

THE INTERACTIVE RELATIONSHIP BETWEEN COMMITMENT TO UNION AND JOB COMMITMENT: THE NIGERIAN EXPERIENCE

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Abstract:

This study investigates the relationship between union commitment and job commitment in the Nigerian workplace. The research sample consists of 288 full-time employees, randomly selected from both managerial and non-managerial positions across ten major oil and gas companies located in the Niger Delta region. Employing a quasi-experimental research design, data were collected through a cross-sectional survey that is appropriate for administrative sciences. Data analysis was conducted using Kendall's Coefficient of Concordance via the Statistical Package for Social Sciences (SPSS) version 25. The results indicate a significant negative correlation between union commitment and job commitment within the Nigerian oil and gas sector. This suggests that heightened commitment to labour unions may adversely affect employees' commitment to their jobs. Therefore, employees exhibiting high levels of union commitment in this industry may demonstrate diminished job commitment. Based on this finding, the study concludes that employees' commitment to unions significantly impedes their job commitment within the Nigerian oil and gas industry, underscoring theoretical and managerial implications.

Keywords: Belief in Unionism, Commitment to Union, Job Commitment, Oil and Gas Industry, Niger Delta Region, Nigeria, Responsibility to Union, Union Loyalty, Willingness to Work for the Union.

Introduction

Over the past 25 years, numerous studies within management literature have concentrated on employee commitment, primarily driven by high turnover rates, a dynamic workforce, and the pursuit of heightened productivity in competitive business settings. The prevalent assumption is that highly committed employees are less inclined to leave their positions (Stumpf & Hartman, 1984), derive greater job satisfaction (Bateman & Strasser, 1984), and generally exhibit superior performance compared to less committed counterparts (Mowday et al., 1979). Consequently, scholars have delved into understanding the antecedents and consequences of organisational commitment.



Research has demonstrated that fostering a work environment where employees align with the organisation's values, goals, and objectives engenders a positive job attitude, identification with superiors, and professional group identification (Siegel & Ruh, 1973; Mowday et al., 1979; Lobel & St. Clair, 1992; Tharenou, 1993). Such cultivation of employee commitment is deemed instrumental in achieving organisational effectiveness, defined by enhanced individual job performance and reduced turnover and absenteeism. It is posited that diverse forms of employee commitment (to the organization, job, supervisor, workgroup, union, and profession) contribute to organizational effectiveness (Weiner & Vardi, 1980: 82). Additionally, it is suggested that various types of commitment may influence each other, thereby impacting overall organisational commitment (Reichers, 1985).

Moreover, employees often identify with multiple groups with distinct social roles. They may align with their profession, employer, or other external groups such as unions (Angle & Perry, 1986; Beauvais et al., 1991; Bemmels, 1995; Fukami & Larson, 1984; Magenau et al., 1988; Scherer & Morishima, 1989). These commitments may intersect, leading to inter-role conflicts and personal distress (Van Sell, Brie, and Schuler, 1981).

The relationship between different forms of commitment remains a subject of inquiry. Some researchers view them as independent constructs, while others suggest possible complementarity or competition among them. Job commitment, for instance, may either reinforce or compete with other forms of commitment, depending on the similarities or disparities in association and identification.

Exploring the relationships between job commitment, union commitment, and other outcomes implicitly tests the assumption that high job commitment is crucial for employees. Previous research indicates that job commitment predicts outcomes like turnover and job satisfaction.

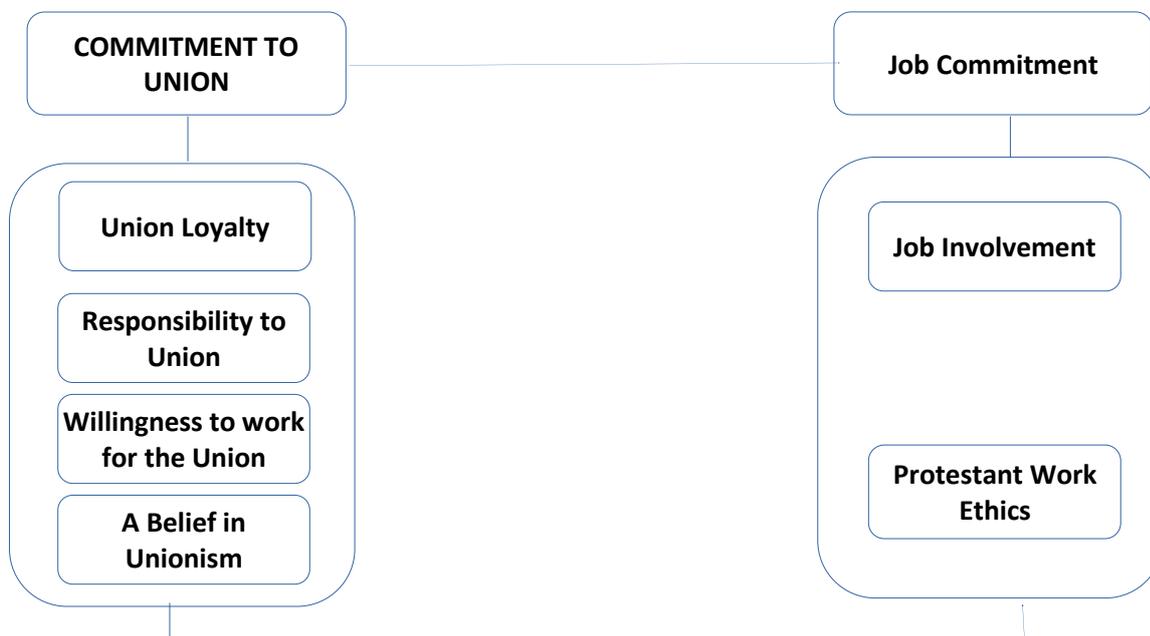
Despite extensive scholarly attention given to these subjects, specific gaps persist. Firstly, while much research has examined the interplay between commitment to the employer/organisation and commitment to the union(s), there is a notable absence of studies investigating the relationship between commitment to the union and job commitment. Secondly, most studies on employees' commitment have been conducted in Western contexts, raising questions about the generalizability of these findings to Nigerian organisational cultures. Thus, to enhance the relevance of these research findings for Nigerian organisations, conducting studies within the Nigerian context is imperative.

Based on the above, this study examines the interactive relationship between union commitment and job commitment within the Nigerian oil and gas industry to address these gaps in the management and organisational behaviour literature. Consequently, this study's central question is: What is the interactive relationship between employees' commitment to union(s) and their job commitment in the Nigerian oil and gas industry?



Conceptual Framework

The conceptual framework for this study is presented in the figure below.



Source: conceptualised by the researcher

Figure 1: A Conceptual Framework Showing the Hypothesized Relationship between Union Commitment and Job Commitment in the Nigerian Oil and Gas Industry.

Figure 1 above illustrates that union commitment is the focal variable examined in this research. The facets of union commitment utilised here draw from the works of Gordon et al. (1980) and Sverke and Kuruvilla (1995), encompassing aspects such as union loyalty, responsibility to the union, willingness to contribute to union activities, and a belief in the principles of unionism. Conversely, the variable under scrutiny as the outcome in this study is job commitment. The metrics for gauging job commitment, borrowed from Cohen (1999), encompass job involvement and the Protestant work ethic (PWE).

2.0 REVIEW OF RELATED LITERATURE

2.1 COMMITMENT TO UNIONS

The commitment of union members to their unions is pivotal for understanding membership, identification, and support during union conflicts (Fullagar & Barling, 1987; Barling et al., 1992). Gordon et al. (1980) significantly contributed to conceptualising union commitment by proposing a framework and developing a reliable measurement instrument. Like organisational commitment, commitment to the union has traditionally been viewed as an attitudinal construct, defined as "the strength of the individual's identification with, and involvement in, a particular organisation" (Porter et al., 1974, p. 604). Gordon et al. (1980) defined union commitment as comprising four orthogonal dimensions: loyalty, responsibility, willingness to work, and belief in unionism. Subsequent research (Ladd et al., 1982; Fullagar, 1986) supported their initial hypotheses. However, subsequent studies proposed various factor

structures, ranging from two to six factors (Friedman & Harvey, 1986; Klandermans, 1989), with discussions on scale refinements and psychometric adjustments (Kelloway et al., 1992; Klandermans, 1989).

Moreover, research has explored antecedents and consequences of union commitment (Barling et al., 1990; Barling et al., 1991; Fullagar and Barling, 1989, 1991; Kelloway & Barling, 1993; Thacker et al., 1990), including the concept of dual commitment to both company and union (Angle & Perry, 1986; Conlon & Gallagher, 1987; England, 1960; Fukami & Larson, 1984; Martin et al., 1986; Magenau et al., 1988; Stagner, 1954). Kuruvilla and Sverke (in press) noted variations in the operationalisation of union commitment across studies, the emergence of different factors, and the importance of considering the structural and cultural backgrounds of unions and members. Barling (1985), Barling et al. (1992), Klandermans (1989), and Walker and Lawler (1979) emphasised the impact of structural differences on union commitment, suggesting that changes in structural factors may alter union commitment, observable in its contributing factors. For instance, differences in closed-shop agreements, centralisation, participation, labour law, political involvement, and social context may influence union commitment, particularly evident in contexts like the German union system (Kuruvilla & Sverke, in press). The dimensions of union commitment adopted for this study are discussed below.

Union Loyalty

Union loyalty, a crucial aspect of commitment to the union, has garnered significant attention within industrial relations. Rooted in social exchange theory, which posits that individuals reciprocate favourable treatment with loyalty and commitment, union loyalty represents the extent to which members demonstrate allegiance, support, and dedication to their union (Kaufman, 1992). Research by Kochan and Hurd (2002) highlights union loyalty as a multifaceted construct encompassing affective, normative, and continuance dimensions akin to organisational commitment. Affective loyalty denotes members' emotional attachment and identification with the union, while normative loyalty reflects adherence to perceived moral or ethical obligations to support the union. On the other hand, continuance loyalty pertains to members' perception of the costs of leaving the union. Studies have shown that union loyalty is influenced by various factors, including the perceived effectiveness of union representation, leadership quality, member involvement, and organisational climate (Gollan, 2013). Moreover, union loyalty plays a pivotal role in shaping members' behaviours, such as participation in union activities, support for union initiatives, and willingness to engage in collective bargaining efforts, ultimately impacting the overall effectiveness and stability of the union (Bryson et al., 2013).

Furthermore, empirical investigations have underscored the dynamic nature of union loyalty and its implications for labor-management relations. Research by Turner, Phidd, and Troy (2017) emphasises the reciprocal relationship between union loyalty and perceived union effectiveness, wherein members' perceptions of the union's ability to represent their interests positively influence their loyalty and commitment. Conversely, dissatisfaction with union performance or perceived ineffectiveness can erode members' loyalty and weaken their ties to



the union (Kelly et al., 2015). Additionally, contextual factors such as changes in the labour market, legislative reforms, and economic conditions can influence the strength and stability of union loyalty over time (Gollan & Wilkinson, 2007). Understanding the antecedents and consequences of union loyalty is crucial for union leaders and policymakers in fostering positive labour relations, enhancing union effectiveness, and ensuring the representation of workers' interests in the evolving landscape of industrial relations.

Responsibility to Union

Responsibility to the union, a significant facet of commitment within the labour movement, has been examined extensively in the literature on industrial relations. Rooted in social exchange theory, responsibility to the union represents the sense of duty, obligation, and accountability that members feel toward their union organisation (Fulton et al., 2010). This construct encompasses various dimensions, including loyalty, participation in union activities, adherence to union rules and policies, and support for collective bargaining efforts (Holt & Harold, 2009). Research by Kochan and Hurd (2002) underscores the importance of responsibility to the union in fostering cohesive and resilient labour organisations, as it reflects members' willingness to invest time, effort, and resources into advancing the interests of the collective. Moreover, studies have shown that responsibility to the union is influenced by factors such as union efficacy, leadership quality, organisational culture, and member engagement (Holt & Harold, 2009; Kelly et al., 2015).

Furthermore, empirical investigations have highlighted the reciprocal relationship between responsibility to the union and perceived union effectiveness. Turner, Phidd, and Troy (2017) found that members' sense of responsibility to the union is positively associated with their perceptions of the union's ability to represent their interests and achieve favourable outcomes in collective bargaining. Conversely, dissatisfaction with union performance or perceived ineffectiveness can undermine members' sense of responsibility and weaken their commitment to the union (Fulton et al., 2010). Additionally, contextual factors such as changes in the political and economic landscape, technological advancements, and globalisation have implications for members' sense of responsibility and engagement with the union (Turner et al., 2017). Understanding the antecedents and consequences of responsibility to the union is essential for union leaders and policymakers in fostering strong, resilient, and effective labour organisations.

Willingness to Work for the Union

Willingness to work for the union, a pivotal aspect of commitment within the labour movement, has been a subject of scholarly inquiry in industrial relations. Stemming from social exchange theory, willingness to work for the union signifies members' readiness to invest time, energy, and effort into activities that advance the interests and objectives of the union organisation (Kelly et al., 2015). This construct encompasses a range of behaviours, including volunteering for union roles, organising campaigns, advocating for union rights, and engaging in collective action (Fulton et al., 2010). Research by Holt and Harold (2009) underscores the significance of willingness to work for the union in enhancing organisational effectiveness and promoting



solidarity among members. Moreover, studies have identified several antecedents of willingness to work for the union, including perceived union efficacy, member engagement, leadership quality, and organisational culture (Turner et al., 2017).

Furthermore, empirical investigations have highlighted the positive association between willingness to work for the union and perceived union effectiveness. Turner, Phidd, and Troy (2017) found that members willing to work for the union are more likely to perceive the union as capable of representing their interests and achieving favourable outcomes in negotiations with employers. Conversely, dissatisfaction with union performance or perceived ineffectiveness can diminish members' willingness to contribute their time and effort to the union (Fulton et al., 2010). Additionally, contextual factors such as changes in the political and economic landscape, technological advancements, and globalisation can influence members' willingness to work for the union and their engagement with union activities (Kelly et al., 2015). Understanding the determinants and consequences of willingness to work for the union is essential for union leaders and policymakers to foster member involvement, strengthen organisational capacity, and advance the labour movement's goals.

A Belief in Unionism

Belief in unionism, a fundamental component of commitment within the labour movement, has been extensively examined in the literature on industrial relations. Rooted in social identity theory, belief in unionism reflects members' ideological alignment with the principles and values espoused by the labour union (Bain et al., 2017). This construct encompasses perceptions of the efficacy and legitimacy of collective action, the importance of solidarity among workers, and the role of unions in advocating for social and economic justice (Kelly et al., 2015). Research by Holt and Harold (2009) underscores the significance of belief in unionism in shaping members' attitudes and behaviours toward the union organisation. Moreover, studies have identified several antecedents of belief in unionism, including socialisation experiences, political orientation, organisational culture, and perceived union effectiveness (Turner et al., 2017).

Furthermore, empirical investigations have highlighted the positive association between belief in unionism and commitment to the union. Bain et al. (2017) found that members who strongly believe in unionism are more likely to demonstrate higher levels of affective, normative, and continuance commitment to the union. Conversely, skepticism or cynicism toward unionism can undermine members' commitment and weaken their ties to the union (Kelly et al., 2015). Additionally, contextual factors such as changes in the political and economic landscape, shifts in public opinion, and technological advancements can influence members' belief in unionism and their engagement with the labour movement (Bain et al., 2017). Understanding the determinants and consequences of belief in unionism is essential for union leaders and policymakers to foster member solidarity, strengthen organisational cohesion, and advance the labour movement's goals.



2.3 JOB COMMITMENT

As defined by Lawler and Hall (1970), job commitment pertains to an individual's psychological attachment towards their job. It reflects the extent of a person's internal motivation towards their job role, transcending organisational boundaries, as Loscocco (1989) noted in a study involving 4604 employees. Loscocco's findings indicated correlations between job commitment and factors such as age, education, promotion opportunities, and intrinsic rewards. However, Loscocco (1989) emphasised the variability of gender effects on work commitment depending on individuals' specific roles. Paullay et al. (1994) observed that work centrality, influenced by cultural and social conditioning, remains relatively stable despite changes in the immediate work environment. Ros et al. (1999) further highlighted that differences in individuals' perceptions of work stem from variances in its importance and experiences. Moreover, Mowday, Steers and Porter (1979) argued that individuals tend to assess themselves based on their achievements. If they perceive their job as hindering their potential, maintaining a sense of purpose becomes challenging, emphasising the profound impact of job nature on employee attitudes and behaviours.

Despite extensive studies on work commitment, a consensus on its construct remains elusive. Morrow (1993) proposed a multidimensional view, encompassing organisational commitment, career commitment, job involvement, work values, and union commitment. Morrow et al. (1991) and Blau et al. (1993) explored the redundancy among these facets, concluding that while some overlap exists, certain facets, like organisational commitment and work values, stand distinct. Models by Randall and Cote (1991), Cohen (1999), and Cohen (2000) underscored the significance of work values, job involvement, and career commitment. Morrow (1993) argued that work commitment arises from personal characteristics, offering a facet-based approach that includes work ethics, organisational commitment, and job involvement. These constructs formed the basis for subsequent analyses of work motivation. Thus, this study was informed by Morrow's (1993) framework, mainly focusing on work ethics, organisational commitment, and job involvement.

Job Involvement

Job involvement, a central aspect of job commitment, has garnered significant attention in organisational research. It reflects how much employees immerse themselves mentally and emotionally in their work tasks, roles, and responsibilities (Kanungo, 1982). This construct encompasses dimensions such as the degree of interest, enthusiasm, and dedication individuals exhibit toward their job roles (Meyer & Allen, 1991). Research by Saks (2006) underscores the importance of job involvement in shaping employees' attitudes and behaviours in the workplace. High levels of job involvement are associated with increased job satisfaction, organisational citizenship behaviours, and reduced turnover intentions (Meyer & Allen, 1991; Saks, 2006). Moreover, studies have identified various antecedents of job involvement, including job characteristics, organisational culture, leadership style, and individual differences (Kanungo, 1982; Meyer & Allen, 1991).



Furthermore, empirical investigations have highlighted the positive association between job involvement and job commitment. Employees who are highly involved in their work tend to exhibit higher levels of affective commitment to their organisation (Meyer & Allen, 1991). Kanungo (1982) found that job involvement is a precursor to organisational commitment, as individuals deeply engaged in their job roles are more likely to develop a sense of attachment and loyalty toward their organisation. Conversely, low levels of job involvement may lead to decreased commitment and increased absenteeism and turnover (Saks, 2006). Additionally, contextual factors such as job design, task autonomy, and organisational support can influence employees' level of job involvement and overall commitment to the organisation (Meyer & Allen, 1991; Saks, 2006).

Protestant Work Ethic

The Protestant work ethic, a concept rooted in the teachings of Protestantism, emphasises values such as hard work, frugality, and diligence in one's occupational pursuits (Weber, 1905). Originating from Max Weber's seminal work, "The Protestant Ethic and the Spirit of Capitalism," this ideology posits that individuals who adhere to Protestant beliefs are more likely to demonstrate industriousness and commitment to their work roles (Weber, 1905). According to Weber, the Protestant work ethic is characterised by a sense of duty and responsibility toward one's occupation, viewing work as a calling or vocation rather than merely a means of earning income (Weber, 1905). Research by Hall and Hall (1976) supports Weber's assertions, suggesting that individuals who endorse the Protestant work ethic exhibit higher levels of job involvement and work commitment, driven by a desire to fulfill their moral and religious obligations through their work endeavors. Moreover, studies have found that the Protestant work ethic is associated with positive work-related outcomes, including job satisfaction, organisational commitment, and career success (Hall & Hall, 1976; Ng et al., 2012).

Furthermore, empirical investigations have highlighted the enduring influence of the Protestant work ethic in contemporary work settings. Despite secularisation and cultural shifts, the values espoused by the Protestant work ethic continue to shape individuals' attitudes and behaviours toward work (Ros et al., 1999). Research by Kohn and Schooler (1983) suggests that the Protestant work ethic remains a significant predictor of job involvement and work motivation, transcending religious affiliations to impact individuals across diverse cultural and social backgrounds. Moreover, studies have underscored the role of organisational factors, such as leadership, organisational culture, and job design, in reinforcing or undermining the principles of the Protestant work ethic within the workplace (Ros et al., 1999; Ng et al., 2012). Understanding the complexities of the Protestant work ethic provides valuable insights into the factors influencing individuals' work attitudes and behaviours in contemporary organisations.

Empirical Review

Meyer and Allen (1991) examined organisational commitment, comprising affective, continuance, and normative commitment, and its impact on employee behaviour and attitudes. The research design involved surveys administered to employees across various industries to



assess their levels of commitment. The findings suggest that affective commitment, characterised by emotional attachment to the organisation, is positively associated with desirable outcomes such as job satisfaction and performance.

Kelly et al. (2015) investigate factors influencing union membership retention, focusing on the relationship between job commitment and union loyalty. The study utilises surveys distributed to unionised employees in diverse industries to assess their levels of commitment and loyalty. The findings indicate that higher levels of job commitment are associated with an increased likelihood of remaining union members.

Bain et al. (2017) explored the changing landscape of industrial relations in the UK, examining the role of job commitment in shaping employees' responses to evolving workplace dynamics. The study employs qualitative interviews with workers across different sectors to understand their perspectives on commitment to their jobs and unions. The findings reveal that job commitment influences individuals' engagement with union activities and collective bargaining.

Kanungo (1982) investigated job involvement, emphasising its role as a precursor to organisational commitment. The research employs surveys administered to employees in various industries to measure their levels of involvement in their work roles. The findings suggest that higher levels of job involvement are associated with greater organisational commitment.

Turner et al. (2017) examined the influence of unions on perceived organisational effectiveness, with a focus on the mediating role of leader-member exchange and similarity. The study utilises surveys distributed to employees in unionised workplaces to assess their perceptions of organisational effectiveness and commitment. The findings suggest that unions positively influence organizational commitment by fostering positive leader-member relationships.

Gollan (2013) investigated the impact of human resource management practices on enterprise bargaining frameworks, examining their implications for job commitment and union engagement. The research employs case studies of Coles and Woolworths, major retailers in Australia, to analyse the effects of HRM strategies on employees' attitudes and behaviours. The findings suggest that erosion of enterprise bargaining frameworks can weaken job commitment and undermine union effectiveness.

Ng et al. (2012) conducted a meta-analysis on the locus of control at work, examining its relationship with job commitment and other work-related outcomes. The study synthesises findings from multiple empirical studies across industries to explore the impact of internal versus external locus of control on employees' attitudes and behaviours. The findings suggest that individuals with an internal locus of control tend to demonstrate higher levels of job commitment.

Ros et al. (1990) investigated the relationship between individual values, work values, and the meaning of work, with implications for job commitment and satisfaction. The research employs surveys administered to employees in diverse industries to assess their value orientations and perceptions of work. The findings suggest that alignment between individual and work values contributes to higher job commitment and satisfaction levels.



Hall and Hall (1976) examined the relationship between the Protestant work ethic and work commitment, focusing on its implications for organisational behaviour. The research utilises surveys administered to employees in various industries to assess their endorsement of Protestant ethic values and levels of work commitment. The findings suggest a positive association between adherence to the Protestant work ethic and higher levels of job commitment.

Podsakoff et al. (1997) investigated the relationship between organisational citizenship behaviour (OCB) and work group performance, with implications for job commitment and engagement. The research employs surveys and performance assessments in various industries to examine the impact of OCB on employees' attitudes and behaviours. The findings suggest that employees who demonstrate higher levels of OCB tend to exhibit greater job commitment and contribute to improved workgroup performance.

Avey et al. (2009) explored the role of psychological capital in mitigating employee stress and turnover, with implications for job commitment and retention. The study employs surveys administered to employees in various industries to assess their levels of psychological capital and job-related outcomes. The findings suggest that higher levels of psychological capital are associated with increased job commitment and reduced turnover intentions.

Laschinger et al. (2014) examined the impact of authentic leadership and empowerment on burnout among nurses, with implications for job commitment and satisfaction. The research employs surveys and qualitative interviews with nurses in healthcare settings to explore the relationships between leadership, empowerment, burnout, and job-related outcomes. The findings suggest that authentic leadership and empowerment are associated with lower levels of burnout and higher job commitment among nurses.

3.0 RESEARCH METHODS

This study adopts a quasi-experimental design, incorporating a cross-sectional survey approach. Three hundred and eighty-two (382) sets of questionnaires were distributed to full-time staff members, both managerial and non-managerial, across seven major oil companies in Nigeria, selected at random, and this was derived using Taro Yamen's formula suggested by Baridam (2001) and also systematic sampling for was deployed for sample selection. Systematic sampling is chosen due to its unbiased estimation capability, resembling simple random sampling but with reduced error susceptibility. Bowley's (1964) population allocation formula in Nzelibe and Ilogu (1999) is utilised to determine individual company sample sizes. The researcher designed a structured questionnaire using a 5-point Likert-type scale to gauge employees' commitment to their jobs and labour unions. Two hundred and eighty-eight sets of the questionnaire were returned and utilised for analysis, resulting in a response rate of seventy-five per cent (75%). A pilot test involving ten workers ensures questionnaire suitability. The content and face Validity of the research instrument was conducted through expert evaluation, and the reliability of the research instrument was assured through triangulation. At the same time, an audit trail and assessment for internal consistency were made using Cronbach's alpha. All these measures were employed to ensure robustness. To derive meaningful insights from the data collected, statistical tests are essential. Therefore, our study hypotheses will undergo



statistical analysis using the gathered data. Specifically, our hypothesis explores the association between union commitment and job commitment.

Data analysis utilised Kendall's Coefficient of Concordance via Statistical Package for Social Sciences (SPSS) version 25.

4.0 RESEARCH RESULTS

Nonparametric Correlations

The formulated research hypotheses were examined, and inferences were determined in this section. The administered questionnaire was retrieved, and the responses gathered from the respondents were collated. The Kendall tau_b value, if positive, indicates a direct relationship, but if negative, it indicates an inverse relation. A direct relationship implies that when one of the variables increases, the other variable will also increase. However, an inverse relationship implies that while there is an increase in one variable, there is a decrease in the other variable. The Kendall tau_b values ranged between -1 and +1. The strength of each relationship depends on the correlation value as indicated by the Kendall tau_b correlation value. $\pm 0.00-0.19$ implies a very weak correlation, $\pm 0.20-0.39$, a weak correlation; $\pm 0.40-0.59$, a moderate correlation; $\pm 0.60-0.79$, strong correlation; and $\pm 0.80-0.99$, indicates a very strong correlation. The decision criteria for every bivariate relationship at a confidence interval of 95% or a significance level of 5% depends on the probability value. A $p < 0.05$ implies a rejection of the null hypothesis, while a $p > 0.05$ implies an acceptance of the null hypothesis.

Table 1: Correlation Matrix for Union Loyalty and the Measures of Job Commitment

			Correlations		
			Union Loyalty	Job Involvement	Protestant WE
Kendall's tau_b	Union Loyalty	Correlation Coefficient	1.000	-.602**	-.574**
		Sig. (2-tailed)	.	.000	.000
		N	288	288	288
	Job Involvement	Correlation Coefficient	-.602**	1.000	.969**
		Sig. (2-tailed)	.000	.	.000
		N	288	288	288
	Protestant WE	Correlation Coefficient	-.574**	.969**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	288	288	288

** . Correlation is significant at the 0.01 level (2-tailed).

The table above gives the statistical representation of the relationships between the variables that were hypothesised.

As shown in the Table above, union loyalty was revealed to have a significantly negative correlation with the measures of employees' continuance commitment in the major Oil and Gas companies in the Niger Delta Region of Nigeria: job involvement ($\beta = -0.602$, $p < 0.05$) and

protestant work ethics ($\beta = -0.574, p < 0.05$). The negative correlation implies an inverse relationship between the variables. The probability value of all three hypotheses was 0.000, which happens to be less than 0.05; therefore, null hypotheses one and two (H_{01} and H_{02}) above state that “there is no significant relationship between union loyalty and the measures of employees’ continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria” is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of the alternate form. On this premise, the alternate forms of the various hypotheses which state that “there is a significantly negative relationship between union loyalty and the measures of employees’ continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria” is accepted.

Table 2: Correlation Matrix for Responsibility to the Union and the Measures of Job Commitment
Correlations

		Responsibility to Union	Job Involvement	Protestant WE
Kendall's tau_b	Responsibility to Union	Correlation Coefficient	1.000	-.525**
		Sig. (2-tailed)	.	.000
		N	288	288
Job Involvement		Correlation Coefficient	-.525**	1.000
		Sig. (2-tailed)	.000	.
		N	288	288
Protestant WE		Correlation Coefficient	-.498**	.969**
		Sig. (2-tailed)	.000	.000
		N	288	288

** . Correlation is significant at the 0.01 level (2-tailed).

The Table above gives the statistical representation of the relationships that exist between the variables as hypothesised.

As shown in the Table above, responsibility to the union was revealed to have a significantly negative correlation with the measures of employees’ continuance commitment in the major Oil and Gas companies in the Niger Delta Region of Nigeria: job involvement ($\beta = -0.602, p < 0.05$) and protestant work ethics ($\beta = -0.574, p < 0.05$). The negative correlation implies an inverse relationship between the variables. The probability value of all three hypotheses was 0.000, which happens to be less than 0.05; therefore, null hypotheses three and four (H_{03} and H_{04}) above which state that “there is no significant relationship between responsibility to the union and the measures of employees’ continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria” is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of the alternate form. On this premise, the alternate forms of the various hypotheses which states that “there is a significantly negative relationship between responsibility to the union and the measures of employees’ continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria” is accepted.



Table 3: Correlation Matrix for Willingness to Work for the Union and the Measures of Job Commitment

			Correlations		
			Willingness to Work for the Union	Job Involvement	Protestant WE
Kendall's tau_b	Willingness to Work for the Union	Correlation Coefficient	1.000	-.284**	-.283**
		Sig. (2-tailed)	.	.000	.000
		N	288	288	288
	Job Involvement	Correlation Coefficient	-.284**	1.000	.969**
		Sig. (2-tailed)	.000	.	.000
		N	288	288	288
	Protestant WE	Correlation Coefficient	-.283**	.969**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	288	288	288

** . Correlation is significant at the 0.01 level (2-tailed).

The Table above gives the statistical representation of the relationships that exist between the variables as hypothesised.

As shown in the Table above, willingness to work for the union was revealed to have a significantly negative correlation with the measures of employees' continuance commitment in the major Oil and Gas companies in the Niger Delta Region of Nigeria: job involvement ($\beta = -0.284$, $p < 0.05$) and protestant work ethics ($\beta = -0.283$, $p < 0.05$). The negative correlation implies an inverse relationship between the variables. The probability value of all three hypotheses was 0.000, which happens to be less than 0.05; therefore, null hypotheses five and six (H_{05} and H_{06}) above which state that "there is no significant relationship between willingness to work for the union and the measures of employees' continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria" is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of the alternate form. On this premise, the alternate forms of the various hypotheses which states that "there is a significantly negative relationship between willingness to work for the union and the measures of employees' continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria" is accepted.

Table 4: Correlation Matrix for a Belief in Unionism and the Measures of Job Commitment

			Correlations		
			A Belief in Unionism	Job Involvement	Protestant WE
Kendall's tau_b	A Belief in Unionism	Correlation Coefficient	1.000	-.422**	-.424**
		Sig. (2-tailed)	.	.000	.000
		N	288	288	288
	Job Involvement	Correlation Coefficient	-.422**	1.000	.969**
		Sig. (2-tailed)	.000	.	.000
		N	288	288	288
	Protestant WE	Correlation Coefficient	-.424**	.969**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	288	288	288

** . Correlation is significant at the 0.01 level (2-tailed).



The Table above gives the statistical representation of the relationships that exist between the variables as hypothesised.

As shown in the Table above, a belief in unionism was revealed to have a significantly negative correlation with the measures of employees' continuance commitment in the major Oil and Gas companies in the Niger Delta Region of Nigeria: job involvement ($\beta = -0.422$, $p < 0.05$) and protestant work ethics ($\beta = -0.424$, $p < 0.05$). The negative correlation implies an inverse relationship between the variables. The probability value of all three hypotheses was 0.000, which happens to be less than 0.05; therefore, null hypotheses seven and eight (H_{07} and H_{08}) above which state that "there is no significant relationship between a belief in unionism and the measures of employees' continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria" is rejected. Since it is a two-way test, rejecting a null hypothesis implies the acceptance of the alternate form. On this premise, the alternate forms of the various hypotheses which state that "there is a significantly negative relationship between a belief in unionism and the measures of employees' continuance commitment (job involvement and protestant work ethics, respectively) in the major oil and gas companies in the Niger Delta Region of Nigeria" is accepted.

The findings suggest that individuals exhibiting a strong commitment to their labour union(s) are unlikely to demonstrate commitment to their assigned job responsibilities. Engaging in union activities may divert their focus from their work duties.

5.0 DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATION

In organisational behaviour research, it has been asserted that employees with high levels of commitment outperform those with lower commitment levels (Larson & Fukami, 1984; MacKenzie et al., 1998). Additionally, commitment is a significant gauge of organisational effectiveness (Lum et al., 1998; Naumann, et al., 2000). While studies typically emphasise organisational commitment, recent research suggests broadening the focus to include other forms, such as commitment to unions, jobs, and work groups (Becker, 1992; Bishop & Scott, 2000; Reichers, 1985, 1986). This shift acknowledges that individuals may hold multiple commitments, necessitating a multidimensional approach.

Acknowledging this, the present study explored the interplay between two facets of employee commitment—commitment to union and job commitment—within the Nigerian work environment. The hypothesis posits no significant relationship between commitment to union and job commitment within the Nigerian oil and gas industry. Analysis indicates a negative correlation between the dimensions of union commitment (union loyalty, responsibility to the union, willingness to work for the union, and belief in unionism, respectively) and the measures of job commitment (job involvement and protestant work ethics, respectively), suggesting that highly committed labour union members in the major Nigerian oil and gas companies are not equally committed to their jobs. Based on these findings, the study concludes that employees' commitment to unions significantly hinders their job commitment within the Nigerian oil and gas industry. The findings of this study supports the earlier finding of Hammer, and Avgar (2007) which found significant negative union effects on both job satisfaction and



organisational commitment in the US sample and emphasized that different forms of withdrawing from work, such as tardiness, absenteeism, retirement, and quitting are forms of adaptation. These findings also aligns with theories of Cognitive Dissonance (Festinger, 1957) and Role Conflict (Rizzo et al., 1970). Role conflict theory suggests that individuals may face dilemmas when belonging to conflicting systems, leading to divided loyalties during conflicts between, for example, union and company interests. Similarly, cognitive dissonance theory predicts that loyalty to conflicting organisational systems leads to cognitive discomfort. Thus, in contexts of adversarial feelings between unions and employers, individuals may struggle to maintain dual commitments.

Interviews with respondents further illustrate this reality, revealing that union leaders and highly committed union members dedicate considerable time and often prioritise union activities at the expense of their assigned and/or primary job responsibilities for which they were hired. They emphasised that some of the union leaders and their highly committed members were so engrossed in labour union activities that they put in minimal effort or even neglected their primary roles as employees in the industry. They prioritise union activities as though that was the reason they were hired in the first place.

The interviews revealed that union leaders wield significant influence, impacting decision-making processes and enjoying perks such as accelerated promotions and unique fringe benefits. They have a considerable 'voice' in decision-making and are seen by members as instrumental in improving their working lives. Additionally, employees in this industry are among the country's highest-paid workers, receiving substantial salaries, fringe benefits, and incentive packages. The critical issues of "bread and butter" are addressed by effective compensation practices. The companies also provide union officials with national and international training and other allowances and perks. Due to their considerable influence, union leaders enjoy accelerated promotions, transfers to "choice" departments, and other special fringe benefits. Consequently, this study demonstrates that employees highly committed to their labour union(s) may not be as dedicated to their primary job responsibilities. Despite these lucrative compensation packages, highly committed union members may neglect their job duties, focusing instead on union activities, which can distract them from their work. As Oyedijo (1995) pointed out, a strong sense of responsibility is essential for organisational career growth. However, as the findings of this study reveals, union leaders and their highly committed members in this industry spend most of their time on union activities, seemingly prioritising these over their primary roles in the companies. Many union leaders devote their time to protesting government policies and programmes at the expense of their official duties and responsibilities. The challenge is that companies continue to pay them well despite their minimal contributions. However, management is reluctant to impose sanctions, as they need to maintain a cooperative, harmonious relationship with the unions, given their significant influence over the workforce. This finding contradicts earlier research by Sonaïke (2002), Fashoyin (2002), and Sonaïke (2003).

The study highlights the challenge of maintaining employee commitment in the face of competing organisational loyalties, particularly within the Nigerian oil and gas industry.



LIMITATIONS OF STUDY AND SUGGESTIONS FOR FURTHER RESEARCH

A primary constraint of quasi-experimental inquiries like this one revolves around the perceived subjectivity inherent in utilising primary data, which can lead to questionable inferences and conclusions. While acknowledging the subjective nature of individual viewpoints and the consequent deductive process, the author has endeavoured to mitigate this issue by implementing reliability and validity assessments delineated in the methodology section and meticulously ensuring proper completion of survey instrument (questionnaire) by appropriate respondents. Consequently, it is posited that the conclusions drawn in this study maintain a degree of reliability sufficient to elucidate the association between union commitment and job commitment within the Nigerian oil and gas sector.

Additionally, the construct of employee commitment is multifaceted, encompassing various dimensions such as organisational commitment, career commitment, job commitment, commitment to supervisor, commitment to workgroup, and union commitment. These dimensions of employee commitment are abstract and subject to individual variation, possibly influenced by cultural backgrounds and specific environmental contexts. Therefore, the outcomes of this investigation may exclusively pertain to the Nigerian work setting, particularly within the Nigerian oil and gas domain, and may not be readily applicable to other sectors within the Nigerian economy or Western contexts.

Furthermore, given the study's exclusive focus on the Nigerian Oil and Gas sector, generalizing its findings to other segments of the Nigerian economy might pose challenges.

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