existence of dispute or proper attention is given to the welfare of employees to promote good relationship that will in turn boost organizational productivity. The management of conflict should not be the sole aim of an enterprise, efforts must be made to fully avert conflict in an enterprise if such organization aims to attain it highest objective which mainly is to maximize profit.

Therefore, the findings reviews that trade unionism has a significant role in the resolution of conflict which is in line with the previous research work of [17] which concluded that the emergence of labour unionism in the organization should not be seen as destructive, rather it should be seen as a boost to the worker with intentions of motivating him, to putting his best towards organizational productivity by protecting his right and interest.

VI. SUMMARY, CONCLUSION AND RECOMMENDATION
Introduction
In this chapter, the researcher present the summary, conclusions and recommendation of the study based on the result obtained from the analysis of the data.

Summary of Findings
This study investigated the effects of trade union on industrial conflict resolution in non-academic staff union in the University of Ilorin. In order to achieve these objectives, some basic assumptions were subjected to some tests in order to ascertain the effects of unionism on the resolution of conflicts in the industry. The simple

linear regression was used to test for the impact of conflict on organizational goodwill, the impact of unionism on conflict as well as the effects of conflict on workers' performance. The result of the test showed that conflict has a significant effect on organization goodwill, unionism also has a positive effect on conflict and the result of conflict also determines workers' performance. It was concluded that trade unionism play a significant role in the manifestation and resolution of conflict in the four walls of the organization.

Conclusion
Based on the data analyzed using both descriptive and inferential tools, it is quite obvious that the research work has achieved its objectives and the following conclusions can be made:
  i. The timely management of conflict by both parties will improve organization goodwill.
 ii. Unionism has a significant role to play in the manifestation and resolution of conflict in the industry.
iii. Conflict affects workers performance immensely in the organization.

VII.   RECOMMENDATIONS
Based on the findings, the following are recommended:
1. Proper attentionshould be given to any perceived grievance between parties in the enterprise and conflict resolution mechanism should be inculcated at all levels of management in the industry in order to aid smooth resolution of conflict.
2.Trade Unions should be encouraged in the organisations to fight for the right of their members.
3. The management should give sufficient significance to the existence of union in the industry as this will make them feel important and as such improve employment relationship in the organization.
4. Conflict resolution mechanism should be inculcated at all levels of management in the industry in order to aid smooth resolution of conflict.

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