

Labour Relations, Trade Unionism and Wage Administration on Employee Work Attitude in Polytechnics in Osun State

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Abstract. This study examined the impact of labour relations, trade unionism and wage administration on employee work attitude in Polytechnics in Osun State. The purpose of the study was to examine if labour relations, trade unionism and wage administration significantly affected employee work attitude. Descriptive research design was used and primary data was collected through self-administered structured questionnaire. Descriptive and inferential statistics were used to analyze the data. A total of 150 randomly selected respondents from selected federal and state Polytechnics participated in the study. The researcher utilized four sets of standardized scales to make up the questionnaire viz Labour Relation Scale, Trade Unionism Scale, Wage Administration Scale and Employee Work Attitude Scale. Multiple Regression were used to test the hypotheses postulated. The hypotheses revealed that there is a joint significant relationship between Labour Relation, Trade Unionism, Wage Administration and Employees' Work Attitude [$F(3,146) = 11.019, P < .05$] while labour relation showed insignificantly independent prediction of employee attitude at work in Polytechnics in Osun State ($\beta = .129, t = .183, p > .01$). Also, trade union showed insignificantly independent prediction of employee attitude at work in Polytechnics in Osun State ($\beta = -.088, t = -.128, p > .01$). Finally, wage administration was significantly and independently predict employee attitude at work in Polytechnics in Osun State ($\beta = .356, t = -.416, p < .01$). The study recommended that workers should be given the opportunity to participate in decision making so as to give them a

sense of belonging and enhance their performance. Also, employees should be motivated not only in order to promote harmony between management and labour but to enhance their work performance. Lastly management need to pay salaries as and when due since this has been a major cause of industrial action in many Nigerian organizations.

Keywords: Labour Relations, Trade Unionism, Wage Administration, Employee Work Attitude

1. Introduction

Employees are the most treasured asset in an organization. Labour relation is a term that covers several industrial relations problems from negotiation, employment rules to newer issues such as work-life balance, equal opportunity, and managing diversity.

Employee family members' concept also encapsulates workers' participation in administration, policy decisions, communication, and insurance policies for enhancing cooperation, management of grievances and minimization of conflicts. All over the globe, employee's right has continually been fought for and won through high-quality labour members, effective labour leadership and collaborative employer/employers association which in turn have sharpen workers' work mindset (Trevor, 2006). However, labor family members involve the exercise of managing unionized employment situations (Heery, 2011). Proper administration of

industrial family members needs to make positive contributions to the boosting of workers' morale.

The alternate union is a business enterprise of workers who are close to the realization of the dreams of workers such as ensuring integrity of its trade, improving security standards, accomplishing greater pay and other advantages which may include healthcare, retirement. This can be seen from the outcomes of strikes by using trade unions in Nigeria which most of the time lead to salary and wage increment for the workers. Wages tend to motivate employees to higher performance. Wage is a fixed regular payment for work or services rendered while salary is a fixed regular payment usually paid on monthly basis but typically expressed in an annual sum by the employer. Wages are paid daily, weekly or fortnightly. Esien (2002) went also in distinguishing wage and salary. He opined that "in the past, important distinctions existed between wages and salary, but today, the words are used interchangeably, reflecting the convergence of the tactic of paying professional and unskilled employees that have passed off over forty years. A salary used to be defined as a difficult and speedy annual amount, paid monthly. Wages, in contrast, have been variable weekly payments (usually made in cash) that fluctuated in cost through overtime, bonuses, and piecework rates. Salaries have been decided individually; wages through management/union collective bargaining.

Today, however, many salaried workers are unionized and paid in terms consistent with union-negotiated income scales, with annual increment; whilst large numbers of wage earners now receive especially stable time-based earnings. Based on all these, the lookup is analyzing the effect of labour relations, alternate unionism, and wages on worker work attitude.

2. Statement of the Problem

One of the most high-quality behaviours in any place of business is the mind-set of the employees towards any scenario or overall performance on account that they are among organization's most vital assets. The nature and amount of work carried out has a direct influence on the productivity of an organization. Labour-management friendly firms operate like labour family members which in turn make an environmentally friendly and high-quality agency. When this happens, management is planning, organizing, and directing work such that personnel approach their roles and obligations in a way that will produce unique outcomes. The Nigerian educational

sector in the last two decades has witnessed the advent of more militant trade unionism, incessant strike actions and continual bi-lateral and at times multi-lateral collective bargaining for the purpose of generating collective agreements aimed at enhancing quality of working lives of workers. Strike actions have resulted in unstable academic calendars of higher institutions among other problems. A scanning of the system shows that parties in industrial relations are to blame for the situation; government for tardiness in reaching agreement or releasing funds; management of institutions for not engaging the union leaders effectively and the trade unions for insensitivity most of the times. All of these culminate in poor work attitude by the workers and low productivity of the educational sector. The objective of this study is to investigate the impact of labour relation, trade unionism and wage Administration on employees' work attitude.

3. Research Hypothesis

There is a significant contribution of labour relation, trade unionism, and wage administration on employees' work attitude in Polytechnics in Osun State

4. Review of Related Literature

4.1 Theoretical Review

4.1.1 Unitary Theory

Unitary theory of industrial relations was propounded by Alan Fox (1966). The unitary perspective views organization as pointing towards one or unified authority and loyalty structure where emphasis is placed on common values, interest, and objectives. Those subscribing to this view see all organizational participants as a team or family thereby implicitly emphasizing shared values, shared goals and common destiny. Unitarianism, in essence, implies the absence of factionalism within the enterprise (Fajana, 2000). Conflict is viewed as irrational and therefore disengagement of striking workers is preferred to consultation or negotiation. Conflict is regarded as pathologically evil. Trade unionism is outlawed and suppressed because it is viewed as an illegitimate intrusion or encroachment on management's right to manage. According to Rose (2008), under the unitary perspective, trade unions are considered an intrusion into the organisation from outside, competing with management for the loyalty of employees. The unitary theory tends towards authoritarianism and paternalism. It is

management-biased which emphasizes consensus and industrial peace. The underlying assumption of this view is that organization exists in perfect harmony and conflict makes no sense (Rose, 2008).

4.1.2 Conflict Theory

Conflict theory is synonymous with the pluralist or the pluralistic frame of reference which is additionally credited to Alan Fox (1966). Conflict theory views the organization as the coalescence of sectional groups with different values, interests, and objectives. Thus, employees could have values and aspirations which might differ from and conflict with those of management. Conflict theorists argue that conflict is an inevitable, rational, functional and normal situation in organizations. They opine that industrial conflicts are resolvable through negotiation leading to compromise or agreement. Conflict theorists view trade unions as legitimate challenges to managerial rule or prerogatives and emphasize competition and collaboration. This view recognizes trade unions as legitimate representative organizations that enable groups of employees to influence management decisions (Rose, 2008). Rose further states that the pluralist perspective would appear to be far more relevant than the unitary perspective within the analysis of commercial relations in many large unionized organizations and congruent with developments in contemporary society.

4.1.3 Bargaining Theory of Wages

Bargaining Theory of wages was propounded by John Davidson in 1898. According to this theory, the fixation of wages depends on the bargaining power of workers/trade unions and employers. If workers are stronger in the bargaining process, then wages tend to be high. In case the employer plays a stronger role, then wages tend to be low. The bargaining theory of wages holds that wages, hours, and working conditions are determined by the relative bargaining strength of the parties to the agreement. Smith hinted at such a theory when he noted that employers had greater bargaining strength than employees. Employers are in a better position to synchronise their opposition to employee demands, and be ready to withstand the loss of income for an extended period than could the employees. John Davidson proposed within the Bargain Theory of Wages that the determination of wages is a particularly complicated process involving

numerous influences that interact to determine the relative bargaining strength of the parties.

4.1.4 Rebellion Theory

Frank Tannenbaum propounded the “Rebellion Theory” in 1894, he views that trade unionism is a spontaneous outcome in the growth of mechanization. He believes that the use of machines leads to the exploitation of workers. Thus, the machine is the cause and labour movement, i.e., trade unionism is the result. In other words, unionism may be a rebellion approach against mechanisation automatization of commercial society to guard workers’ interest within the enterprise.

4.2 Empirical Reviews

Saari and Judge (2004) identified three major gaps between HR exercises and consequently, therefore, the research task within the location of worker attitudes commonly and the most focal worker mindset in particular job satisfaction: the causes of worker attitudes, the effects of effective or bad job satisfaction, and the way to stay and have an effect on employee attitudes. Suggestions for practitioners are supplied on the way to close the gaps in know-how and for evaluating carried out practices. The future lookup will possibly specialize in a larger understanding of non-public characteristics, like emotion, in defining job pride and the way worker attitudes have an impact on organizational performance.

Borjas (2014), examined an empirical evaluation of the influence of union membership on job delight and wages and suggests how the interaction between these outcomes results in empirically observable family members between unionization and man or woman cease probabilities. Using the National Longitudinal Survey of Mature Men, various empirical effects have been obtained. First, union members, on the average, file decrease levels of job satisfaction. Interestingly, unionization reasons higher dissatisfaction at higher tenure levels. These findings are attributed to both the politicization of the unionized labour pool and consequently the incontrovertible truth that union members face flatter income profiles. The significance of the latter impact is reflected in utilizing the empirical incontrovertible reality that unions have a robust negative impact on end possibilities at low levels of tenure, but the effect diminishes (absolutely) as tenure increases.

Hendra and Rezki (2015), pointed out that wage element and the first-rate of working life want to get the attention of management to be capable to enhance employees' performance. These look-up goals to understand the impact of wages on employees' overall performance that are moderated by using widespread labour life, using stratified sampling technique the researchers selected 100 employees of a manufacturing company for the study. The data were analysed using rectilinear regression and moderated multivariate evaluation. The result confirmed an enormous poor impact of wages on employees' performance. Another finding is the terrible impact of wages which are moderated with the aid of the exceptional work-life is precipitated through the influence of intrinsic motivation (quality of working life) which has greater effective than extrinsic motivation (wages). Quality of labour existence was quasi moderators that weaken the wages variable. Umar (2014), in a study of bankers found that wages have impact on employee's work motivation, job satisfaction and employee's performance. Khan, Nawaz, Aleem & Hamed (2012) in their study of 200 doctors in Punjab found that pay, promotion, job safety, relationship with co-workers, affect job satisfaction and performance.

Aries, Rizqi, and Ferry (2013) assumed that a tremendous mindset towards work and increased organizational commitment increase job pleasure which reciprocally enhances the overall performance of the individual. Based on this phenomenon, this finds out about is aimed to elucidate and empirically test the impact of an attitude toward work, job satisfaction, and organizational commitment to the employee's job overall performance at PT.X. Data utilized in this find out about was once main records that have been accumulated through closed questionnaires with a 1-5 Likert scale. A pattern of this study was 200 managerial and non-managerial groups of workers of PT. X. Research administered with the aid of the use of Structural Equation Modeling (SEM) which was once tour through the AMOS 20.0 program. The effects of this learn about confirmed that attitude in the direction of work has a tremendous however now not vast impact on job pride and employee performance. Different from the mindset towards work, the organization's dedication points to a fantastic and huge impact on job pleasure and employee performance at PT. X. Its capability of each enhancement in the organization's commitment has a positive impact

on job delight and employee overall performance at PT. X.

Artz (2010), suggested that the connection between union repute and job pride is generally estimated except recognizing the heterogeneity of non-union members. Many non-union workers have experienced union jobs in the past whilst others haven't, suggesting past estimations of impact of unions on job pleasure may miss an integral distinction. After keeping apart non-union members into those workers with and besides union experience, this textual content shows that job delight will increase extensively for first-time union workers, but decreases as people accumulate journey in the union. Finally, after leaving the union jobs, employee job satisfaction recovers but does so solely due to the fact the time on account that unionization grows.

Berger, Olson, and Boudreau (1983) hypothesized that unions have only oblique results on job pride through work-related values, perceived rewards, or both. These hypotheses were examined with multiple-regression and logit analyses on facts from 1,155 employed adults in the Quality of Employment Survey (Quinn and Staines, 1979). Results persistently guide the speculation that unions have only oblique outcomes on job satisfaction. Unions multiplied pay pleasure employing increasing each pay value and pay outcomes. Unions had terrible consequences on pride with work itself (by reducing job scope perceptions), pleasure with co-workers and supervision (through less favorable perceptions of supervisory behavior), and delight with promotions (through decrease values toward promotions). Results are discussed within the context of the strategies through which unions alter the utilization relationship and employees' subsequent effective comparison of their work environment.

Selamoglu and Urhan (2008) in their study investigated the lookup that comprises each unionized and non-unionized workers' attitudes toward the unions at metal, food, textile, and petrochemical-rubber industries in Kocaeli province in Turkey. They found that the longer term of unionism relies upon keeping relationships with contributors alive and organizing personnel in the private area primarily. Mwathe, Gachunga, and Waiganjo (2017) studied the influence of exchange unions' participation on worker productiveness in Technical and vocational Training (TVET) Institutions in Kenya. The

lookup adopted a cross-sectional survey lookup design. The target populace was once TVET Institutions with 5718 humans that covered Principals, Deputy Principals, heads of departments, instructing staff, non-teaching staff, a ministry of science and technology education official, Secretary Generals of KNUT, KUPPET, COTU, TUC and consultant from the TVET Institutions. The pattern measurement was 361 of which responded. Purposive sampling used to be used to choose 10% of the pattern dimension of establishments for pilot testing. Normal approxi agenda motion to the Bernoulli distribution and consultant sampling were wont to reach the pattern size. A structured questionnaire and an interview were used to collect the most important data. The questionnaire used to be pretested before facts collection for validation and reliability. Secondary facts used to be accumulated via the assessment of journals, reports, and publications. The Statistical Package for Social (SPSS) model 22 was used for the statistical analyses. The study found that linear relationship between union participation and employees' productivity. The study encouraged that each TVET institution should have a union reputable representative.

5. Methodology

The descriptive survey research design was adopted for this study. The respondents for this study were drawn from two polytechnics in Osun State, Nigeria namely Federal Polytechnic, Ede and Osun State Polytechnic, Iree. As at the time of the study, the total population of staff in Osun State Polytechnic, Iree was 1287 while the total population of staff at

Federal Polytechnic, Ede was 997, making a total population of 2284. The study used 5.8% of the population as the sample size for Osun State Polytechnic, Iree which is 75 respondents and used 7.5% of the population as the sample size for Federal Polytechnic, Ede which is also 75 respondents, making a total of 150 respondents. Stratified random sampling technique was adopted. The research instrument used in carrying out this study was a structured questionnaire. The questionnaire was divided into 4 sections. Section A consists of Demographic Information, Section B consists of Labour Relations Scale, Section C consists of Trade Union Scale, while the last section consists of Wage Administration Scale. The researchers used five-point Likert scales ranging from strongly agree to strongly disagree. Reliability and validity tests were carried out on the instrument. The questionnaire was self-administered to the respondents by the researchers. 150 copies of questionnaire were administered and completely filled. The data collected were analyzed using Multiple Regression Analysis and Pearson Product Moment Correlation to test the hypotheses at 0.05 alpha levels.

6. Results

The results of the data analyzed for the study were presented on the basis of the sole hypothesis generated for the study.

Test of Hypothesis

There is a significant contribution of labour relation, trade unionism, and wage administration on employees' work attitude in polytechnics in osun state

Table 1: A Summary Table of Multiple Regression showing relationship between Labour Relation, Trade Unionism, Wage and Employees' Work Attitude

Predictors	β	T	P	F	DF	P	R ²
Labour Relation	.129	.183	>.01	11.019	3	<.01	.185
Trade Union	-.088	-.128	>.01		146		
Wage Administration	.356	.416	<.01				

Source: Author's Fieldwork, 2019

From table 1 above, R squared is 0.185 which indicated that labour relation, trade unionism and wage administration contributed 18.5% of the total variation to the employee attitude at work of the respondents. With $F(3,146) = 11.019, P < .05$. The hypothesis revealed that there is a joint significant relationship between labour relation, trade unionism, wage administration and employees' work attitude in Polytechnics in Osun State. The result showed that

labour relation showed insignificantly independent prediction of employee attitude at work in Polytechnics in Osun State ($\beta = .129, t = .183, p > .01$), also Trade union showed insignificantly independent prediction of employee attitude at work in Polytechnics in Osun State ($\beta = -.088, t = -.128, p > .01$). Finally, wage administration showed significantly independent prediction of employee

attitude at work in Polytechnics in Osun State ($\beta = .356, t = -.416, p < .01$).

7. Discussion of the Findings

The only hypothesis stated that there is a joint significant contribution of Labour relation, Trade unionism, Wage on employees' work attitude in Polytechnics in Osun State. The hypothesis was tested with Multiple Regression Analysis. The finding revealed that there is a joint significant relationship between Labour relation, Trade unionism, wage and employees' work attitude in Polytechnics in Osun State. Therefore, hypothesis one was supported by the result of the study, and it is subsequently accepted. The finding was supported by Kochan and Helfman (1981), and Borjas (2014) revealed that trade union membership as a variable and came to the conclusion that there was a significant negative relationship between union membership and job satisfaction. However, Bryson, Cappellari and Lucifora (2004) took a slightly different approach and examined the employer-employee data from the 1998 British Workplace Employee Relations Survey (WERS). They sorted dissatisfied workers among union members and reported that there was no negative relation between trade union membership and job satisfaction, implying that dissatisfied union members would report job dissatisfaction irrespective of their union status (Bryson, 2004).

8. Conclusion

Maintaining harmonious relations is very important for the survival, prosperity and growth of the organization. Good and healthy employee relations lead to better employee work attitude. The study concluded that small organizations need to be aware of the benefits of maintaining good employee relations and correct remedial actions to minimize poor employee relations in the organization. Similarly, the study concluded that there is a joint significant relationship between Labour relation, Trade unionism, wage and employees' work attitude in Polytechnics in Osun State. Moreover, the study concluded that the use of unfair labour practices is a major cause of poor employee relations and work attitude in the selected Polytechnics in Osun State

9. Recommendations

The following recommendations were made for the study:

- Workers should be given the opportunity to participate in decision making, so as to give

them a sense of belonging and enhance their performance. Opinions should be sought from the employees before decisions are taken, since they spend most of their time working for the organization.

- The employees should be motivated in order for harmony to reign between management and labour, so as to enhance performance. Management must pay salaries as and when due since non-payment of wages has been a major cause of industrial action in the organizations.

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