



Imperativeness of Trade Unionism to Employee Engagement: Evidence from Manufacturing Companies in Nigeria

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Abstract. The trade union movement all over the world has always served as platform to support decent work and check managerial rascality there by making labour partners in progress and not just dispensable tools. In spite of the presence of labour organization employees are still faced with threat, opposition, unjustifiable dismissal, denial of statutory rights, alienation and executive excesses. Hence, the need to examine the imperativeness of trade unionism to employee engagement. The study seeks to establish a connection between trade unionism and employee engagement in a unionized organization by determining the veracity of employee contract at ensuring production-stimulated work environment. The study used six hundred and four (604) participants drawn from the total population of two thousand six hundred and eighty (2,680) employees through stratified random sampling techniques. Primary data was collected from the respondents using Likert format questionnaire and data analyzed using Linear regression analysis. The reliability of the measuring instruments was determined by means of Cronbach Alpha Coefficients, and the validity was confirmed using Confirmatory Factor Analysis through Structural Equation Modelling. The Kaiser Mayer Oklin was used as a prerequisite for conducting Confirmatory Factor Analysis. The results showed that there were positive ($r>0.5$) correlations between trade union participation, employee welfare, employee contract and employee engagement. Furthermore, the results showed that there were strong ($r>0.5$) positive correlations between employee engagement, communication and work environment. Findings from the study revealed that trade unionism enhances employee engagement and ensure production-stimulated work environment because labour organization always pressured organization to do the right thing; but collective bargaining is losing its potency as employers of labour always most time have reasons to renege on their promise for better welfare package mostly in developing world due to weak contract enforcement mechanism. The study concluded that trade union leaders need to do more and be more assertive in ensuring that agreements bargained is executed. Based on the conclusion, the study recommended that the management must do everything within its power to manage labour movement in the organization through employee

engagement, ensuring employee welfare, working conditions and timely compensation and other benefits so that trade unionism does not turn to be a menace to organizational stability.

Keywords: Trade union, employee engagement, collective bargaining, employment contract, welfare package

1. Introduction

Industrial relations practice has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labour and other related bodies. One can equally argue that industrial relations is a major factor that affects directly or indirectly workplace employment and productivity through such variables as managerial competence, workers motivation, and institutional backup (Osarenmwinda & Prince, 2023). In this era of globalization, coupled with complex organizational structures and changing workplace environment, no nation's industrial sector can function effectively without the cooperation of employers, employees, government, and labour unions culminating in a tripartite relationship, integrated for nation's development. Since labour force serves as a critical factor for organizational and nation's development, the relationship between employees, employers, trade union and government has become an important issue to address for smooth functioning of labour union organizations, government, employers of labour and employees. According to Thompson (2011) many organizations today value their labour force and see them as major contributors to the achievement of corporate goals, and they recognize that employing effective employment relationships and engagement can enhance their organizations' strength. Labour unions and employment engagement have been the most critical element to address in both the public and private sectors since the conception of modern economic organizations (Akume & Abdullahi, 2013). All over the world, trade unions have become important agents of socio-economic transformation and class struggle always representing the working-class interests against capitalist exploitations. In contemporary times, trade

unionism has become an indispensable tool in ensuring industrial harmony between employer and employee, especially in developing countries. It is well known that trade unions have emerged throughout the world to improve workers living and working conditions (Okechukwu, 2016).

The relationship between employees and employers and trade union has been seen as tripartite relationship of which its effective management leads to favourable workplace employment relations and contributes maximally to nation's economic development, growth, stability, success of labour unions as well as friendly work environment (Budd, 2018). Employment relations focuses on managing the relationship between employees and employers to enhance their engagement (Sholokwu, 2020).

1.1 Statement of the Problem

Trade union has always been posited as a pressure group by all standards and purposes and by this stands to defend the rights of their members and the populace in general. Trade unionism ensures that workers are given the right attention and social contracts as agreed by both the employers and the employees are executed. Gradually we see trade unions in Nigeria sliding and not having the right bite they use to have some years back. This has greatly affected employee engagement and workers right denied. It is not out of place to see workers at the mercy of their employers. Lack of vibrant trade union has caused denial of employees' rights, unjustified dismissal, retrenchment without statutory payments, lopsided and inequitable salary, unjustified deductions and surcharges that are unexplainable, and precarious work environment. Employee engagement, which is the level of enthusiasm, commitment, and emotional investment an employee has in their role and the company's success, goes beyond job satisfaction and extends to how connected employees feel to their colleagues, leaders, and the organization's mission. The connection cannot be ascertained where workers' rights and privileges cannot be ascertained and institutionalized. At times employers does not do enough to align the employees with the objectives of the organization; tools are not provided and compensation and other things that motivates are not within the reach of the employees, hence the essence of trade union that can engage the employees productively. However, trade unions in Nigeria face several obstacles and that should boost our curiosity of the imperativeness and relevance of trade union in modern and contemporary employment structure. Internal divisions, political meddling, and limited bargaining strength frequently reduce the effectiveness of unions in achieving their goals.

These challenges call for a deeper analysis of trade unions' role in promoting employee engagement, especially in Nigerian public and private institutions where bureaucratic hurdles, financial limitations and compromise of union officials through inducements are

widespread, expanding the continuous debate on the relevance of trade unionism in Nigeria. This study aims to fill this gap by examining the imperativeness of trade unionism in ensuring employee engagement in the Nigerian manufacturing companies. Specifically, the study seeks to achieve the following:

- Examine the effect of collective bargaining on employee welfare
- Determine whether lobbying ensures working conditions
- Investigate the influence of strikes on compensation and other benefits.

1.2 Research Hypotheses

The following research hypotheses will be tested to validate the research objectives

Ho – Collective Bargaining does not have any significant effect on employee welfare

Ho - Lobbying does not have any significant effect on working conditions

Ho – Strikes does not have any significant effect on compensation and other benefits

2. Literature Review

2.1 General Concept of Trade Unionism

A labour union otherwise known as a trade union refers to the organization of workforces in the workplace who share the same agenda of attaining joint objectives in crucial matters such as terms and conditions of work. According to Emmanuel, Ismaila & Mustapha (2020), trade union is a constant group of wage recipients who have the resolution to maintain in addition to improving the situations of more than six persons with the principal aim of constituting and regulating the relationship between employees and employers which may take account of negotiating on employees' remuneration and compensation, rules of work, procedures for complaints in the workplace, rules and regulations having to do with hiring, firing and elevation of employees together with safety at work. According to the Nigerian labour law, specifically Section 1(1) of the Trade Unions Act, a trade union is any combination of workers or employers, whether temporary or permanent, formed to regulate the terms and conditions of employment. Its primary purpose is to protect and advance the collective interests of its members in the workplace, which can include improving working conditions, advocating for fair wages, and providing support against unfair treatment, stipulating that at least minimum of fifty people can sign to form a trade union in an organization.

Ogundare (2023) posited that trade union or labor union, often simply referred to as a union, is an organization of workers whose objective is to maintain or improve the conditions of their employment contract, such as attaining better wages and benefits, improving working

conditions, improving safety standards and ensuring the overall well-being and better condition of their members by engaging employers of labour to do what is right and justifiable for those who are in their employment, who create economic values for the sustenance of the organization. According to the International Labour Organization (ILO), a trade union is defined as a workers' organization formed for the purpose of furthering and defending the interests of workers. This encompasses protecting workers' rights, improving conditions of employment like wages and safety, and increasing workers' bargaining power, often through collective bargaining with employers. Akume & Abdullahi (2013) aver that the main justification for labour action is the failure of collective bargaining. When workers and employers engage in collective bargaining, there is no guarantee that it will be successful. Even when successful, there is no guarantee that it will be honoured. Consequently, unsuccessful bargaining and failure to adhere to agreed terms naturally lead to labour conflicts and dislocation of labour harmony (Ibrahim & Bamidele, 2019).

2.2 Activities of trade union in Nigeria

According to Bala & Sadeeq (2024) the key reason for trade unions' establishment is to re-establish the power balance between employers and employees, and to make these employees in the organization to have a common voice through which their grievances could be heard. This is also to give them greater influence on how they should undertake their work and to boost their input in organizational decision-making in such a manner that this will be beneficial not only to themselves, but also to their employers. However, to achieve these purposes, the unions' main activities within the associations must be effectively undertaken and carefully carried out as these comprise, but not limited to:

Purposeful Representation of the Employees' Interests to the Employers: Generally, good unions with purposeful and selfless leadership at work are always preoccupied with activities that will promote the general welfare of the members. The unions' executives ensure that they represent their members to their employers in a meaningful or purposeful manner. According to Armstrong (2006), this may be through collective bargaining or mutual agreement with the management of the organization in which the unions are formed.

Engagement in Diverse Exercises to Press for Workers' Demands when Negotiations Fail: As said by Griswold (2010), trade unions sometimes do not hesitate to engage in some exercises deemed necessary to promptly draw attention of the organizations' management teams to their requests. These, most times, are in form of organization of demonstrations, picketing, embarking on strikes, etc., all is with a view to attract the management's attention. These actions are opted for when all other efforts made by the unions have proved abortive. Griswold (2010) added that in the past,

labour unions have influenced a lot not only organizations, but also governments of many countries as the key reason for their formation and development in the first place is to fight for the workers' welfare and rights in public and private establishments as these unions have always mounted pressures on the employers in the favour of the members.

Having Work Arrangements with the Employer: Jekkorir (2014) maintains that trade unions sometimes do arrange works for performance the employer in the organization. This is in as much as employers and the unions' leaders come to agreement on the set targets, and whereby the unions also guarantee mobilization of their members for the realization of the set targets and on the grounds that the employers are in readiness to offer compensation to the employees for the extra work done.

Industrial action: When negotiations fail, unions may organize or support industrial action, such as strikes, to pressure employers into meeting workers' demands.

Membership support & services: Unions provide various services to their members, including training, professional advice, and sometimes financial or recreational benefits.

Advocacy & policy influence: Unions may engage in broader social and political advocacy, lobbying for legislation and policies that support workers' rights and interests.

Grievance handling: Unions represent their members in handling individual complaints and disputes with management, acting as a bridge between employees and employers.

2.3 Assessment of Trade Union activities in Nigeria

The advent of the colonial government heralded wage employment relationship in Nigeria and this brought about employer - employee relationship whereby employer is the master and employee as the servant. In order to strike a balance in this relationship, the colonial master allowed formation of trade union for the first time in Nigeria in 1912 and since that time, the development of trade union has undergone series of transformation although the objectives remained the same as many of the unions were born out of necessity (Oginni, Faseyiku & Ajani, 2019). . Considering the time of the formation of the first trade union which was during colonial era, all the union formed in Nigeria before independence added political emancipation i.e. political struggle for independence to the union's objectives and this endeared the struggle of the union to many people and their leaders were popular and synonymous with deliverer of the masses from the oppression of the colonial government (Odey, & Owan, 2014). We can assert that trade union plays significant role in the realization of independence for Nigeria and remains as one of the oldest institution in Nigeria even though it has undergone series of reformations since Trade Union Ordinances of 1938 to Trade Union Act of 2005 Amendment (Ojomo, 2017).

Oginni et al (2019) opined that over the years, the labour union in Nigeria favours the use of militant approach over fraternal approach and that the fraternal approach has been relegated on account of the behaviour of employers towards union activities. The rationale behind this was evidence in the work of (Ojomo, 2017) when it was opined that behaviour of employers in the last two decades towards the requests of the unions towards fulfilling their obligations to members has been lackadaisical, suppressive and unfriendly. Despite this suppressive behaviour of the employer, the unions had survived and enjoyed active participation from members towards engaging employers for the purpose of actualizing their demands during colonial and post-colonial eras. However, at the return of Nigeria to civil rule in 1999, the trends in successes recorded by unions in the wake of advancing the interests of Nigerian workers towards a remarkable quality of life could not be compared with what had been the in place before 1999. The success was largely due to members' participation because it was considered to be the surest way to survive and meet their collective needs even though not all members were favourably disposed to this collective struggle but majority of the members displayed favourable attitude towards unions' activities and those who stayed away often supported the course of the union by attending meetings whenever it called with maximum cooperation with the directives of the unions' leadership. Since the return of Nigeria to civil rule in 1999, the success recorded in terms of advancing members' interests was very low in comparison with what was obtainable between 1955 - 1999. In the study advance by Edet & Emmanuel (2024) in challenges confronting Nigerian trade union in the 21st Century, members' participation in union activities has gone low because of low level of interest and leadership lack of direction were among reasons adduced forward to explain the decline in members' participation in union activities. The results afterward made Nigerian workers to develop apathy towards unionism with drastic implication on involvement and participation in unions' activities.

Considering the significance of members' participation in union activities as a united force towards improving the economic interest of their members as it was in the early days of trade union development in Nigeria as evident in the works of many researchers in the precolonial era and the first decade after independence, the current state of union members' participation in the activities of the union has become a point of concern for researchers in this area in the last two decades because members' participation is the vital ingredient needed for unions' survival and success in fulfilling their obligations towards members.

There is serious poor perception of union leaders as to their seriousness and unbiased stands on issues of welfare that concern workers in Nigeria. Members' perception of union was because of accumulated experiences, and these accumulated experiences are

interpreted accordingly to give corresponding behaviour. In the two decades, the experience has not been palatable as members have lost trust in the leadership of the union, and they could no longer be taken seriously in union activities. Olaseni (2019) conducted a research investigating the reaction of union members on the proposed strike by the joint federal unions (Nigerian Labour Congress and Trade Union Congress) on the Federal government position on national minimum wage that was aborted two hours to the commencement of strike. The outcome of the investigation revealed union members were disappointed and decided to distant from any future participation and vented their anger on the union's properties by vandalizing many of these properties and labelled union leadership as corrupt meaning that the Federal government of Nigeria has bribed the union executive and that was why the strike was aborted despite the fact that their demands were not met. As we investigate the world of work in the future, we can only hope that union leaders will get their hearts together and fight the battles they are elected to fight. Mixing politics with union matters or soliciting favours from government of the day amounts to distortion of interest and encroachment of the fundamentals of unionism. An average Nigerian worker is suffering under the exploitative tendencies of their employers and biting economic policies of government with no palliatives to reduce the effect of the economic reform.

2.4 Concept of employee engagement

Employee engagement refers to the positive, affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance. Employee engagement is therefore a psychological facet that encompasses energy, enthusiasm, and engrossed effort (Asuquo, 2023). According to Usoro (2021) employee engagement refers to the emotional and cognitive state of employees characterized by their commitment, dedication, and involvement in their work and the organization. They concluded that characteristically employee engagement is a multidimensional construct that captures the extent to which employees feel connected to their work, experience a sense of purpose, and are motivated to go above and beyond their job requirements.

The impact of employee engagement extends to various organizational performance metrics, including productivity, profitability and customer satisfaction. Organizations with high engagement levels often report significant improvements in productivity, as employees demonstrate a greater willingness to take initiative and solve problems (Udofia, 2020). The engagement of employees who interact with customers can contribute to enhanced customer satisfaction, as their positive attitudes and commitment are often reflected in their interactions with clients and stakeholders (Olayemi, 2023). Ogundare (2023) posited

that employee engagement acts as a catalyst for achieving positive outcomes on multiple organizational levels. Engaged employees are more invested in their work, leading to higher efficiency and better quality. Research indicates significant increases in productivity and profitability in companies with high engagement.

3. Theoretical Review

3.1 Industrial Democracy Theory

Sidney Webb and Beatrice Webb, the British reformers of the socialist wing developed industrial democracy theory close to the end of the 19th century. Trade unions or labour union is an extension of democracy into the workplace directly from the politics. Union in the organization is therefore considered to be the vehicle used by the workers to bring to bear their will or wills when it comes to getting enhanced remuneration, desired working conditions and improved labor contracts for the benefit of the members. It is therefore argued that individual – based whim is not sufficient to form a decision that is capable of being binding on all in the democratic societies, instead, worthy or acceptable decisions are gotten once every stakeholder in a system has agreed on policies and schemes that are beneficial to all individuals that make up such system. The Webbs therefore conclude that trade unions provide in the workplace opportunities through which employees under an umbrella can easily engage in discussions or dialogues, and negotiations with their proprietors to obtain favourable deals that can facilitate their free operation without victimization of the unions' leaders.

4. Empirical Review

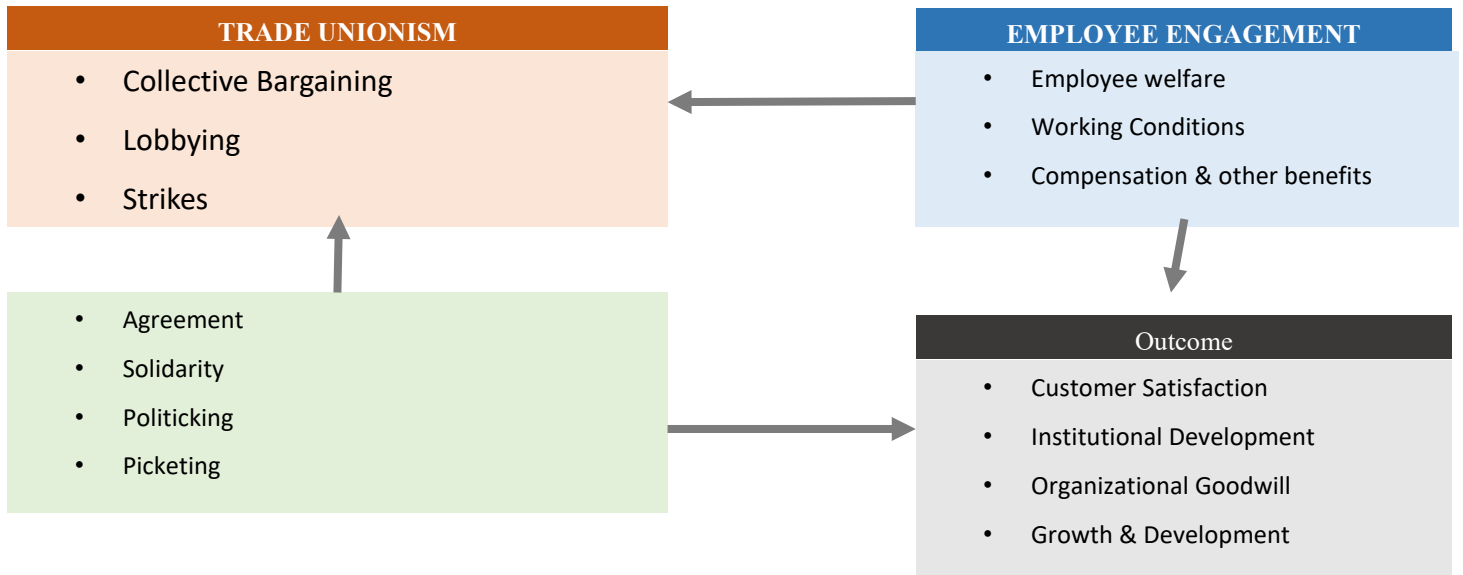
Bala & Sadeeq (2024) examined the effect of trade unionism on the workers' welfare of the Federal Polytechnic Bauchi. The study utilized simple random sampling techniques by administering questionnaires on the respondents to draw the required information. The descriptive statistics used included simple percentages and tables, while inferential statistics utilized was linear regression. The findings of the study established that trade union's actions do have significant effect on employees' wages and salaries; and, that trade union's membership has significant effect on employees' working conditions. The findings of the study indicated further that trade union's negotiation ability plays significant role in improving employees' job security among the Federal Polytechnic staff. The study therefore recommends more encouragement for trade unionism in the Federal Polytechnic Bauchi.

Edet, Etukudoh & Eno (2024) investigated the impact of trade unionism on staff welfare in Nigerian public institutions, with a particular focus on Akwa Ibom State University (AKSU). The study addressed three main

objectives: examining the effect of trade union activities on working conditions and benefits at AKSU, assessing the relationship between lobbying efforts and staff welfare, and evaluating the impact of strikes on staff welfare at the university. The findings revealed that trade union activities significantly impacted the working conditions and benefits of employees at AKSU. Unionized staff reported better access to resources, improved remuneration, and more favorable working environments compared to their non-unionized counterparts. The study also found a positive relationship between lobbying and staff welfare in AKSU, as effective lobbying efforts by trade unions contributed to the implementation of policies and programs that enhanced staff welfare, such as salary reviews and career development opportunities. The study concluded that trade unionism played a vital role in shaping staff welfare in Nigerian public institutions, as exemplified by the case of Akwa Ibom State University (AKSU). The findings highlighted the importance of constructive engagement between university management and trade unions to address staff welfare concerns and foster a conducive work environment. The study recommended that the university management and the state government establish regular dialogue and collaborative platforms with trade unions to address staff welfare issues proactively. AKSU should also develop comprehensive staff welfare programs that address the diverse needs of its academic and non-academic staff and strengthen its internal dispute resolution mechanisms to minimize the frequency and impact of strikes.

Emmanuel, Ismaila & Mustapha (2020) investigated the effect of trade unionism on the workers' welfare of the Nigerian Medical Association (NMA) in Kwara State. The study utilized simple random sampling techniques by administering questionnaires on the respondents so as to draw the required information. The descriptive statistics used included simple percentages and tables, while inferential statistics utilized was linear regression. The findings of the study established that trade union's actions do have significant effect on employees' wages and salaries; and, that trade union's membership has significant effect on employees' working conditions. The findings of the study indicated further that trade union's negotiation ability plays significant role in improving employees' job security among the medical staff of the Association. The study therefore recommends more encouragement for trade unionism in the Kwara State chapter of NMA.

5. Conceptual Framework



From the diagram above we saw the connectivity between trade unionism and employee engagement in a typical organization. The variable adopted by the study to represent trade unionism are collective bargaining, lobbying and strikes. Trade union activities alongside these variables are agreements, solidarity, politicking and picketing. Employee engagement includes employee welfare, working conditions, compensation and other benefits. Where there is good relationship between the employer and the employee, it is noticeable in employee engagement, while the study concluded that employee engagement will result into customer satisfaction, institutional development, organizational goodwill, and growth and development.

6. Research Methodology

The study adopted a survey research design which helps in the collection of respondents’ opinions on the activities of trade unions in organizations and employee engagement. Primary data were collected through questionnaire administration. The population of this study consists of six hundred and five (605) employees of C-Way Foods Limited, Fidson Glow healthcare Limited, Tuyil drugs manufacturing company Nigeria Limited. The target population includes top management staff including executive directors, middle management staff (departmental heads/supervisors) and lower management staff (operatives). A census sampling approach was adopted for the study, and the entire population constituted the sample size. Validity and reliability of the instrument was carried out using Factor Analysis and Cronbach’s Alpha respectively.

Statistics of participants by organizations

Name of Organization	Number of Participants
C-Way Foods Limited, Nigeria	306
Fidson Glow Healthcare Limited, Nigeria	184
Tuyil Drugs Manufacturing Company, Nigeria	115

7. Data Presentation and Analysis

Demographic information of the respondents

Table 4.1: Demographic Information of the Respondent’s Firm

Variables	Frequency	Percentage
Gender:		
Male	510	84.3%
Female	95	15.7%
Total	605	100%
Academic Qualification:		
OND/HND holder	11	1.8%
B.Sc holder	315	52.1%
MSc/MBA holder	191	31.6%
PhD holder	50	8.3%
Others	38	6.3%
Total	605	100%

Age Category:		
20-29yrs	259	42.8%
30-39yrs	242	40.0%
40-49yrs	68	11.2%
50yrs and above	36	6.0%
Total	605	100%
Employees' Status:		
Junior Staff	226	37.4%
Senior Staff	131	21.7%
Assistance Directors	92	15.2%
Managing Directors	26	4.3%
Supervisors	130	21.5%
Total	605	100%
Years of Experience in Construction		
1-5yrs	262	43.3%
6-10yrs	176	29.1%
11-15yrs	76	12.6%
16-20yrs	59	9.8%
20yrs & above	32	5.3%
Total	605	100%

Source: Field Survey (2025)

Testing of Research Hypotheses

Hypothesis One

H₀₁: Collective Bargaining does not have any significant effect on Employee Welfare.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.134 ^a	.118	.116	13.77029	1.811

a. Predictors: (Constant), Collective Bargaining

b. Dependent Variable: Employee Welfare

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2087.141	1	2087.141	11.007	.001 ^b
	Residual	114341.381	603	189.621		
	Total	116428.522	604			

a. Dependent Variable: Employee Welfare

b. Predictors: (Constant), Collective Bargaining

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	56.849	3.475		16.358	.000
	Collective Bargaining	.147	.044	.134	3.318	.001

Dependent Variable: Employee Welfare

Source: Author's computation (2025)

Interpretation of the coefficients

The above result was analyzed using linear regression analysis of the coefficients. The dependent variable of the model is Employee Welfare (EW) while the independent variable is Collective Bargaining (CB). The estimation results show that the variable- Collective Bargaining has significant impact on employee welfare at the 5% alpha level of significance. Therefore, the estimation shows that the co-efficient of determination R-squared is 0.118, implying that explanatory variable accounted for 11.8% changes in Employee Welfare (EW). Un-standardized coefficient of determination value ($\beta = 0.147$) indicated that 1% increase in Collective Bargaining led to 14.7% increase in Employee Welfare with (P-value of $0.000 < 0.05\%$). It tells us the model is of good fit, and that the independent variable to a large degree explains changes in the dependent variable.

Interpretation of Durbin Watson and F- Statistics

The Durbin Watson statistic is a number that tests for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic is always between 0 and 4. A value approaching 2 means that there is no autocorrelation in the sample. Values approaching 0 indicate positive autocorrelation and values toward 4 indicate negative autocorrelation. From the estimation, Durbin Watson statistics is (1.811), this implies that there is no serial or positive autocorrelation. Therefore, is no evidence of first order serial correlation in residuals regression analysis. Also, the F-statistics value is (11.007) with a probability or significant level of P-value $0.001 < 0.05$ shows the overall analysis of variance of the model; while the result indicates that explanatory variables are fundamental, explaining the overall variation in the dependent variable. In conclusion, since at the overall level, collective bargaining can bring positive effect to the employee welfare, therefore, H_0 that says, “*Collective Bargaining does not have any significant effect on Employee Welfare*”, is rejected while the alternative H_1 hypothesis accepted. This finding lends credence to the observation of Olayemi (2023) in his study that unionization of the workforces in the organization has been so helpful in making individuals in the company to put in their best towards the organizational productivity knowing fully well that they would not be denied their rights and that their interests would always be protected by the union.

Hypothesis Two

H_{02} : Lobbying does not have any significant effect on working conditions.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.687 ^a	.472	.471	6.55107	1.464

a. Predictors: (Constant), Lobbying

b. Dependent Variable: Working Condition

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23160.584	1	23160.584	539.667	.000 ^b
	Residual	25878.629	603	42.916		
	Total	49039.213	604			

a. Dependent Variable: Working Condition

b. Predictors: (Constant), Lobbying

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.473	1.203		12.857	.000
	Lobbying	-.346	.015	.687	23.231	.000

Dependent Variable: Working Condition

Source: Author’s computation (2025)

Interpretation of the coefficients

The above analysis was done using linear regression analysis of the coefficients. The dependent variable of the model is Working Conditions (WC) while the independent variable is Lobbying (Lobby). The estimation results show that the variable- Lobbying has significant impact on the Working Conditions at 5% alpha level of significant. Therefore, the estimation shows that the co-efficient of determination R-squared is 0.472, implying that explanatory variable accounted for 47.2% changes in Working Conditions (WC). Un-standardized coefficient of determination value ($\beta = -0.346$), indicating that 1% increase in lobbying led to 34.6% decrease in effective administration standard with (P-value of $0.000 < 0.05\%$).

Interpretation of Durbin Watson and F- Statistics

From the estimation, Durbin Watson statistics is (1.464), implying that there is no serial or positive autocorrelation. While F-statistics value is (539.667) with a probability or significant level of P-value $0.000 < 0.05$ showing the overall analysis

of variance of the model; while the result indicates that explanatory variable are fundamental explaining the overall variation in the dependent variable. In conclusion, since at the overall level, lobbying bring negative effect to the working conditions, therefore, H_0 that says, “*Lobbying does not have any significant effect on working conditions*”, is rejected while the alternative H_1 hypothesis accepted. The finding corroborates the result of the research undertaken by Emmanuel, Ismaila and Mustapha (2020) which ascertained that the level of negotiation that union’s members adopt do go a long way in exerting significant influence on workers’ welfare.

Hypothesis Three

H_{03} : Strikes does not have any significant effect on Compensation and Other Benefits.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.358 ^a	.128	.126	11.45672	1.731

a. Predictors: (Constant), Strikes

Dependent Variable: Compensation and Other Benefits

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11600.553	1	11600.553	88.381	.000 ^b
	Residual	79147.638	603	131.256		
	Total	90748.192	604			

a. Dependent Variable: Compensation and Other Benefits

b. Predictors: (Constant), Strikes

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.457	1.931		29.748	.000
	Strikes	-.227	.024	.358	9.401	.000

Dependent Variable: Compensation and Other Benefits

Source: Author’s computation (2025)

Interpretation of the coefficients

The above result was analyzed using linear regression analysis of the coefficients. The dependent variable of the model is Compensation and Other Benefits (COB) while the independent variable is Strikes (Strikes). The estimation results show that the variable- Strikes has significant impact on Compensation and Other Benefits at 5% alpha level of significant. Therefore, the estimation shows that the co-efficient of determination R-squared is 0.128, implying that explanatory variable accounted for 12.8% changes in Compensation and Other Benefits (COB). Un-standardized coefficient of determination value ($\beta = -0.227$), indicated that 1% increase in Strikes led to 22.7% decrease in Compensation and Other Benefits with (P-value of $0.000 < 0.05\%$).

Interpretation of Durbin Watson and F- Statistics

From the estimation, Durbin Watson statistics is (1.731), implying that there is no serial or no positive autocorrelation. So, there is no evidence of first order

serial correlation in residuals regression analysis. While F-statistics value is (88.381) with a probability or significant level of P-value $0.000 < 0.05$ shows the overall analysis of variance of the model. In conclusion, since at the overall level, strikes bring negative changes to the compensation and other benefits, therefore, H_0 that says, “*Strikes does not have any significant effect on Compensation and Other Benefits*”, is rejected while the alternative H_1 hypothesis accepted. This result substantiates the finding of the study that was carried out by Gichaba (2013) which established that strikes by the labour organization exert significant influence on the employees’ compensation, conditions and terms of service, and job security at Kisii University, Kenya.

8. Conclusion and Recommendations

From the first objective it indicated that collective bargaining enhances employee welfare with (P-value of $0.000 < 0.05\%$). Where employers give room for collective bargaining employee welfare will always receive the needed attention. From the second objective the estimation results show that the variable- Lobbying

has significant impact on the Working Conditions at 5% alpha level of significant. Lobbying by the trade union also connotes negotiation, arbitration, diplomacy, consensus and compromise. This process most of the time used by the union comes with benefit of improved and better working conditions. From the third objective the estimation shows that the co-efficient of determination R-squared is 0.128, implying that explanatory variable accounted for 12.8% changes in Compensation and Other Benefits (COB). Un-standardized coefficient of determination value ($\beta = -0.227$). Mostly where there is strike action compensation and other benefits are always affected because of man hour lost and production halted for a long time. This affects the bottom line therefore benefits such as bonuses, profit sharing, and even 13th month salary may be affected negatively. Based on the conclusion the study recommended that the management must do everything within its power to manage labour movement in the organization through employee engagement, ensuring employee welfare, working conditions and timely compensation and other benefits so that trade unionism does not turn to be a menace to organizational stability.

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