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The impact of check-off system on trade union effectiveness and organizational productivity: A study of Enugu State Ministry of Education

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Abstract

This study on “The Impact of Check-Off System on Trade Union Effectiveness and Organizational Productivity (A study of Enugu State Ministry of Education)” is aimed at determining the relationship between the check-off system and trade union effectiveness vis-a-vis organizational productivity in Enugu State Ministry of Education. The survey research design was used for the study. The population of the study comprised all the two hundred (200) staff of the Ministry. The Yaro Yameni formula was used to draw a sample size of one hundred and thirty-three (133) respondents from the population which comprised both the junior, senior and management staff of the Ministry. The instrument used for data collection was the questionnaire. A total of one hundred and thirty-three (133) questionnaires were distributed out of which 130 were correctly completed and returned, thereby forming our new sample size. The formulated hypotheses were tested with chi-square (X^2) statistical tool at 0.05 level of significance. Some of the major findings were that the check-off system was an easy method of collecting union membership subscriptions which facilitated union effectiveness and promoted organizational productivity, and that an effective trade union is one which seeks to promote the interest and welfare of its members through improved working conditions such as pay raise, reduced hours of work and other enhanced fringe benefits, etc. Based on the findings, it was recommended that management of Enugu State Ministry of Education and indeed all other organizations should encourage the formation of trade unions as they can be used as a vehicle for promoting organizational productivity through the check-off system; management should also assist unions by ensuring the full implementation of the check-off system as finance is the life wire of any union; union members should be encouraged to donate generously to their unions as another source of revenue for the union in order to enhance their effectiveness and promote organizational productivity.

Keywords: *effectiveness, employment, money, organizational productivity and unionism*

Introduction

Money is the life blood of every organization. Check-off system is a monthly subscription from individual employees based on an agreed deduction percentage which should be deducted by management from individual employee's salary and paid into the union's account for the running of the union. The strength or weakness of a union depends on its financial base. Hence, a threat by management to the stoppage of the check-off system is a strong management weapon in the face of industrial action by the union.

The bottom line of workers union seems to be hinged on the belief of the workers that it is only through unity that they can protect themselves from unilateral management whims and caprices. Sometimes even when the employer is trustworthy and benevolent employees feel that they need unity to protect themselves. Low morals, fear of job loss and arbitrary

management actions help to foster unionization (Dessler, 2008). According to Armstrong (2006), the check-off system involves management's deduction of the subscriptions of trade union members on behalf of the union. It is popular among unions as it helps to maintain union membership and provides a reasonably well-guaranteed source of union income. Management generally co-operate with unions in the deduction of the check-off subscriptions as a gesture of good faith to their trade union. The check-off system enables management to know how many employees are union members.

The trade union and employment Right Act 1993 provides that if an employer is lawfully to make a check-off deduction from worker's pay; there must be a period of consent from the worker and renewed consent at least every three years. This three years renewal provisions can inhibit the maintenance of the system (Armstrong, 2006). The check-off dues or subscription deduction by employees on behalf of trade unions operating in their organizations are used for running the affairs of the union with a view to achieving the union's objectives, which in turn paves the way to harmonious industrial climate which ultimately results to increased organizational productivity.

Flippo (1984:425) defines a labour union or trade union as an organization of workers formed to promote, protect, and improve through collective actions, the social, economic and political interests of its members. The dominant interest with which the union is concerned is economic which demands for improved wages, hours and better working conditions. An individual employee often has a variety of reasons for wanting to join a union. More often than not, it is the only avenue toward obtaining a job. Majority of employers stipulate that union membership is compulsory for job retention. A second reason for joining a labour organization is one for which management can find no substitute, a sense of freedom from arbitrary management action. A theoretical perfect management could provide more than fair hours, wages and working condition; as well as establish a most complete and effective human relations and integration programme.

Flippo (1984:425) that, there is no way other than through organized and collective force than an employee can feel independent enough to challenge the action of formal superiors in management. Perfect management cannot either give this desire sense of freedom and importance. The ability to offer freedom from actual or potential arbitrary management decrees and unwholesomeness actions concerning the industrial lives of employees is a primary source of strength for the labour union, hence, unionism is hinged on the popular saying that "united we stand and divided we fall".

The development of trade unionism in Nigeria

Labour union in Nigeria started in 1912 when government employees formed the civil service union. In 1914, this organization became the Nigeria union of civil servant after the merging of the Northern and Southern protectorates of Nigeria. In 1931, two other unions, namely, the Railway workers union and the Nigerian Union of Teachers (NUT) were formed.

According to Fashoyin (2007:33), the Nigeria Union of Teachers (NUT) was formed in 1931 by such eminent teachers as the Rev. I. O. Random Kuti as President, T. K. Cameron as Secretary and E. E. Esau as Assistant Secretary. From the onset, the NUT combined economics and professional function, the union pressed for harmonization of the working conditions of

African teachers in mission schools with those in government owned schools which were substantially better than the former. On March 1947, the NUT served notice on the government to the effect that unless the disparity was removed, it would call a strike. On the other hand, the NUT sought to serve as a watch dog of government education policy and to maintain a high standard both in the quality of education and in the quality of its members. Consequently, it is noteworthy that up to late 1970s the NUT remained the best organized and the most stable Nigeria unions (Fashoyin, 2007).

The origin of trade unions

Fashoyin (2007) observed that in traditional African Communities social institutions such as guilds and craft societies, existed before colonial times, but what is unclear was the pattern of their transition is any, be modern trade unions. As Fashoyin (2007) points out, the transition from guild of self-employed handcraft works to the trade unions of employed workers took place with differences of details between different countries.

In some cases, there was a sharp break between the denture of the guilds and the birth of trade unions. In other cases, there was a gradual and organic change from one to the other.

Although earlier guilds and societies may not have transformed into modern days unions, they performed the same duty as they do today. They regulate their trades such as ensuring that jobs were performed according to laid down standards and political forum for their members, they provided social services to members for the most parts, however, the wage earning concept was not always a feature of the guilds.

Surely, guilds had journeymen or pool labour practices enabling members to take turns at carrying out each other assignment but the master were not employers of labour neither were the journeymen were earners.

Fashoyin (2007) stated that as early 1897, there had a 3-day strike by artisan workmen in the Public Works Department (PWD) in Lagos, I protest against the workmen hours of work. The reaction of Governor MC Callum of Lagos which reflected the public policy of the period was unquestionably anti-union.

In spite of the Governor's "bold face" the strikers maintained their stand until he agreed to negotiate a compromise with men, while there was no evidence that a formal organization of the PWD strikers existed at that time, the Governor wrote in his dispatch to the secretary of state for the colonies, about a ring leaders of another protest against the police.

Fashoyin noted that the first evidence of a trade union was the mechanics mutual aid provident and mutual improvement association, formed in July 1883. At its inaugural meeting, its leaders noted that "it is surely lamentable that owe have no big men" to set us example in Lagos". While they expressed doubts about the immediate failure of their young organization, they were never the less optimistic that future generations would benefit from their pioneering venture. Thus, one member, Mr. Haastrup cautioned members of the Association not to look forward because there was nothing to encourage them in front, but to look to the children and the coming generation. There was however, no evidence at the moment to show that this union existed beyond the 1880s Fashoyin concluded.

The history of trade union in Nigeria indicates that the first union was known as the Nigeria Civil Service Union (NCSU) founded in 1912, emerged from the growing wage employment in government establishment. The union was however the typical trade union as

it was formed with the ideas of a trade union as organization that felt that need to fight for member's right. Fashoyin noted that the three unions, namely the Nigeria Civil Service Union, the Railway men and the NUT, dominated the industrial relations scene of the 1930s and that a few development and conceptual issues should however be noted at that point. First, unlike the Nigerian Civil Service Union, both the NUT and the Railway union best represented the ideas of trade unions as organizations whose purpose was the advancement of the employment interests of its members. That the NUT in addition catered for the professional interests of its members, illustrates a commitment to professionalism.

Younger organizations such as the Nigerian Medical Association (NMA) and the Academic Staff Union of Universities (ASUU) have been much more concerned with purely economic functions. Second, the unions that emerged before 1938 more all in the civil (public) services, reflecting the dominance of the public sector in employment. Indeed, up to the mid-1940s, the private sector was at its infancy. In the event, the domination of the government sector, had far-reaching consequences for other actors in the system.

Third, with the emergence of trade unions and their significant achievements, colonial anti-union policy became increasingly unrealistic. Indeed, by the late 1930s strike had become a major concern of the colonial administration which saw class action not only disruptive to economic policies but also politically challenging. The consequent introduction of definitive labour policy was as some argue a means of containing the growing militancy of the workers, rather than a deliberate policy to foster trade unionism (Fashoyin, 2007:33).

Functions of Trade Unions

Armstrong (2007:766) stated that the traditional and fundamental purpose of trade union is to promote and protect the interest of their members. They are there to redress the balance of power between the employers and employees. The basis of the employment relationship is the contract of employment. But this is not a contract between equals.

Employers are always in a stronger position to dictate the terms of the contracts employees. Hence, trade unions as indicated by Freeman and Medoff (1984), provided workers with a "collective voice" to make their wishes known to management and thus bring actual and desired conditions closer together. This applies not only to terms of employment such as pay, working hours and holidays but also to the way which individuals are treated in such aspects of employment as the redress of grievance, discipline and redundancy.

Trade unions also exist to let management know from time to time, that there will be an alternative view on key issues affecting employees. More broadly, unions may see theirs as that of participating with management on decision making on matter affecting their members' interests. Within this overall role, trade unions have had two specific roles, namely: to secure, through collective bargaining, improved terms and conditions for their members and to provide protection, support and advice to their members as individual employees.

An additional role of providing legal, financial and other services to their members has become prominent in recent times (Armstrong, 2006).

Statement of the problem

Workers unionize in order to enhance their working condition by attracting better welfare packages such as salary payment as at when due, more holidays, sick leave, insurance plan benefits, pension benefits and various other benefits which would have eluded them if they were not unionized. Unions have been able to reduce the impact of downsizings and wage cuts in most industries. The unions no doubt play significant roles in employee welfare improvement and this requires adequate finance to enable their leaders to achieve these enormous responsibilities to their members. This will no doubt ensure union leader effectiveness.

Objectives of the study

Check-off system is a veritable source of income to trade unions and plays a very significant role in ensuring their effectiveness and enhancement of organizational productivity. The objective of this research project is to ascertain the impact of the check-off system on trade union's effectiveness and organizational productivity. Specifically, the purpose of this study is basically to:

1. examine the relationship between the check-off system and trade union's effectiveness and organizational productivity;
2. ascertain the impact of check-off system on trade union's effectiveness and organizational productivity;
3. explore other source of income available to trade unions which would aid their effectiveness, and hence, improve organizational productivity;
4. ascertain whether there are financial leakages in the check-off system which militate against the effectiveness of trade unions and organizational productivity;
5. ascertain whether there is any significant relationship between effectiveness of trade union and organizational productivity.

Research Questions

This study will be guided by the following research questions.

1. Is there any significant relationship between check-off system and trade unionism effectiveness and organizational productivity?
2. What is the impact of check-off system on trade unionism effectiveness and organizational productivity?
3. Are there other available sources of income apart from the check-off system to trade unions which would enhance their effectiveness and hence, improve organizational productivity?
4. Are there financial leakages in the check-off system in terms of embezzlement of union funds by union leaders, which militate against their effectiveness and organizational productivity?
5. Is there any significant relationship between trade unionism effectiveness and organizational productivity?

Research Hypotheses

In line with the objectives of the study and research questions posed, the following hypotheses have been formulated to guide the study.

- 1. Null Hypothesis (H_0):** The check-off system is not an easy method of collection of trade union membership subscription, thereby not facilitating the union's leadership effectiveness and not promoting organizational productivity.

Alternative Hypothesis (H_1): The check-off system is an easy method of collecting trade union membership subscription, thereby facilitating the union's leadership effectiveness and promoting organizational productivity.
- 2. Null Hypothesis (H_0):** The check-off system does not ensure union's leadership effectiveness and does not promote organizational productivity.

Alternative Null Hypothesis (H_1): The check-off system ensures union's leadership effectiveness and promotes organizational productivity.
- 3. Null Hypothesis (H_0):** Trade unions cannot raise funds through willful donations and levies, which cannot ensure their effectiveness and does not promote organizational productivity.

Alternative (H_1): Trade unions can raise funds through willful donations and levies, which can ensure their effectiveness and promote organizational productivity.

Significance of the study

The relevance of any research work is dependent upon the benefits which the society stands to derive from it. The findings of this work will therefore be immense benefits to trade union leaders and their individual members as well as to the employers and management of organization with particular reference to Enugu State Ministry of Education. Students and scholars of Industrial Relations and Personnel Management also stand to benefit a lot from the findings of this research work.

Scope of the study

The scope of this study will be limited to the impact of the check-off system on trade unionism effectiveness and organizational productivity in Enugu State Ministry of Education, Enugu. The research work will focus mainly on the impact of the check-off dues on trade union's effectiveness and how it affects the performance of trade union leaders in achieving the union's objectives at the Enugu State Ministry of Education, Enugu.

Research Design

A research design is a blueprint upon which the researcher is built. The design of this study is the survey research design. The survey design is a type of research design which studies a sample drawn from the population which is large enough to be a representative of the population, from which the findings can be generalized to the entire population.

Area of the study and Population

According to Nworgu (1991), area of study refers to a geographical area covered by the study which could be a country, a state, a local government area, an education, political or administrative zone. The area of this study is the Enugu State Ministry of Education, located

at the state secretariat, Enugu. The population of the study refers to the target group of which the researcher intends to investigate. The population of this study is the entire staff of the Enugu State Ministry of Education numbering 200 staff.

Sample and Sampling Techniques

A sample is a small part or element drawn from the population for investigation. The stratified random sampling technique was used to select the sample for this study. The workers were stratified into three categories, namely, junior, intermediate and senior staff and the proportional random sampling technique was used to select elements from each stratum.

The Taro Yameni's formula was used to determine the sample size as follows:

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

Where

n	=	Sample size sought
N	=	Total population
e	=	Level of significance or margin of error at 0.05
I	=	Constant

Therefore

N	=	200
e	=	5% or 0.05
n	=	$\frac{200}{1+200(0.05)^2}$
n	=	$\frac{200}{1+200(0.0025)}$
n	=	1 + 0.5
n	=	$\frac{200}{1.5}$
n	=	133.333
n	=	133

Source of data

The primary and secondary sources of data were used for the study. The primary sources include the questionnaire, observations and oral interviews granted to the researcher by the respondents, while the secondary sources of data comprised the library books, journals, newspapers and magazines and other printed and online materials.

Instrument for data collection

The major instrument used for data collection in this study is the questionnaire, which was constructed in line with the study objectives, hypothesis and the research questions. The questionnaire was divided into two parts. Section A comprised questions on bio-data of respondents, while Section B covered questions arising from the study objectives, hypothesis and research questions. The validity of the instrument was ensured by the supervisor's

correction of the questionnaire with regards to its content and format, thereby ensuring its content and face validity.

On the other hand, the reliability of the instrument was tested through the test-retest method whereby some copies were administered to the respondents and repeat after two weeks of which the results were consistent at each occasion, thereby confirming its reliability.

Method of data collection

Data for this research were collected from both the primary and secondary sources. The primary sources were collected by the researcher through the questionnaires, observations and personal interviews of the respondents, while the secondary data were collected from the library books, other printed materials and the internet. The researcher personally administered the questionnaire to the respondents who gave her appointment on when to collect them after completion.

Method of data analysis

The data generated through the questionnaire were grouped into frequencies, computed into percentages and presented in tables. The hypotheses were tested using the chi-square statistical formula as follows:

$$X^2 = \sum \frac{(O - E)^2}{E}$$

Where

X^2	=	Chi-square
O	=	Observed frequency
E	=	Expected frequency
\sum	=	Summation

All the formulated hypothesis were tested with the above formula. The degree of freedom

$$(DF) = (r - I) (C - I)$$

Where

r	=	number of rows in the table
c	=	number of columns in the table
I	=	constant

The measurement was done under 0.05 or 5% level of significance, which implies that the probability of errors expected in the statement of the hypothesis were 0.05 or 5%. This statistical tool is very simple to apply and it is best suited for the questions posed in the research questions and for the testing of the hypotheses.

Decision/Acceptance Rule

1. Reject null hypothesis (H_0) if calculated value of X^2 is greater than the table value and accept the alternative hypothesis (H_1).
2. If the calculated chi-square value is less than the value from the chi-square table, reject the alternative hypothesis (H_1) and accept the null hypothesis (H_0).

Results

Analysis of the questionnaires

A total of one hundred and thirty-three (133) questionnaires were administered to the respondents out of which one hundred were correctly completed and returned. These figures are hereby presented in table 4.1 below.

Table 1: Return Rate of Distributed Questionnaire

Variables	No. of Respondents	Percentage (%)
No. distributed	133	100%
No. correctly completed and returned	130	98%
No. not returned	3	2%

Source: Fieldwork, 2021

The above table shows that almost all the questionnaires distributed (98%) were correctly completed and returned, while an insignificant number (3) representing 2% were not returned, thereby showing a very high rate of return.

Table 2: Sex Distribution of Respondents

Variables	Frequency	Percentage (%)
Male	70	54%
Female	50	46%
Total	130	100%

Source: Fieldwork, 2021

The above table shows that 70 respondents representing 54% are males while 60 representing 46% are females. The indication is that Enugu State Ministry of Education is staffed with more employees who are not burdened with domestic chores and child bearing and rearing which hindered the level of productivity of women in the workforce.

Table 3: Age Distribution of Respondents

Variables	Frequency	Percentage (%)
20 – 30 years	40	31%
31 – 40 years	50	38%
41 – 50 years	30	23%
51 years and above	10	8%
Total	130	100%

Source: Fieldwork, 2021

From the above table, it can be seen that 70 (31%) of the respondents are aged between 20 – 30 years, 50 (38%) are between 31 – 40 years, 30 (23%) are between 41 – 50 years of age, while the remaining 10 (8%) are above 50 years old. The highest percentage was recorded within the age bracket of 31 – 40 years. This means that the organization believes that these age brackets are energetic young men and women who can contribute their best towards the attainment of her goals. Another reason could be to save cost because younger employees have less experience and hence, earn lower starting wage. Also, younger employees to be contented with lower wages because they have lesser responsibilities as most of them may still be single.

Table 4: Marital Status of Respondents

Variables	Frequency	Percentage (%)
Single	35	27%
Married	90	69%
Divorced	0	0%
Separated	0	0%

Widow(er)	5	4%
Total	130	100%

Source: Fieldwork, 2021

The above table indicates that 35 (27%) of the respondents are single, 90 (69%) are married, no respondent was either divorced or separated while 5 (4%) are widow(er).

The implication is that majority of the employees being married means that they would be shouldering family responsibilities like payment of school fees for children and house rent, and should be paid their wages as at when due to offset these responsibilities, hence, their union should be very effective to ensure that management should live as to the worker's expectations.

Table 5: Distribution of Respondents by Educational Qualification.

Variables	Frequency	Percentage (%)
OND	30	23%
HND/B.Sc	80	62%
M.Sc/Ph.D	15	12%
SSCE/GCE	5	3%
Total	130	100%

Source: Fieldwork, 2021

The above table shows that 30 (23%) of the respondents possess OND, 80 (62%) have either HND or B.Sc, 15 (12%) have M.Sc or Ph.D while the remaining 5 (3%) have SSCE/GCE. The above analysis implies that the management of Enugu State Ministry of Education employs highly qualified and educated workers in her labour force. This can also mean that the organization allows employees to grow by allowing them the opportunity to improve their education by acquiring more qualification through on-the-job training.

Table 6: Distribution of Respondents by Working Experience

Variables	Frequency	Percentage (%)
1 – 5 years	5	3%
6 – 10 years	15	12%
11 – 15 years	40	31%
21 years and above	70	54%
Total	130	100%

Source: Fieldwork, 2021

From the above table, it can be seen that 5 respondents representing 3% have between 1 and 5 years working experience, 15 respondents representing 12% have worked with the organization for between 6 – 10 years, 40 respondents representing 31% have worked for between 11 – 15 years, while 70 respondent representing 54% have worked for more than 20 years with the Enugu State Ministry of Education Enugu.

Table 7: Distribution of Respondents by Position Held

Variables	Frequency	Percentage (%)
Junior Staff	26	20%
Senior Staff	78	60%
Management Staff	26	20%
Total	130	100%

Source: Fieldwork, 2021

The above table shows position at Enugu State Ministry of Education and majority (78) of the respondents representing 60% are senior staff, followed by management staff and junior staff constituting 26 respondents representing 20% each.

These means that the data supplied is authentic as they mostly given by senior staff who usually represent group's interest in an organization. This category of staff act as spokespersons for both sides (employees and employer) as they are tasked to look after the interest of both the business and that of those who work in them.

RESEARCH QUESTION I

The check-off system ensures an easy way of collecting union membership.

Table 8

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	26	20%
Agree	91	70%
Undecided	13	10%
Strongly Disagree	0	0%
Disagree	0	0%
Total	130	100%

Source: Fieldwork, 2021

From the above table, 20 respondents represented by 20% of the respondents strongly agreed that the check off system is an easy way of collecting union membership subscription, 91 respondents represented by 70% also attest to the same statement, while 13 respondents represented by 10% are undecided about the statement. Since majority (117) respondents represented by 90% strongly agreed and agreed, it is therefore true that the check-off system is an easy way of collecting union membership subscription.

RESEARCH QUESTION II

The check-off system does neither ensure union's effectiveness nor enhance organizational productivity.

Table 9

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	0	0%
Agree	0	0%
Undecided	52	40%
Strongly Disagree	26	20%
Disagree	52	40%
Total	130	100%

Source: Fieldwork, 2021

The above table indicates that 52 respondents represented by 40% did neither agree nor disagree to the statement that the check-off system does neither ensure union's effectiveness nor enhance organizational productivity, while 20 respondents represented by 20% and another 52 respondents represented by 40% of the respondents strongly disagreed and disagreed respectively to the statement.

Since majority (78) respondents representing 60% of the respondents disagreed to the statement, it means that the check-off system ensures union's effectiveness and enhances organizational productivity.

RESEARCH QUESTION III

Trade unions can also raise funds through willful donations and levies, while help to ensure their effectiveness and promote organizational productivity.

Table 10

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	39	30%
Agree	78	60%
Undecided	0	0%
Strongly Disagree	0	0%
Disagree	13	10%
Total	130	100%

Source: Fieldwork, 2021

The analysis above shows that trade unions raise funds through willful donations and levies. This is because 39 respondents representing 30% of the respondents and 78 respondents representing 60% of the respondents respectively strongly agreed and agreed to the statement, while minority 13 respondents represented by 10% disagreed to the statement.

RESEARCH QUESTION IV

Trade union accounts are not auditable; hence leaders mismanage its funds which militate against their effectiveness and organizational productivity.

Table 11

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	13	10%
Agree	39	30%
Undecided	26	20%
Strongly Disagree	26	20%
Disagree	26	20%
Total	130	100%

Source: Fieldwork, 2021

From the above table, 13 respondents representing 10% of the respondents strongly agreed that trade union accounts are auditable, hence union leaders mismanage its funds which militate against their effectiveness and organizational productivity. Also, another 39 respondents representing 30% of the respondents agreed to the statement, while 26 respondents represented by 20% of the respondents each representing 20% of the respondents strongly disagree and agreed respectively to the statement. The implication of the analysis is that the auditability or non-auditability of trade union's account depends on the union's constitution of the respective union, since equal number (52) of respondents each agreed and disagreed to the statement. Only an insignificant number (26) representing 20% of the respondents were undecided to the statement.

RESEARCH QUESTION V

Union effectiveness has no relationship with organizational productivity.

Table 12

Response Alternative	No. of Respondents	Percentage (%)
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Strongly Agree	0	0%
Agree	0	0%
Undecided	26	20%
Strongly Disagree	52	40%
Disagree	52	40%
Total	130	100%

Source: Fieldwork, 2021

As can be seen from the above table, 26 respondents represented by 20% of the respondents were not certain about the statement that trade union effectiveness has no relationship with organizational productivity while majority of the respondents (104) represented by 80% disagree and strongly disagree to the same statement.

It therefore means that union effectiveness can and does lead to organized productivity.

RESEARCH QUESTION VI

Trade union leaders spend a lot of money to campaign for their elections because of the huge financial benefit that accrue from it.

Table 13

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	26	20%
Agree	52	40%
Undecided	26	20%
Strongly Disagree	26	20%
Disagree	0	0%
Total	130	100%

Source: Fieldwork, 2021

The above table shows that 26 respondents represented by 20% strongly agree that trade union leaders spend a lot of money to campaign for elections because of the huge financial benefits that accrue from it.

Additional 52 respondents representing 40% of the respondents also agree to this statement. 26 respondents each represented by 20% each were undecided and disagreed to the statement respectively.

The implication is that a lot of money is actually spent for trade union electioneering because of the huge financial benefits accruable from being a union leader. These huge financial benefits probably come from embezzlement of union funds by union leaders.

RESEARCH QUESTION VII

Effective trade unionism promotes organizational productivity.

Table 14

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	65	50%
Agree	65	50%
Undecided	0	0%
Strongly Disagree	0	0%
Disagree	0	0%
Total	130	100%

Source: Fieldwork, 2021

The above table shows that all the respondents (130) representing 100% agreed that effective trade unionism promotes organizational productivity.

RESEARCH QUESTION VIII

An effective trade union is one which seeks to promote the interest of its members in areas of improved working conditions, such as pay, hours of work and other fringe benefits.

Table 15

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	78	60%
Agree	39	30%
Undecided	13	10%
Strongly Disagree	0	0%
Disagree	0	0%
Total	130	100%

Source: Fieldwork, 2021

The above table shows that 78 respondents representing 60% of the respondents and another 39 respondents representing 30% strongly agree and agree respectively that an effective trade union is one which seeks to promote the interest of its members in areas of improved working conditions, such as pay, hours of work and other fringe benefits, while a minority of 13 respondents represented by 10% were uncertain as to what constitutes an effective trade union.

RESEARCH QUESTION IX

Enugu State Ministry of Education has an effective trade union which promotes the interest of its members.

Table 16

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	52	40%
Agree	65	5%
Undecided	0	0%
Strongly Disagree	0	0%
Disagree	13	10%
Total	130	100%

Source: Fieldwork, 2021

From the above table, it can be seen that majority of the respondents totaling 117, representing 90% agree that Enugu State Ministry of Education has an effective trade union which promotes the interest of its members. Only an insignificant number (13) of the respondents representing 10% of the respondents disagreed to that.

RESEARCH QUESTION X

Effective trade union can be achieved through judicious use of union funds by union leaders to pursue the interest of their members.

Table 17

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	65	50%
Agree	65	50%
Undecided	0	0%
Strongly Disagree	0	0%
Disagree	0	0%
Total	130	100%

Source: Fieldwork, 2021

The above table shows that all the 130 respondents representing 100% of the respondents agree that effective trade union can be achieved through judicious use of union funds by union leaders to pursue the interest of their members.

RESEARCH QUESTION XI

The check-off system ensures steady and stable income which should guarantee trade union's effectiveness.

Table 18

Response Alternative	No. of Respondents	Percentage (%)
Strongly Agree	52	40%
Agree	65	50%
Undecided	13	10%
Strongly Disagree	0	0%
Disagree	0	0%
Total	130	100%

Source: Fieldwork, 2021

The above analysis shows that 52 respondents representing 40% and another 65 respondents representing 50% of the respondents strongly agree and just agreed that the check-off system ensures steady and stable income to trade unions which should guarantee their effectiveness. An insignificant number (13) of the respondents representing 10% of the respondents were not certain as to whether or not the check-off system is a steady and stable source of income to trade unions which would guarantee its effectiveness.

Testing of Hypotheses

In testing stated hypothesis, the chi-square statistical method will be employed. A statistical hypothesis is made up of null hypothesis (H_0) and the alternative hypothesis (H_1).

Test statistics

$$X^2 = \sum \frac{(O_i - e_i)^2}{e_i}$$

Where

- O_i = Observed frequency
 e_i = Expected frequency
 Σ = Summation
 X² = Chi square

For chi-square of independence degree of freedom (DF)

$$DF = (r - 1) (C - 1)$$

Level of significance = 0.05

Decision Rule

1. Reject H₀ if X² cal < X² tab.
2. Accept H₁ if X² cal > X² tab.

That is:

1. If the value of the chi-square calculated is greater than the chi-square value from the statistical table, we reject the null hypothesis (H₀) and accept alternative hypothesis (H₁).
 X² cal > X² tab, reject (H₀) and accept (H₁).
2. If the value of the chi-square calculated is less than the chi-square value from the statistical table, we reject the alternative hypothesis (H₁) and accept the null hypothesis (H₀).
 X² cal < X² tab, reject (H₁) and accept (H₀).

Hypothesis One

H₀: The check-off system is not an easy way of collecting union membership subscription, thereby not facilitating the union's effectiveness and promoting organizational productivity.

H₁: The check-off system is an easy way of collecting union membership subscription, thereby facilitating the union's effectiveness and promoting organizational productivity.

Table 19

To test this hypothesis, question 7 in section B which was analyzed in table 4.18 was used to test this hypothesis.

Variables	O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly Agree	26	26	0	0	0
Agree	91	26	65	4225	162.5
Undecided	13	26	-13	169	6.5
Strongly Disagree	0	26	-26	676	2.6

Disagree	0	26	-26	676	2.6
Total	130				174.2

Source: Fieldwork, 2021

$E = \frac{\text{Sum total of frequencies}}{\text{No. of variables / rows}}$

$$E = \frac{130}{5} = 26$$

$$\text{Hence, } E = \frac{130}{5} = 26$$

Degree of freedom (DF)

$$(R - 1) (C - 1)$$

Where

R = Row, and C = Column

$$(5 - 1) (2 - 1)$$

$$(4) (1)$$

At 0.05 level of significance

$$X^2 \text{ tab} = 7.49$$

$$X^2 \text{ cal} = 174.2$$

Decision Rule

1. If X^2 is greater than $X^2 \text{ tab}$, reject null hypothesis (H_0) and accept alternative hypothesis (H_1).
2. If $X^2 \text{ cal}$ is less than $X^2 \text{ tab}$, accept null hypothesis (H_0) and reject alternative hypothesis (H_1).

Therefore, since $X^2 \text{ cal}$ being 174.2 is greater than $X^2 \text{ tab}$ of 9.49, we reject null hypothesis (H_0) which states that the check-off system is not an easy way of collecting union's membership subscription, thereby not facilitating the union's effectiveness and promoting organizational productivity and accept the alternative hypothesis (H_1) which states that the check-off system is an easy way of collecting union membership subscription, thereby facilitating the union's effectiveness and promoting organizational productivity. We therefore upheld that check-off system is an easy way of collecting union's membership subscription, thereby facilitating the union's effectiveness and promoting organizational productivity.

Hypothesis Two

H_0 : The check-off system does not ensure a union's effectiveness and does not promote organizational productivity.

H_1 : The check-off system ensures a union's effectiveness and promotes organizational productivity.

Table 20

To test this hypothesis, question 8 in section B which is used to test this hypothesis.

Variables	O	E	O - E	$(O - E)^2$	$\frac{(O - E)^2}{E}$
Strongly Agree	0	26	-26	679	2.6
Agree	0	26	-26	679	2.6
Undecided	52	26	26	679	2.6

Strongly Disagree	26	26	0	0	0
Disagree	52	26	26	679	2.6
Total	130				10.4

Source: Fieldwork, 2021

$$E = \frac{\text{Sum total of frequencies}}{\text{No. of variables / rows}}$$

$$E = \frac{130}{5} = 26$$

Degree of freedom (DF)

$$(R - 1) (C - 1)$$

Where r = row, and c = column

$$(5 - 1) (2 - 1)$$

$$(4) (1)$$

At 0.05 level of significance

$$X^2 \text{ cal} = 10.4$$

$$X^2 \text{ tab} = 9.49$$

Decision Rule

1. If X^2 is greater than $X^2 \text{ tab}$, reject null hypothesis (H_0) and accept alternative hypothesis (H_1).
2. If $X^2 \text{ cal}$ is less than $X^2 \text{ tab}$, accept the null hypothesis (H_0) and reject alternative hypothesis (H_1).

Therefore, since $X^2 \text{ cal}$ being 10.4 which is greater than $X^2 \text{ tab}$ of 9.49, we reject the null hypothesis (H_0) which states that the check-off system does not ensure union's effectiveness and does not promote organizational productivity and accept the alternative hypothesis (H_1) which states that it does.

We conclude therefore that the check-off system ensures union's effectiveness and promote organizational productivity.

Hypothesis Three

H_0 : Trade unions cannot raise funds through willful donations and levies, which cannot ensure their effectiveness and does not promote organizational productivity.

H_1 : Trade unions can raise funds through willful donations and levies, which can ensure their effectiveness and promotes organizational productivity.

Table 21

To test this hypothesis, question 9 in section B will be used t test this hypothesis.

Variables	O	E	O - E	$(O - E)^2$	$\frac{(O - E)^2}{E}$
Strongly Agree	39	26	13	169	6.5
Agree	78	26	52	2704	10.4
Undecided	0	26	-26	679	2.6
Strongly Disagree	0	26	-26	679	2.6
Disagree	13	26	-13	169	6.5
Total	130				28.6

Source: Fieldwork, 2021

$$E = \frac{\text{Sum total of frequencies}}{\text{No. of variables / rows}}$$

No. of variables / rows

$$E = \frac{130}{5} = 26$$

Degree of freedom (DF)

$$(R - 1) (C - 1)$$

Where r = row, and c = column

$$(5 - 1) (2 - 1)$$

$$(4) (1)$$

At 0.05 level of significance

$$X^2 \text{ cal} = 28.6$$

$$X^2 \text{ tab} = 9.49$$

Decision Rule

1. If X^2 is greater than $X^2 \text{ tab}$, reject null hypothesis (H_0) and accept alternative hypothesis (H_1).
2. If $X^2 \text{ cal}$ is less than $X^2 \text{ tab}$, accept null hypothesis (H_0) and reject alternative hypothesis (H_1).

From our calculations above, it is clear that $X^2 \text{ cal}$ being 28.6 is greater than $X^2 \text{ tab}$ of 9.49, therefore, based on the decision rule, we are to reject null hypothesis (H_0) which stated that trade unions cannot raise funds from willful donations and levies, which does not help to ensure their effectiveness or promoting organizational productivity and accept the alternative hypothesis (H_1) which stated that trade unions can raise funds through willful donations and levies, which help to ensure their effectiveness and promotes organizational productivity. It is therefore upheld that trade unions can raise funds through willful donations and levies, which help to ensure their effectiveness and promote organizational productivity.

Summary of the findings

The primary objective of this study was to examine the impact of the check-off system on trade union effectiveness and organization productivity with particular reference to Enugu State Ministry of Education.

Based on the data analysis in chapter four and the tested hypotheses, the following major findings of the study were revealed.

- i. That the check-off system is an easy method of collecting union's membership subscription, which facilitates trade union's effectiveness and promotes organizational productivity.
- ii. That an effective union leadership is one which seeks to promote the interest of its members in areas of improved working conditions, such as pay raise, hours of work and other fringe benefits.
- iii. That there is significant relationship between trade union effectiveness and organizational productivity since employees leadership, are thus motivated to enhance their productivity.
- iv. That trade unions can raise funds through willful donations and levies, which help to ensure their effectiveness and promote organization productivity.

- v. That trade union leaders spend much money to win trade union elections because of the huge financial benefits that accrue thereafter.
- vi. That the check-off system ensures steady and stable income which guarantees trade union effectiveness and promotes organizational productivity, among others.

Conclusion

From the major findings as confirmed by majority of the respondents, the researcher came to the conclusion that check-off system is an easy method of collecting union membership subscription and that it facilitates union's leadership effectiveness and promotes organizational productivity. This could be as a result of the fact that effective union leadership is one which seeks to further the interests of their members in such areas as pay raise, hours of work, and other fringe benefits which in turn motivate employees into hardworking and dedication which culminate in higher organization productivity. This conclusion is in tandem with Thompson (2014), who wrote on "check-off arrangements and the law".

Recommendations

Based on the findings of the study, the researcher hereby recommends that;

- i. In view of the enormous role of the check-off system in ensuring trade union leadership effectiveness, thereby promoting organizational productivity, management should support the union leadership by ensuring the implementation of the check-off system so as to provide a steady and stable income from the union leader's effectiveness.
- ii. Union leaders should be selected from people with financial discipline, self-control, integrity and probity, so as to ensure that union funds are not diverted to individual pockets but rather to be judiciously used to pursue member's interest.
- iii. Members of trade union should support the union by willful donations to ensure adequate funding of the union in order to enhance union's leadership effectiveness.
- iv. Union accounts should be periodically audited to forestall financial fraud by union leaders.

Implications of the findings

The implication of the findings is that management should encourage trade unionism as it has been established by this study that trade union can be used as a vehicle for the promotion of organizational productivity through their check-off system.

Limitations of the study

In carrying out this research, the researcher encountered some difficulties which to a large extent affected the full achievement of the research objectives. Time factor posed a serious challenge to this research work with limited time caused by the long period of lockdown as a result of the Covid-19 pandemic, school reopening was sudden and immediately upon resumption, a date for second semester exams as well as project defence were fixed, thereby putting the researcher in a very tight corner time-wise. The Covid-19 lockdown which affected parents financial resources also contributed as a limitation to the researcher who could not gather enough money from the parents for the project as a result of economic hardship caused by the global Covid-19 pandemic. Despite the assurance to the respondents that the information they give in the questionnaire will be treated with utmost confidentiality, some declined to

complete the questionnaire and those that did complete them, may not have been very honest in their responses.

Suggestions for further studies

The researcher does not claim to have exhaustively dealt with this topic, hence, there is need for further study on the following areas;

1. A similar study should be carried out in different organization both public and private to ascertain the impact of the check-off system on trade union leadership effectiveness and organizational productivity.
2. More study could be undertaken on how organizations could assist trade unions to enhance their leadership effectiveness apart from the check-off system.
3. More studies should be carried out to ascertain other sources of revenue generation open to trade unions aside the check-off system.

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