

STAFF UNION BEHAVIOUR: INFLUENCE ON NIGERIA TERTIARY INSTITUTION

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ABSTRACT

One of the major responsibilities of a labor union is to take up the welfare of its members. Frequent industrial strike actions which Nigerian Labor Unions embarked on in the last five years has negatively affected the economy of the country in different forms, especially in the area of educational and research development in the country. This study carefully examines the effects of staff unions on the Nigeria tertiary institution and the way forward with special focus three Labor Unions, namely; Academic Staff Union of Polytechnic, Senior Staff Association and Non-Academic Staff Unions in a Nigeria tertiary institution. Descriptive statistics, inferential statistics of t-test and multiple regression analysis model were designed to test the study hypotheses. The model developed revealed the summary of the relationship between the effect of small group attitude and behavior [independent] with group structure and group process [dependent] using the linear, and semi-log regression analysis. Extracts from the outcomes in this study area revealed that it has been established that small groups in an organization has significant effects on their influence on the group structure and processes. These are obviously shown by the responses of the respondents to increase in productivity, amenities, infrastructure, among others with the findings based on 180 respondents, 61.1%, and 57.0% agreed. It was concluded that management and government has to improve the welfare of the unions as a small group to develop educational sector of the country.

KEYWORDS: Labour Union, Tertiary Institution, Small Groups, ASUP, SSATHURAI, NASU

INTRODUCTION

Galanes et al (2000) has defined a group, as an accumulation of people who have consistent contact and continuous cooperation, shared impact, basic sentiment fellowship, and who cooperate to accomplish a typical arrangement of objectives. A group is a gathering comprising of at least two people who associate with each other so as to achieve a specific objective. The gatherings are made formally and casually inside the association of various circumstances and for various objectives. These gatherings have the negative and positive impacts on the association structure and capacity (Memmet et al, 2015).

Levi (2010) has reported by Monique and Michael (2015) have opined that there are some researches demonstrating that the gatherings may take more right and doughtier choices than the people in taking care of the issues that they look with. As indicated by the outcomes got from those investigate, the gatherings may reach to more right arrangements than the people. Event of erroneous thoughts in the gathering quick, seeing the flaws speedier might be one reason of it. Regardless of

whether the individual does not see his or her blame, at that point other gathering individuals may see it. The issues are more changes in the gatherings and accordingly, they do not make a greater number of issues than the people. For a few people, the gathering is a shelter that he or she takes to protect with a specific end goal to stay away from the hazardous condition. With this element, the gathering turns into a mean which builds the security against a typical and effective foe or the risk and makes the feeling of quality.

Ebrary (2018) has described informal groups as a casual group. As such, these are bunches that are neither formally made, nor controlled by the association. These gatherings are normal arrangements in the workplace that show up because of the requirement for social contact. Four representatives having a place with four distinct divisions taking their lunch together speak to a case of a casual gathering. Casual gatherings emerge precipitously and intend to fulfill the different social needs, not liable to be satisfied by the formal association. The individuals from such gatherings are called casual gatherings.

As per Greenberg and Robert (2007), Informal gatherings can exist in an association because of the commonly shared enthusiasm of the people. The idea of casual gatherings in the Educational area assumes a crucial part because of the idea of occupations and the workplace which needs duty by the representatives in order to keep measures. Most pioneers have neglected to value the presence of casual gatherings and this requires the pioneers to research the purposes behind their reality.

RESEARCH DESIGN

In view of the idea of this evaluative research, the examination has received the overview look into the plan. As indicated by Kretzmann and John (1993), "the overview, looks into gathering extensive and little samples from populace to analyze the circulation frequency and communication of investigative work. They additionally legitimize that overview inquire about is efficient as in the investigation of delegate test will allow deductions from the speculations to a populace that would be excessively costly, making it impossible to contemplate all in all".

The study employed the use of questionnaire and interview design approach for proper investigation into the aforementioned problem.

STUDY POPULATION

The population consists of three small groups in a tertiary institution in Oyo State, Nigeria. The members of the group include; Non-Academic Staff Union (NASU), Senior Staff Association for Teaching Hospitals, Universities and Research Institutes (SSATHURAI) and Academic Staff Union of Polytechnics (ASUP).

Table 1: Study Population

Small Group	Male Respondents	Female Respondents	Total
NASU	45	15	60
SSATHURAI	40	20	60
ASUP	42	18	60
Total	127	53	180

One hundred and Eighty (180) questionnaires were distributed equally among the three groups in the tertiary institution. This simply implies that each of the group has access to sixty (60) questionnaires each.

SAMPLING PROCEDURE

The purportive sampling procedure adopted was the random distribution of sixty (60) questionnaires among each group in the study area, considering all genders.

Research Instrument

The questionnaire item was constructed with the assistance of expert in testing and measuring its reliability. The instrument used was subjected to four point Likert type scale containing four options which vary from Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and scored as follows:

Strongly Agree	4
Agree	3
Disagree	2
Strongly Disagree	1

DATA ANALYSIS

The information was dissected utilizing both elucidating measurement and inferential measurement. The rundown of the information was processed utilizing table, percentage and diagrams while prediction and decision base on test information are deciding utilizing regression techniques (inferential measurement). The instrument utilized for investigation was intended to meet the goals of the research work.

The multiple regression model using the linear, semi log and the double log model was utilized to test the theory as the condition which best clarifies the target of the investigation was picked. Additionally the number of significant indicators in the variable as well as the degree of R² variation

which existed between the dependent and the autonomous variable are utilized as criteria for the condition of best fit.

STATEMENT OF HYPOTHESIS

Hypotheses

The following hypotheses will be subjected to testing:

1. The personal factors (attitudes, abilities, individual motives, personality, and background) will not significantly determine the group structure and group process in staff union groups.
2. The situational factors (type of group, reasons for group, membership, stage or level in groups, development) will not significantly influence the group structure and group processes in tertiary institution staff union groups.
3. Attitude and behavior will not significantly influence the group structure and processes.

MODEL SPECIFICATION

Both descriptive statistics, inferential statistics of t-test and multiple regression analysis model were designed to test the study hypotheses. The equations below shows the summary of the relationship between the effect of small group attitude and behavior [independent] with group structure and group process [dependent] using the linear, and semi-log regression analysis.

The lead equation becomes

$Y = C_0 + C_1X_1 + C_2 X_2 + C_3 X_3 + \dots + C_n X_n + \mu$ [Linear Equation]

$LnY = C_0 + C_1X_1 + C_2 X_2 + C_3 X_3 + \dots + C_n X_n + \mu$ [Semilog Equation]

where the dependent variable Y is the effect of attitude with behavior and the independent variable X₁ – X₁₀ with C₁ – C₆ as their corresponding coefficient where C₀ = Constant

- Y = effect of attitude and behavior
- X1 = work group size
- X2 = work group norms
- X3 = role relationship
- X4 = power relationship
- X5 = status relationship
- X7 = group cohesiveness
- C1 = communication
- C2 = conflict

C3 = decision making

C4 = leadership

C5 = effectiveness

U = Stochastic error

RESULT AND DISCUSSION

With the end goal of this examination, a sample size of 180, which speaks to the aggregate number of respondents, were regulated polls. This population is believed to be representative of the population of the study area. The result of the questionnaire was run through SPSS (Statistic Package for Science Students). The key discoveries from the respondents cross-examined were tabulated and discussed as follows:

SEX DISTRIBUTION

Figure 1 below reveals that 75 % of the respondents from NASU are male, while 25 % are female. 67% of SSATHURAI respondents were male, 33% female and 70% of ASUP respondents were male with 30% female.

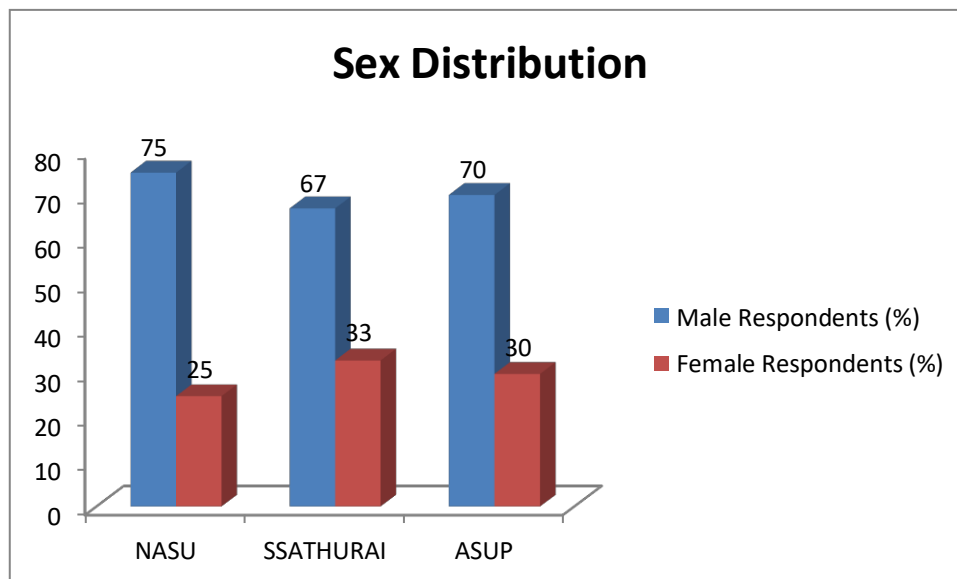


Figure 1: Sex Distribution in Percentage

AGE DISTRIBUTION

Table 2: Age Distribution

Small Group	18 – 29 Years	30 – 39 Years	40 – 49 Years	50 – 59 Years	Total
NASU	9	17	20	14	60
SSATHURAI	13	24	11	12	60
ASUP	6	32	12	10	60
Total	28	73	43	36	180

Table 2 above shows the distribution of age, according to their group in the study area. Age range between 40 – 49 years has the highest frequency of 20 out of 60 respondents, among Non-Academic Staff Union (NASU), 30 – 39 years are common within Senior Staff Association (SSATHURAI) and Academic Staff Union of Polytechnics respondents with frequencies of 24 and 32 out of 60 respectively.

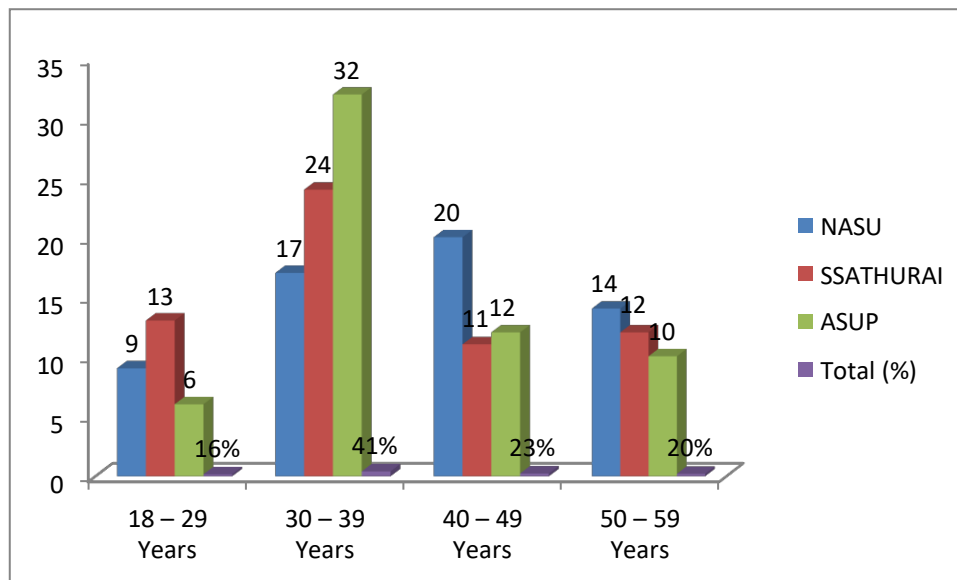


Figure 2: Overall, Age Distribution in Percentage

Figure 2 divulged the overall age distribution among the respondents within the three groups examined. It was discovered that age ranges between 30 – 39 years has the highest respondents among the target audience in the study area with 41%, while the least lies among staff with an age range of 18 – 29 years with 16%. This simply implies that all categories of working class age were represented in the distribution, and they are active, vibrant, dynamic and young respondents.

MARITAL STATUS

Table 3: Marital Classification

Small Group	Single	Married	Divorced	Widow	Total
NASU	6	25	20	9	60
SSATHURAI	8	30	17	5	60
ASUP	5	35	13	7	60
Total	19	90	50	21	180

Out of the 60 respondents from Non-Academic Staff Union 25 were married, 20 divorced, 9 widow/widower and 6 single. For Senior Staff, 30 were married, 17 divorced, 8 single and 5 widow/widower. Also, among the academic staff union, there are 35 married respondents, 13 divorced, 7 widow/widower and 5 singles.

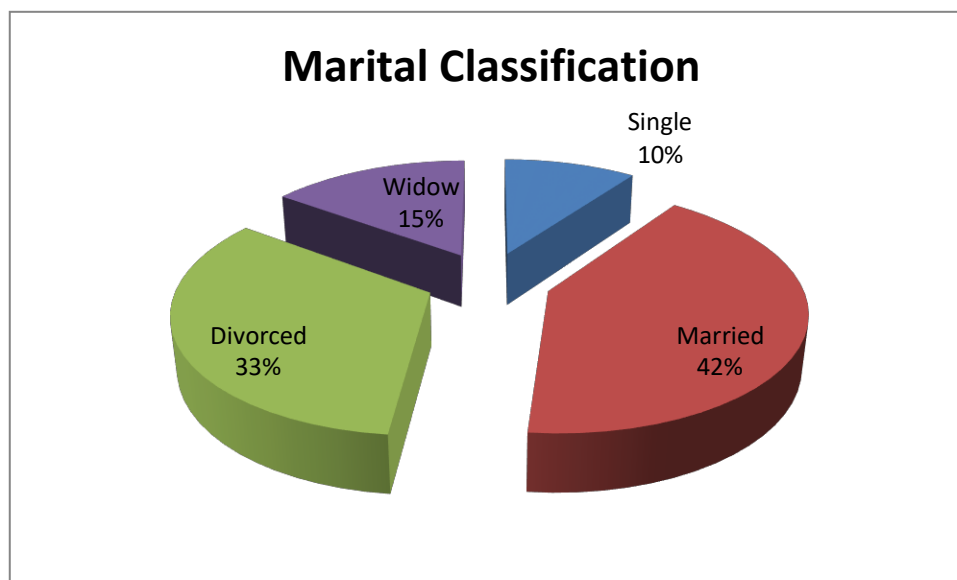


Figure 3: Marital Classification in Percentage

The above analysis from figure 3 has disclosed that majority of the staff in the three groups are married, while some have divorced, widow and single with descriptive statistics of 42, 33, 15 and 10% respectively. This agrees with the preliminary inference that the majority of the respondents are in the age range of 30 – 39 years.

ACADEMIC QUALIFICATION

Table 4: Academic Classification

Small Group	Illiterate	SSCE	ND/NCE	HND/BSc	MSc/MBA	PhD	Total
NASU	8	25	15	12	0	0	60
SSATHURAI	1	6	12	22	10	9	60
ASUP	0	0	0	16	29	15	60
Total	9	31	27	50	39	24	180

Highest number of respondents from Non-Academic Staff Union group (NASU) has a lower educational certificate with 25 out of 60 respondents, while 8 out of 60 target audience in the small group has no educational background. This simply reveals the reason why they work at the lower cadre of the organization. From Senior Staff group population, 22 out of 60 respondents has Higher National Diploma (HND) or Bachelor of Science Degree (BSc), while others have ND/NCE, MSc/MBA, SSCE and PhD with frequency of 12, 10, 6 and 9 respectively. While for Academic Staff Union of Polytechnics (ASUP), majority of the respondents has Masters of Science (MSc) Degree or Master of Business Administration (MBA) and the lowest certificate in the group is HND/BSc degree certificate.

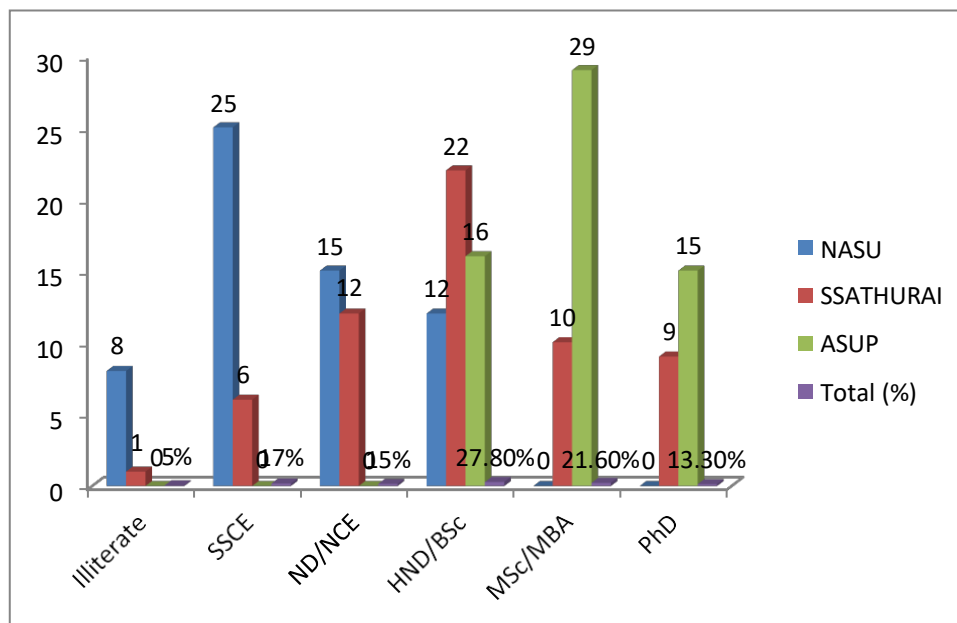


Figure 4: Educational Classification in Percentage

From the population, 5.0% of the respondent was observed to have no qualification. The majority of the total population is said to have HND/BSc degree certificate with 27.8%. 17.0% of the population have secondary school leaving certificate, 15.0% have Grade II/NCE/ND, 21.5% of the target audience have an MSc/MBA, and 13.3% have PhD certificate respectively.

HYPOTHESIS TESTING

This segment manages testing and examination of each detailed theory.

Hypothesis I:

The personal factors (attitudes, abilities, individual motives, personality, and background) will not significantly determine the group structure and group process in staff union groups.

Table 5: Background and abilities as personal factors will not be a significant predictor of influence, towards group structure and processes among staff union in Nigeria tertiary institutions.

Respondents	Unstandardized Coefficient		Standardized Coefficient		Sig	Remark
	B	Std. Error	Beta	T		
NASU	1.438	0.230	0.073	4.005	.000	Sig
SSATHURAI	0.723	0.310	0.004	3.764	.000	Sig
ASUP	0.571	0.342	0.025	3.650	.000	Sig

The analysis above exposed that the B-value of the independent variable of personal factors among the three unions (NASU, SATHURAI and ASUP) were (1.438), (0.723) and (0.571) respectively. These showed the level of contribution of individual staff background and abilities as personal factors to the prediction of influence towards group structure and processes among staff union as small group in Nigeria tertiary institutions. Their standardized regression weight (Beta) were (0.073), (0.004) and (0.025) which exhibited connection or relationship between background with abilities of the staff and group structure and processes among the unions. Their t-values were (4.005), (3.764) and (3.650) at significant levels of (.000), (.000) and (.000) respectively.

The table 5 displayed that the null hypothesis (H_0) was statistically significant between the three groups examined (NASU, SSATHURAI, and ASUP). The null hypothesis was therefore rejected by these three groups of respondents. The outcome of the discoveries among the target audience disclosed that there was a significant effect personal factor on towards group structure and processes among staff union in Nigeria tertiary institutions.

Hypothesis II

The situational factors (type of group, reasons for group, membership, stage or level in groups, development) will not significantly influence the group structure and group processes in tertiary institution staff union groups.

Table 6: Reason for joining groups and development as situational factors will not be a significant predictor of influence, towards group structure and processes among staff union in Nigeria tertiary institutions

Respondents	Unstandardized Coefficient		Standardized Coefficient		Sig	Remark
	B	Std. Error	Beta	T		
NASU	-2.521	1.715	-1.045	-1.902	.118	N.sig
SSATHURAI	0.696	0.177	0.184	3.932	.000	Sig
ASUP	0.434	0.523	0.164	3.891	.000	Sig

The result from Table 6 showed that the B-value of the independent variable (reason for joining groups and development) among, NASU, SSATHURAI and ASUP were (-2.521), (0.696) and (0.434) respectively, which shows the reasons why individual staff join any of the three groups to influence the group structure and processes.

Their standardized regression weight (Beta) were (-1.045), (0.184) and (0.164) respectively which shows the relationship between situational factors and group structure with processes towards educational development in Nigeria tertiary institutions. Their t-value were (-1.902), (3.932) and (3.891) at p-value of (.118), (.000) and (.000) respectively.

The table therefore showed that the null hypothesis is statistically significant among the SSATHURAI and ASUP; hence the null hypothesis was rejected. On the contrary, the null hypothesis was statistically not significant among the NASU group. The findings among the SSATHURAI and ASUP showed that the situational factors had significant effect on the motivation for group structure and processes, while among the NASU it has not. The findings among the NASU group might be as a result of educational background of the group as observed by the researcher.

Table 7: Effect of staff union group structure and process on tertiary institution

	Strongly Agree		Agree		Disagree		Strongly Disagree/DECISION	
	Freq	%	Freq	%	Freq	%	Freq	%
The staff union has standard rules and regulations guiding the group	87	48.3	55	30.5	30	16.7	8	4.4/(SA)
Staff union and college management has a schedule regular meetings to improve the staff welfare	29	16.1	20	11.1	91	50.6	40	22.2/(D)
Staff union as a small group in the college has power over management decision	2	1.1	60	33.3	30	16.7	88	48.8/(SD)
Tertiary institution staff group are radical and does not obey management decision to move the college forward	24	13.3	31	17.2	74	41.1	51	28.3/(D)
Management has used staff union to achieve his aim and objectives from the Federal Government	62	34.4	85	47.2	23	12.8	10	5.5/(A)
Management has been able to provide basic amenities and infrastructure through internal generated revenue from the staff.	58	32.2	69	38.3	30	16.6	23	12.8/(A)
Staff union as a small group has been a good tool to development in tertiary institutions	53	29.4	90	50.0	25	13.8	12	6.7/(A)
Management recognized staff union as a powerful tools for developing Nigeria tertiary institutions	31	17.2	102	56.7	30	16.6	17	9.4/(A)
Management has been using staff union has a small group for effective communication within the system	6	3.3	87	48.3	77	42.7	10	5.6/(A)
Staff union has been used has a means for conflict resolution among staff and	26	14.4	60	33.3	89	49.4	5	2.7/(D)

management								
Increase in productivity has been achieved through staff union in Nigeria tertiary institution	110	61.1	43	23.8	11	6.1	16	8.9/(SA)
Leadership positions has been attained by staff of the college through staff unionism	43	23.8	123	68.3	5	2.7	9	5.0/(A)

Table 5 above revealed that there is a significant effect of staff union as a small group on group structure and process on tertiary institution. In terms of rules and regulations 87 out of 180 respondents which is 48.3% of the population strongly agreed that staff union has standard rules and regulations guiding the group. The target audience also strongly agreed that increase in productivity has been achieved through staff unionism in Nigeria tertiary institution with statistics of 110 (61.1%) out of 180 respondents.

The respondents also agreed that management has used staff union to achieve his aims and objectives of the federal government through their agitations for staff welfare with 47.2%. Basic amenities and infrastructure has been provided by the management through internally generated revenue by the staff, which shows that staff unions as a small group has been a good development tool in Nigeria tertiary institutions. Effective communication has been achieved through staff union with staff and management. This leads to attainment of leadership position by staff of the college through staff unionism. The target population for this study agrees with statistics of 38.3, 50.0, 56.7, 48.3 and 68.3% respectively.

It was observed that there are no scheduled regular meetings to improve staff welfare between management and staff unions until when the union leaders calls for such meetings to hold. The result also x-rayed that the union as a small group has little or no power over management decisions. It was also clearly observed that tertiary institutions staff group are not radical and they usually obey management decisions to move the institute forward.

Hypothesis III

Attitude and behavior will not significantly influence the group structure and processes.

Regression Analysis Result

Table 8: Summary of Regression Analysis

Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.377(a)	.142	.112	.80026

a Predictors: (Constant), work group size, work group norms, role relationship, power relationship, status relationship, group cohesiveness, communication, conflict, decision making, leadership, effective.

Table 9: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.369	6	3.061	4.780	.000(a)
	Residual	110.791	173	.640		
	Total	129.160	179			

a) Predictors: (Constant), work group size, work group norms, role relationship, power relationship, status relationship, group cohesiveness, communication, conflict, decision making, leadership, effective

b) Dependent Variable: Effect of attitude and behavior.

Table 10: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.451	.142		10.037	.000
	Work group size	.053	.041	.162	1.981	.001
	Work group norms	.165	.032	.451	3.810	.000
	Role relationship	.831	.161	.670	4.655	.000
	Power relationship	-.358	.102	-.488	-3.512	.001
	Status relationship	.187	.047	.553	3.974	.113
	Group cohesiveness	-.157	.054	-.344	-2.907	.004
	Communication	.013	.065	.024	.196	.845

	Conflict	-.318	.056	-.607	-4.898	.000
	Decision making	-.161	.053	-.329	-3.012	.003
	Leadership	.151	.043	.419	3.492	.001
	Effectiveness	.211	.364	.530	3.400	.000

a) Dependent Variable: Effect of attitude and behaviour

Since the 'best fit' model was to be viewed as a choice criteria, such as, Model F value, R-square and the noteworthiness or significance of the regression coefficients, the linear model has been decided for further discussion.

The F-value was 4.780, which was significant at 5% level, this simply implies that the staff union as a small group structure and group process actually had an impact on the attitude and behavior of staff towards the development of Nigeria tertiary institutions in the study area.

The R-SQUARE value was 0.242 which means that the model (work group size, work group norms, role relationship, power relationship, status relationship, group cohesiveness, communication, conflict, decision making and leadership, effective) has accounted for 24.2% of the variance in the dependent variable.

Considering the impact of each predictor variable, on the criterion variable (group structure and group process), the following findings were deduced.

Work group size, work group norms, role relationship, power relationship, group cohesiveness, conflict, decision making, leadership and effectiveness were some of the impact or effect caused by attitude and behavior of the staff union as a small group and was significant at 1%, 0%, 0%, 1%, 4%, 0%, 3%, 1% and 0% level respectively. This indicates that the aforementioned factors are significant to the study. This result reveals that null hypotheses, are rejected according to the above analysis.

This indicates that the more organize the small group structure and group processes are, the better the will be their corresponding development in the country tertiary education. This analysis confirms that status relationship and communication has been a major problem between the small group and management in tertiary organizations in the country. This is because the two factors (status relationship and communication), has the significance inference on the outcome which is the attitude and behavior of the small group.

CONCLUSIONS

The study involved 180 respondents were involved from three staff union groups; namely, NASU (Non-Academic Staff Union), SSATHURAI (Senior Staff Association for Teaching Hospitals, Universities and Allied Institutions), and ASUP (Academic Staff Union of Polytechnic). 60

respondents were randomly selected from each group, in the study area. Extracts from the outcomes in this study area revealed that it has been established that small groups in an organization has significant effects on their influence on the group structure and processes.

These are obviously shown by the responses of the respondents to increase in productivity, amenities, infrastructure, among others with the findings based on 180 respondents, 61.1%, and 57.0% agreed. This means that management and government has to improve the welfare of the unions as a small group to develop educational sector of the country.

The null hypotheses I, II, and III were rejected by all the groups examined in the study area, that small group (Staff union) will not significantly determine the group structure and group process in Nigeria tertiary institution.

RECOMMENDATIONS

With the issues recognized in this examination, the accompanying arrangements and proposals are being proffered to address the distinguished difficulties and support better performance of small groups in the educational organization of the country.

- a) Further and more elaborate research in the area of small groups covering all regions of the country has to be considered.
- b) There must be effective, communication between small groups, their management and government in Nigeria educational sector.
- c) Welfare of small groups has to be paramount in the educational sector, to increase productivity.

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