



## Effect of Trade Unionism on Non-Academic Staff Performance in a Public Institution

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### ABSTRACT

**Purpose** - Various challenges faced by non-academic personnel in Nigerian institutions, such as a lack of team spirit, inadequate salary, insufficient staff development programs, poor infrastructure, strike actions, insecurity, subpar health insurance, and limited career progression, prompted an examination of their effect on performance at the University of Ilorin.

**Aims(s)** - This research aimed to investigate the influence of compensation structure, career development, and team spirit on the non-academic staff's performance.

**Design/methodology/approach** - With a population of 1,600 and a sample size of 320, as established by Taro Yamane's sample size calculation, the study used a descriptive research approach. A questionnaire was used for data collection, and the Statistical Package for Social Sciences (SPSS) program was used for basic regression analysis.

**Findings** - The results showed that non-academic staff performance at the public institutions were positively and significantly impacted by compensation structure, career growth, and team spirit. The study successfully determined the impact of trade unionism on non-academic employee performance, emphasizing the positive effects of a sound wage structure, strong team spirit, and career advancement.

**Limitations of the study** - The fact that the results are context-specific represents a major limitation.

**Originality/value** - The results suggested that the public institutions should prioritize and assess team spirit, along with enhancing non-academic personnel's remuneration packages. Furthermore, career advancement was identified as a key factor influencing non-academic staff performance, emphasizing the importance of providing opportunities for professional growth and promotion to motivate employees to excel and contribute to the institution's success.

### KEY WORDS

career progression, performance, salary structure, team spirit, trade unionism

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## 1 INTRODUCTION

Trade unionism plays a crucial role in maintaining peace and harmony between academic staff and institute management, especially in third-world countries like Nigeria. It not only works to improve working conditions but also strives to elevate the living standards of workers. According to Riesgo Gómez (2023), trade unions contribute to enhancing the overall well-being of employees. Gomez et al. (2019) define trade unions as organizations that unite workers to pursue common goals, such as safeguarding their trade integrity, ensuring safe working conditions, and securing better compensation packages through negotiations with employers. Non-academic personnel, responsible for manual and clerical tasks in tertiary institutions, are committed to achieving goals that enhance the institution's performance, provided they receive competitive salary packages (Riesgo, 2023).

However, one of the major challenges faced by trade unions in academic institutions, particularly in Nigeria, is the politicization of activities by institute management, especially targeting non-academic staff unions like the Non-Academic Staff Union of University NASU (Jimoh & Kadiri, 2018).

Continuous learning is essential for non-academic personnel, who play a crucial role in the seamless operation of academic institutions. They handle managerial tasks and provide services to both employees and students, requiring up-to-date information for efficient performance (Jimoh et al., 2020). Unfortunately, the politicization of unions, leading to polarization, is a significant flaw in many Nigerian organizations. Union leaders may prioritize aligning with employers over safeguarding members' interests due to the fear of immediate dismissal or the revocation of benefits (Jimoh & Kadiri, 2018).

Research has linked organizational conflict to work performance indicators (Jimoh, 2022). Issues such as poor motivation, inadequate wage structures, insufficient staff development programs, lack of infrastructural facilities, frequent strikes, insecurity, and limited career progression contribute to challenges faced by non-academic personnel in Nigerian institutions (Jimoh & Kadiri, 2018). These challenges can diminish personnel's sense of importance within the institution, leading to a perceived illusion of self-actualization in the workplace with negative effects on morale and performance. The current study aims to investigate the impact of trade unionism on the performance of non-academic staff in a public institution in Ilorin, Nigeria.

#### **Objectives of the study**

To determine the effect of salary structure on non-academic staff performance.

To examine the impact of career progression on non-academic staff performance.

To examine the effect of team spirit on non-academic staff performance.

## **2 LITERATURE REVIEW**

### **2.1 SALARY STRUCTURE**

The most valuable and competitive assets of any public institutions are its human resources, which cannot be easily replaced, highlighting the significance of fair compensation. Whitehead et al. (2018) assert that salary is determined by factors such as job difficulty, the organization's financial capacity, and the executive human capital. Compensation, encompassing both monetary and non-monetary rewards, is the total recompense employees receive for their efforts during a specific accounting period, irrespective of when it is disbursed. To distinguish between salary and wage, various definitions have been proposed. However, it is emphasized that changes in salary alone do not guarantee enhanced staff effectiveness or improved job satisfaction. The responsibility lies with the management organization to take proactive measures to promote employee effectiveness, as noted by (Ji, 2018).

While increasing pay is a challenging task for companies, it holds paramount importance for employees, symbolizing the value of their contributions within the workforce, to their families, and in their communities. Salaries also play a crucial role for institute management as they signify a commitment to safeguarding human resources and fostering high levels of loyalty and dedication. According to Valizade et al. (2023), an expanded approach to remuneration is anticipated to contribute to workforce sustainability, facilitate the realization of the organization's vision and mission, and aid in achieving work objectives.

### **2.2 CAREER PROGRESSION**

A career is characterized by an individual's cumulative professional experiences over their lifetime (Bryson & Dale-Olsen, 2021). Career progression, often referred to as the "career ladder," is the perception of opportunities for advancement and growth within a company (Jimoh, 2018). Addison and Teixeira (2021) define career progression as the advancement of individuals who diligently acquire new skills and enhance their performance. Organizational career advancement, as highlighted by Chawla et al. (2018), involves key components such as professional skill development, the speed of promotion, and salary increases. Career goal advancement is indicative of higher-order need satisfaction (Chawla et al., 2018),

and professional advancement within a corporation is an example of fulfilling advanced-level needs (Tulachan, 2021). The term "promotion speed" (Harney, 2023) refers to the rate at which an employee ascends the career ladder instead of remaining in the same role for an extended period.

Career development holds significance in this study as it provides participants with opportunities for long-term success, increased income, job security, and job satisfaction. A commitment to career growth not only contributes to a more engaged workforce but also enhances institutional performance (Muniz Jr. et al., 2023). Furthermore, it enables employees to pursue further education and training, strengthening their skill sets for potential promotions and career advancement.

### **2.3 STAFF TEAMWORK**

Teams play a crucial role in fostering collaboration, improving individual skills, and facilitating constructive feedback without conflict (Bryson & Dale-Olsen, 2021). The smooth operation of any institution relies on effective teamwork, especially as technological advancements have added complexity to organizational functions, making collaboration a top priority for many businesses (Emelifeonwu & Valk, 2019). Research indicates that cooperation is not only essential for for-profit organizations but is equally vital for non-profits (Emelifeonwu & Valk, 2019). Working in teams allows members to enhance their abilities, knowledge, and talents, contributing to overall individual and collective growth (Kataria et al., 2020).

According to Jimoh and Kee (2022), teams foster increased participation, problem-solving capabilities, and a sense of accomplishment. Organizations built on teamwork are better positioned to attract and retain top talent, leading to the establishment of a high-performance environment characterized by adaptability and efficiency. Teamwork, as defined by Sinambela (2016), involves a group of employees coordinated by a team leader or manager who guides them toward peak performance through advice, direction, encouragement, and inspiration, ensuring successful completion of assigned tasks. Emphasizing the importance of more than just technical skills, Emelifeonwu and Valk (2019) highlight that employees need a broader skill set to function effectively in a team. Overall, teamwork is a cornerstone for organizational success, creating an environment that is not only adaptable and efficient but, most importantly, effective.

### **2.4 NON-ACADEMIC STAFF PERFORMANCE**

Employee performance is fundamentally about whether an individual effectively completes their work tasks. Kalinin and Klishevich (2022) describe it as the extent to which people meet job standards. Jimoh and Kee (2022) broaden this concept, encompassing both financial and non-financial achievements that are crucial for organizational performance and success. Al-Aamri et al. (2024) view employee performance as the result of individual talent, skill, and effort within a specific context, while Riesgo Gómez (2023) define it as behavior that produces results. Dasgupta et al. (2022) elaborate, characterizing work performance as the successful execution or accomplishment of tasks with applied knowledge, moving beyond mere understanding. Job performance, as Bennett & Wibberley (2023) state, involves the overall quality and completion of tasks within the organization's policies and time standards. Tulachan (2021) extends this to encompass employees' broader attitudes regarding their behavior and contributions to achieving corporate goals. However, there is a noted decline in employee performance in universities, prompting the need for policies that can drive success and advancement. Addressing this decline collectively is crucial for the management of Nigerian universities to enhance employee performance and contribute to the success of their respective institutions.

### **2.5 SALARY STRUCTURE AND NON-ACADEMIC STAFF PERFORMANCE**

According to Muniz Jr. et al. (2023), salaries are sums of money or benefits that are paid to people in exchange for their work. These include things like base pay, earnings, health and pension plans, transportation allowances, overtime allowances, and responsibility allowances. Termed remuneration: these are monetary or financial benefits, including salaries, wages, bonuses, incentives, allowances, and

other perks provided to non-academic staff in recognition of their services, commitment, or as a reward for employment by institutional management. Armstrong (2017) and Al-Aamri et al. (2024) observes that corporate incentive systems are increasingly incorporating a quality aspect, providing extra compensation for accomplishments like waste reduction, higher-quality product or service creation, and higher customer satisfaction. Performance and efficiency schemes are organized in accordance with corporate objectives and appropriate performance assessments. They are based on individual, group, or organizational performance (Al-Aamri et al., 2024).

Reward systems, including fair remuneration, health insurance, vacation, and retirement benefits, play a crucial role in keeping employees satisfied with their work and performance. Jimoh and Kee (2022) emphasize the importance of companies ensuring that their employees' pay aligns with industry standards for similar job roles to maintain contentment and discourage turnover. Al-Aamri et al. (2024) asserts that delayed or non-payment of salaries and wages by federal and state governments significantly impacts workers' social and economic well-being. Timely and appropriate rewards are essential for motivating employees to work efficiently and effectively. The commitment of employees to utilize their skills and abilities is vital for the success of higher educational institutions. Consequently, employers must address issues like non-payments, underpayments, or payment delays promptly and firmly to avoid potential demotivation, as poor job performance poses a threat to both management and the overall success of the organization.

## **2.6 CAREER PROGRESSION AND NON-ACADEMIC STAFF PERFORMANCE**

Career promotion is commonly utilized to bridge the gap between current and anticipated future performance, allowing non-academic workers to explore, plan, and shape their future at work through personal learning plans. This approach enables them to achieve their full potential while meeting the company's mission requirements. Despite receiving training, many employees in various firms often experience stagnation with no clear signs of career advancement (Kadiri et al., 2018). The absence of well-defined career progression for non-academic staff, coupled with limited consideration from government and university management, is identified as a significant source of staff dissatisfaction, contributing to a high turnover rate among support staff at Nigerian public universities (Ibsen, 2021). This perceived lack of career progression may lead non-academic workers to believe that the university cannot fulfill their objectives and future career goals (Kadiri & Jimoh, 2017). Non-academic staff development, as defined by Dandalt et al. (2021), involves enabling staff to progress within the organization and qualify for higher positions that align with their capabilities. Hernaus et al. (2019) characterize development as the enhancement of human relations and interpersonal skills.

Simms (2022) conducted research on the effects of work motivation on employee performance, finding that opportunities for career advancement and development positively impacted staff performance. Herzberg, in his perspective, considered career advancement as an intrinsic aspect of job content, serving as a motivational factor to enhance staff performance through facilitating personal growth. According to the Vroom expectation theory, employees who perceive opportunities for career advancement as linked to greater empowerment and benefits are motivated to perform at their best. Consequently, possibilities for advancement are expected to influence employee performance positively.

## **2.7 TEAM SPIRIT AND NON-ACADEMIC STAFF PERFORMANCE**

Teams with a compelling purpose are more likely to succeed and surpass performance goals, significantly impacting the performance of non-academic personnel and the institution's future. Team spirit, characterized by a sense of belonging to a group working collectively for mutual benefit, is crucial. As emphasized by Jimoh & Kee (2022), it reflects the idea that a chain is only as strong as its weakest link. In essence, the primary aim of team spirit is to enhance employees' occupational performance and personal abilities, aligning with job requirements. Gomez et al. (2019) identify two key team characteristics that enhance communication skills and team effectiveness: self-management team and interpersonal team abilities. Effective teams are ones where there is synergy among all team members, creating an atmosphere

where everyone is motivated to contribute and participate to generate a positive and effective team dynamic, according to Ikyanyon et al. (2020) in their case study on successful teamwork. Various studies, such as Luo and Yang (2020), highlight that employees working in groups tend to outperform those working alone. The collaborative nature of effective teams not only boosts performance but also nurtures a positive work environment conducive to achieving shared goals.

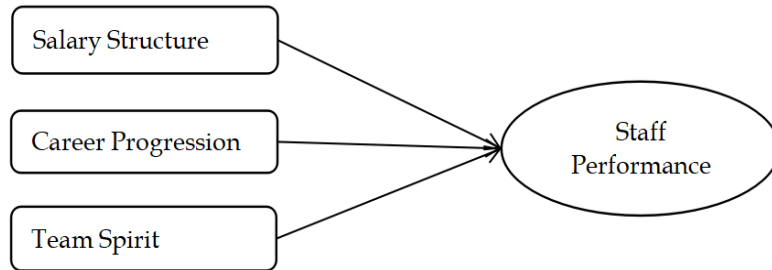


Fig 1. Research model

Figure 1 above displays the link between the study independent variables and dependent variable. Salary structure, career progression, and team spirit served as the independent variables of the study. These three variables were used as proxies to measure trade unionism, as it is applicable in public institutions, while staff performance served as the dependent variable.

## 2.8 INDUSTRIAL DEMOCRACY THEORY

The concept of industrial democracy within labor unions was formulated by British socialist reformers Sidney and Beatrice Webb around 1897. The Webbs considered trade unions as an extension of democracy from the political realm to the industrial sphere (Devinatz, 2011). In this perspective, trade unions serve as vehicles through which employees can assert their self-determination, advocating for higher wages, improved working conditions, and fair labor contracts. Workers select representatives who negotiate on their behalf in collective bargaining, aligning with democratic principles. From a democratic standpoint, trade unions are categorized as pressure groups using methods such as collective bargaining and strike actions, both of which are legal in democratic countries. The Webbs argued that one effective means of empowering the labor force is through collective bargaining. Devinatz (2011) further notes that trade unions enable labor to engage in productive negotiations with capital, benefiting both parties mutually.

In a democratic society, decisions are not made solely based on one person's preferences; instead, they result from extensive consultations with all relevant stakeholders to ensure that the final policies or decisions benefit the majority. Trade unions, in this context, provide employees with opportunities to communicate, discuss, and negotiate with employers to obtain favorable outcomes. Trade unions are considered crucial entities through which employees can advocate for effective corporate governance, including the establishment of a conducive working environment and the overall well-being of the workforce.

## 2.9 EMPIRICAL REVIEW

Ahaotu and Ogunode (2020) and John (2019) investigated trade unionism and academic staff union contributions to the governance of Nigerian public universities. The study stated that the university system must be reoriented to meet acceptable democratic and international standards. Indeed, Nigerian institutions must be refocused on their statutory functions of teaching, research, and service. Furthermore, Kyari et al. (2021) conducted a study on the effect of pay and advancement advantages on the performance of non-academic workers at Borno State's tertiary institutions. Proper pay could be viewed as a means of motivating greater cooperation and dedication to task completion. Delays in salary payments, delays in promotion awards, and pay cuts, especially for employees expecting a rise to supplement their cost of living, can all have unintended consequences for performance. According to the findings of the study, paycheck delays, pay cutbacks, and promotion benefits all have a substantial impact on employee

performance in the studied area. As a result of the study's findings, the Borno State Government was advised to ensure regular wage payments in order to encourage personnel commitment to task performance.

Hammeed et al. (2021) investigated the impact of trade unions on industrial conflict resolution in the Non-Academic Staff Union (NASU) University of Ilorin branch, with the goal of identifying the impact of unionism on conflict, the impact of conflict on organizational goodwill, and the impact of conflict resolution on worker performance. The study's test results revealed that conflict has a positive impact on organizational goodwill, that conflict in the organization is dependent on the union, and that conflict has a positive impact on worker performance in the Non-Academic Staff Union (NASU) University of Ilorin branch. As the element of production that regulates the other factors of production in the industry, it was established that trade unionism has a substantial positive influence on the resolution of conflict in the industry.

## 2.10 RESEARCH GAP

While trade unionism has been extensively researched in terms of its impact on non-academic employee performance, there has been little research focusing explicitly on non-academic workers within educational institutions. According to Ikyanyon et al. (2020), they focused on the reward system and determined that it has to be improved further in order to boost work engagement, which is one of the elements influencing employee performance. In their study, Addison and Teixeira (2021) discovered that job security had a significant impact on the job satisfaction of non-teaching employees in public universities. Emelifeonwu and Valk (2019), who investigated workplace efficiency, also determined that federal universities were inefficient in their operations because unions inhibited the smooth operation of these institutions. Non-academic employees are critical to the overall operation of educational institutions, but their experiences, viewpoints, and the impact of trade unionism on their working conditions have received little attention in the scholarly literature.

This study gap offers a chance to investigate the unique issues faced by non-academic staff members at educational institutions, as well as how trade unionism affects their salary structure, team spirit, and career advancement. Investigating trade unions' role and efficacy in representing and advocating for the rights and interests of non-academic personnel can provide significant insights into their organizational experiences as well as the potential influence of trade union initiatives. Scholars can contribute to a more thorough knowledge of the interactions between trade unionism and non-academic staff members at educational institutions by filling this research gap. The outcomes of such a study can impact policy discussions and help to design appropriate compensation structures, team spirit, working hours, and career advancement for non-academic workers in higher institutions.

## 3 METHODOLOGY

A research design serves as a comprehensive roadmap to attain research objectives (Sekaran & Bougie, 2016). In this study, a descriptive survey research design was employed to examine the impact of trade unionism on non-academic employee performance. This design was chosen for its efficacy in covering a large population and generalizing the sample to the overall population. The research population, encompassing all respondents, items, or groups relevant to data collection, was specifically focused on the non-academic staff union of the University of Ilorin, totaling 1,600 members. The study adopted a deliberate sampling strategy, considering the homogeneity of the non-academic workforce. One of the statistical formulas for calculating sample size is Taro Yamane's (1973) formula, which was employed to determine the study sample size.

Therefore, a study sample size of 320 was arrived at via Taro Yamane's (1973) formula. Data collection involved the survey method, utilizing self-administered questionnaires distributed to the selected sample to gather specific information on the subject. Descriptive and inferential statistics were employed in the study to analyze the collected data. Descriptive statistics, including mean, standard deviation, and frequency tables, were used in the study to analyze participant demographic data. To verify the goals of

the study, a single regression analysis was applied to each test hypothesis. Both descriptive and inferential statistics were analyzed using the statistical package for social sciences (SPSS).

## 4 RESULTS

**Hypothesis H<sub>01</sub>: There is a significant effect of salary structure on non-academic staff performance.**

Table 1 below presents the correlation coefficient (R) of 0.390, which suggests that the variables have a positive relationship. According to the R-Squared statistic, the fitted model explains 25.2% of the variability in non-academic staff performance. This proved that a decent compensation structure has an effect on the performance of non-academic workers in the Nigerian public universities.

Table 1. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.390	.252	.249	0.58590

Source: Author's computation, 2023  
 Predictors: (Constant), Salary Structure

Additionally, table 2 below demonstrates that the null hypothesis is rejected because the p-value of 0.000, which is less than the significance level at 0.05, indicating that the result is statistically significant. Therefore, it is reasonable to draw the conclusion that the University of Ilorin's non-academic staff performance is significantly impacted by the salary structure.

Table 2. ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	18.356	1	18.356	53.472	.000b
Residual	102.297	298	0.355		
Total	120.653	299			

Source: Author's computation, 2023  
 a. Dependent Variable: Non-Academic staff performance  
 Predictors: (Constant), Salary Structure

According to the regression coefficient of the aforementioned equation for the model as presented in Table 3, unit change in wage structure has a beneficial influence on non-academic staff performance.

Table 3. Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.742	.144		19.008	.000
Salary Structure	.273	.037	.390	7.312	.000

Source: Author's computation, 2023  
 Non-academic staff performance is a dependent variable.

**Hypothesis H<sub>02</sub>: There is a significant effect of career progression on non-academic staff performance.**

Table 4 presents the correlation coefficient (R) of 0.536, which suggests that the variables have a positive association. According to the R-Squared statistic, the fitted model explains 28.7% of the variability in non-academic staff performance. This demonstrated that seamless career development has an impact on non-academic staff performance in the university system and educational sector.

Table 4. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.536a	.287	.284	0.53733

Source: Author's computation, 2023  
 Predictors: (Constant), Career Progression

Moreover, Table 5's p-value of 0.000, which is less than the significance level of 0.05, shows that the result is statistically significant, rejecting the null hypothesis. Therefore, it is reasonable to draw the conclusion that non-academic staff performance at the University of Ilorin is significantly impacted by career advancement.

Table 5. ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	34.612	1	34.612	119.880	.000b
Residual	86.040	298	0.289		
Total	120.653	299			

Source: Author's computation, 2023  
 a. Dependent Variable: Non-Academic staff performance  
 Predictors: (Constant), Career Progression

According to the regression coefficient of the aforementioned equation for the model displayed in Table 6, unit change in career advancement has a favorable influence on non-academic staff performance.

Table 6. Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.992	.165		12.062	.000
Career Progression	.494	.045	.536	10.949	.000

Source: Author's computation, 2023  
 Non-academic staff performance is a dependent variable.

**Hypothesis H<sub>03</sub>: There is a significant effect of team spirit on non-academic staff performance.**

Table 7 presents the correlation coefficient (R) of 0.343, suggesting that the variables have a positive association. According to the R-Squared statistic, the model as fitted explains 21.7% of the variability in non-academic staff performance. This shows that a strong team spirit has an impact on non-academic staff performance in the university system and educational sector.

Table 7. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.343a	.217	.214	0.59777

Source: Author's computation, 2023  
 Predictors: (Constant), Team Spirit

Additionally, Table 8's p-value of 0.000, which is less than the significance level of 0.05, shows that the result is statistically significant, rejecting the null hypothesis. Thus, it can be said that the University of Ilorin's non-academic staff performance is significantly impacted by team spirit.

Table 8. ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	14.170	1	14.170	39.656	.000b
Residual	106.483	298	0.357		
Total	120.653	299			

Source: Author's computation, 2023  
 Dependent Variable: Non-Academic staff performance  
 Predictors: (Constant), Team Spirit

According to the regression coefficient of the aforementioned equation for the model presented in Table 9, a unit change in team spirit has a favorable effect on non-academic staff performance.



Table 9. Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.152	.104		30.399	.000
Team Spirit	.181	.029	.343	6.297	.000

Source: Author's computation, 2023  
 Dependent Variable: Non-Academic staff performance.

## 5 DISCUSSION OF FINDINGS

All examined alternative hypotheses in this section were affirmed through a comprehensive analysis. The focal independent variable is trade unionism, and the dependent variable is the performance of non-academic employees. Utilizing regression analysis, the study sought to establish the significant influence of trade unionism on the work performance of non-academic staff at the University of Ilorin, and the results indicated a substantial impact.

Hypothesis 1 findings revealed that the compensation structure significantly affects the performance of non-academic staff at the University of Ilorin, aligning with the assertions of Bryson and Dale-Olsen (2021), Simms (2022), and Tulachan (2021). The consensus suggests that equitable pay, as advocated by Valizade et al. (2023), is crucial for employee well-being, with delayed or non-payment adversely affecting motivation and efficiency.

Hypothesis 2 indicated that career development exerts a considerable influence on non-academic staff performance, corroborating the empirical findings of Gomez et al. (2019) and Hamberger (2018). The positive relationship between career development opportunities and staff performance is emphasized, with Addison and Teixeira (2021) and Kadiri and Jimoh (2017) highlighting the dissatisfaction arising from a lack of defined career progression.

Hypothesis 3, also affirmed, disclosed that team spirit significantly impacts non-academic staff performance at the University of Ilorin. This finding aligns with Hernaus et al.'s (2019) discovery that group-oriented employees outperform those working independently. Additionally, the study identified that working hours have a significant impact on non-academic staff performance, echoing the sentiments of Ibsen (2021) and Muniz Jr. et al. (2023), who argue that flexible working hours contribute to reduced stress, improved mental and physical well-being, and enhanced efficiency and coordination.

## 6 CONCLUSIONS

This empirical investigation conclusively demonstrated the effect of trade unionism on the performance of non-academic staff. The study uncovered that an efficient wage structure and a positive team spirit among non-academic employees exert a significant influence on their performance. Also, the study highlighted the important role of working hours in shaping the workflow of non-academic staff within the institution. Trade unions were an invaluable instrument for improving the performance of non-academic employees by negotiating more favorable working conditions, equitable pay, and better benefits. by making certain that workers receive fair compensation and that their complaints are taken seriously.

Nevertheless, trade union activity has some undesirable aspects in addition to these benefits. As a result, trade unionism negatively impacts non-academic staff members' performance in public institutions. Rigid union demands and policies occasionally result in inefficiencies, administrative roadblocks, and management conflicts. Workplace disruption, the stability of public institutions is threatened, and service delivery is adversely affected by strikes, industrial actions, and other labor disputes. To make matters more complicated is the politicization of trade unions in Nigeria. The main goal of improving employee performance and institutional effectiveness is obscured by allegiances to political parties and outside meddling. Under such circumstances, trade union leaders put their political agendas ahead of the well-being of their members, which lowers employee performance.

To achieve the objectives of this study, a quantitative research method was employed, where data was collected from respondents from public institutions, and the collected data was analyzed accordingly.

Furthermore, the research established that performance among non-academic staff in public institutions can be enhanced through strategic training initiatives and various other techniques. These findings contribute valuable insights into the dynamics of trade unionism and its effects on the performance of non-academic staff in public institutions.

## 6.1 LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES

There are certain limitations to the research on how trade unionism affects non-academic staff performance in public institutions. The fact that the results are context-specific represents a major limitation. The conclusions' capacity to be broadly applied may be limited by the dynamics within a certain institution. The apparent relationship may also be distorted by other important variables, such as corporate culture, managerial techniques, and prevailing economic situations. The study's dependence on self-reported data or its small sample size could jeopardize the reliability and correctness of its conclusions. Furthermore, the cross-sectional approach used in this study just provides a snapshot and ignores how the relationship has changed over time.

In order to overcome these limitations and improve comprehension of the research, subsequent investigations ought to contemplate utilizing a comparative methodology. Studies that compare various public institutions, industries, or geographical areas may be able to identify trends and differences in how trade unionism affects the performance of non-academic staff members. It is imperative to adopt a longitudinal strategy in order to document temporal variations and evaluate the enduring nature of any noted impacts. A mixed-methods approach would also provide a more thorough knowledge of the perspectives, experiences, and motivations of union leaders and non-academic personnel by mixing qualitative and quantitative research methods.

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