

**LABOR AND EMPLOYMENT RELATIONS ASSOCIATION
2015**

Theme: Employment relations and organizational performance

Title of conference paper: Assessing union activities and its influence on
performance of unionized firms in Ghana.

BY:

Dr. Gabriel Dwomoh^{1*}, Kofi Kwarteng²

¹Institute of Entrepreneurship and Enterprise, Kumasi Polytechnic, Kumasi, Ghana

²School of Business, Takoradi Polytechnic, Takoradi, Ghana

ON 5TH JANUARY 2015, BOSTON (USA)

*Corresponding author (Email: gabdwumoo@yahoo.com)

Abstract

The research work was done to assess the influence of union activities on performance of unionized firms in Ghana. The 18 national unions in Ghana were considered as the target population but 10 of them were sampled using convenience sampling. Questionnaires were used to collect data from unionized employees selected for the study as well as interviews with 10 managers/supervisors from organizations identified under these 10 national unions sampled. The research adopted logit regression model to assess how union activities involving ensuring employee security, helping in addressing employee grievances, socialization, fair treatment and employee participation which were classified as independent variables influence companies performance which is the dependent variable. The results showed that apart from employee fair treatment, all the independent variables were significant and play important role in influencing company performance. The study recommended that there is a need for management to partner with union leaders to fine-tune in promoting these union activities since they are all geared towards putting organizational interest first rather than the interest of individual union members.

Keywords: Trade unions, performance, productivity, national unions, conflicts, Ghana

1. Introduction

The presence of unions has significant implications for the structure of any organization and for the management of the organization's human resources. For organizations that have unions, human resource procedures and policies are largely shaped by a written agreement between the management and the union. This means that a labour relations officer's job in a unionized firm will be markedly different from that same job in a non-unionized firm (Visser 2002). In a non unionized firm, human resource procedures and policies are largely determined by management without employees' involvement. The question that one needs to ask here is that, is it beneficial to have human resource policies and procedures dumped on the employees without their input? Whilst some human resource practitioners may side with the unitary theory of industrial relations and will answer this question in the affirmative manner, it is obvious that others may not side with them and may treat the existence of trade unions as engine to the progress of organizations.

From the words of Baskin (2001), a trade union is seen as association of individual workers that represent themselves as a unit in negotiating with their employer. According to the writer, trade unions are formed mainly to advance and protect the interest of their members. This description actually raises so many questions as to the existence of trade unions and their benefit to the organization as a whole. If trade unions are formed mainly to advance and protect the interest of their members, then one may also ask what about the interest of management and the organization as a whole? Who is charged with the responsibility of promoting these interests? If organizational interest is suppose to supersede the interest of employees as claimed by Henry Fayol in one of his fourteen principles of management, then it is clear that in describing the role of unions in modern organizations, the role should emphasize more on promoting the interest of organizations rather than their members, but is this always the case?

From the comments of Schnabel and Wagner (2003), the main essence of union membership in organizations is for employees to defend their real wages since these wages may be diluted by high rates of inflation and this put a lot of pressure on employers to meet unnecessary demands by employees. Whilst the writers see the existence of trade unions as adding cost to the organization through unnecessary demands, Checchi and Lucifora (2002) holding a different view see the existence of trade unions in organizations to have a positive impact on productivity since making employees feel part of the organization through the formation of associations serve as a means of intrinsic motivation for them to put up their best. Looking at these two critics with the first critic seeing the existence of trade unions as sabotaging the progress of organizations due to unnecessary demands by unionized employees, the other critic disagrees with this comment and see trade unions existence as promoting unity and harmony which is considered as vital for the growth of any organization in terms of increase in productivity. It is from these critics that one may be tempted to investigate the actual influence of unions and their activities on organizations performance using selected unionized firms in Ghana as the study area.

2. Trade Unionism in Ghana

Protection of workers and human rights in developing countries has necessitated unionization so that the working population can reap economic benefits which Ghana is of no exception (Ghosh & Geetika, 2007). Ghana, formerly a British colony called Gold Coast attained independence in 1957. It is a country in West Africa with a population of 25,199,609 (Ghana Demographics Profile, July 2013) and a land area of 228,000 sq. kilometers. Trade unions movement in Ghana started in mostly the mining areas and harbour towns where wage was considered as very high. Though the British Colonial Administration greatly encouraged and supported workers to constitute themselves into trade unions, they were not without problems. Many employers during the British Colonial era did not recognize the existence of trade unions and it is not until the enactment of the Trade Union Ordinance Cap. 91 of 1941 that trade unions in Ghana achieved some form of recognition. With the passage of the ordinance in 1941, it allows any five or more workers to come together to form a union. This allows more unions to be registered at that time which in total the number was one hundred and thirty five registered unions.

Following the mass development of trade unions in Ghana, a national union centre with its headquarters in Takoradi (one of the major cities in Ghana) was formed in 1945 and it was given the name 'Gold Coast Trade Union Congress'. With the enactment of the Industrial Relations Act 1958 and finally amended Act 299 of 1965, the number of unions was drastically reduced and currently there are eighteen national unions all coming under the umbrella to form the Trade Union Congress of Ghana. These eighteen national unions comprise of the General Agricultural Workers' Union, Ghana Mines Workers' Union, Public Services Workers' Union, Maritime and Dock-Workers' Union, Construction and Building Workers' Union, Timber and Wood-Workers Union, Railway Workers Union, Public Utility Workers Union, General Transport, Petroleum and Chemical Workers' Union, Teachers and Educational Workers Union, Railway Engine-Men's Union, Communications Workers Union, Local Government Workers Union, National Union of Seamen, Health Services Workers Union, Ghana Private Road Transport Union, Federation of University Senior Staff Association of Ghana and lastly Union of Industry, Commerce and Finance. Unionized workers in Ghana may belong to one of these national unions. The trade union congress which contains the largest number of unions in Ghana is a member of the tripartite committee and the Labour Act of Ghana (2003) gives it a statutory backing of sixteen members.

The number from the trade union congress side which makes the sixteen amounts to five. In Ghana the basis of union membership is not determined by the profession but by the industry in which one works. For example, an 'accountant' working with a government hospital would belong to the Health Services Workers Union but if that same 'accountant' resigns from the government hospital to work with a telecommunication company like Vodafone Ghana Limited, he will belong to the Communications Workers Union. That is switching from one industry to another industry will make the person move from one union to another union. In Ghana, Section 79 (2) of the Labour Act prohibits certain classes of people to form unions. These classes of people that the Act prohibits include the Police, Military, Prison Service as well as the other security agencies in Ghana.

3. Literature Review

The existence of trade unions in Ghana and their influence on performance of organizations is debatable as different views have emerged. According to Naidoo (2003), trade unions have positive impact on companies when it comes to performance. In his view since two heads are better than one, involvement of trade unions in organization decisions enable better decisions to be made. From the words of Fanaroff (2003), it appears he also support what has been said by Naidoo (2003) since to him the existence of trade unions in organizations enable organization policies to be amended, corrected and refined before it is implemented. Policies and decisions of organizations have a direct relationship with performance such as productivity and profitability of an organization. It is the policies and decisions that shape the organization as to what they need to do and how they must be done so as to achieve competitive advantage. If they are poor, the end result which will be in a form of productivity, services rendered or profitability will also tend to be poor.

Organizations that have trade unions ensure that the executives of these trade unions are involved in policy implementation and their input to these policies before they are implemented go a long way to ensure that it benefit all the stakeholders in the organization. In Ghana, many companies such as AngloGold Ashanti, Komfo Anokye Teaching Hospital and Vodafone Ghana have a joint consultative committee which comprises of both representative of management and the executives of the union. One of the major tasks of the committee is to ensure that all decisions made by these companies involve some inputs from union executives. From the literature of Blaschke (2000) supporting the existence of trade unions, employees who work directly on the job most of the time know what needs to be done for the work to be improved. Union executives taking inputs from their employees and fusing it into the organization policies during joint consultative meeting enable the organization to come out with a credible policy that will enhance performance. Apart from achieving better decisions in organization through the existence of trade unions, it also brings sense of belongings which is one of the intrinsic motivations to employees. According to Pons and Deale (1998), if employees feel alienated it affects their morale and this leads to decline in their performance and hence the performance of the organization as a whole. The existence of trade unions in organizations means that employees through their representatives are involved in many decisions that take place in the organization. If employees' existence is recognized by management and they are involved in decision making, it creates a conducive atmosphere which is vital for performance enhancement in organizations. According to Belohlav (2000), employees reject policies and decisions when they are dumped on them without their involvement but they tend to welcome them if they are involved in the decisions.

In Ghana there are various strikes which had taken place as a result of management failure to involve employees in decision making. For example in 2010, management of Kumasi Polytechnic (one of the tertiary institutions in Ghana) failure to include lecturers in the decision to pay project supervision allowance created a conflict between management and the lecturers which resulted in a series of court action. The above case justifies that if they would have included the executives of the lecturers which is Polytechnic Teachers Association of Ghana in

their decision to implement the supervision allowance, this unfortunate situation might not have happened. It is therefore important as said by Pons and Deale (1998), to welcome the existence of trade unions since their presence bring some sense of belongings in the organization. This serves as a means of intrinsic motivation for employees to put up their best. Many researchers including Scruggs and Lange (2002) have confirmed that it is not money which serves as the most source of motivation to workers but the way employees are appreciated and recognized. Involving union executives in all the work of the organization ensures that this source of appreciation and recognition is achieved in the organization which will have direct impact on performance. From the words of Mazur (1999) supported by Daniels and Gagala (2001), one of the obstacles to organizational performance is lack of transparency. To them management can be right in making certain policies but if the employees do not have much information with regard to the policies coming out, they tend to believe that management do not have their interest at heart. When this happens, according to the writers it affects the employees' performance greatly. The above statement from the writers clearly justifies that, for transparency to prevail so that it will fuel motivation, trade unions and their activities in organizations must be recognized so that employees will know why certain things are done in the organization.

Another writer who had also contributed to the literature of trade unions and their impact on performance of companies is Newland (1999) and according to him if wages and salaries are not determined through the collective bargaining system where it will involve both management and employees through their representatives, employees tend to reject these wages and salaries increment proposed by management since they think that management is not transparent and could pay more than what they proposed. Even in a situation where employees are coerce to accept the wage or salary increment given by management without their involvement; they tend to accept them with reservations. These reservations according to the writer may involve the employee not putting up their best in terms of performance since they believe they have not been given what is due them. From the literature of Gomez et al (1998), the existence of trade unions improves organizational performance by helping to resolve conflicts which retard performance. Conflicts turned to be inevitable in organizations because of individual differences. As far as the outcome of conflict can be functional, they can benefit organizations especially when they are resolved amicably to the understanding of the two parties who are in conflict. The existence of trade unions in organizations means that employees have leaders (union executives) whom they can report to in a situation where they feel aggrieved. If employees do not know where they should report their displeasure to, it prolongs the conflict they have with management and this actually affects their performance.

Though all the literature above argued that the existence of trade unions in organizations have positive impact on performance of companies which is also applicable to Ghana but it is obvious that many critics will not side with these literature because of the bad experiences many companies have encountered through the establishment of trade unions in their organizations. Looking at the words of Cira and Benjamin (2001), they appear to be one of the critics that do not agree with the establishment of unions in organizations. Their argument points to the fact that trade unions slow down decision making which does not go well for any company that wants to improve upon its performance. A high performing company though

need to be cautious but should be quick in terms of its decision making. When decisions tend to be slow, it delays many activities in the company which is not good for any company that wants to achieve high performance. Though we may agree with Cira and Benjamin (2001) to some extent, it can also be argued that it is not quick decisions that improve performance of organizations but it is how these decisions are appreciated and accepted by the employees that matters. An organization can have quick decisions but if all these decisions are not warmly accepted by the employees of the company, it will be of no benefit to the company since the employees will not work with these decisions.

Apart from Cira and Benjamin (2001) who are against the existence of trade unions in organizations since it slows down decision making, other critics who have also added their voice as trade unions having negative influence on performance of companies is Crowe (2000). According to the writer, any organization that encourages the existence of unions is prone to experiencing more strike actions in the company which affects productivity. From the words of the writer when unions are formed, it gives employees power to go on strike unnecessarily and many work-hours are lost during the period which the employees are on strike. The writer continues to add that the wages and salaries employees receive whilst they are still on strike justifies that they should not be entertained in organizations. For example in 1994, the Government of Ghana who is considered as the largest employer in the country spent huge sums of money on university lecturers for a period of approximately nine months whilst they were on strike. The university lecturers went on strike for that period but still receive their pay. Many critics were of the view that, because they were having association which is University Teachers Association of Ghana (UTAG), it gave them the power to go on strike for such a longer period of time which affected the nation. If such association was not in existence, many people believe that such prolong strike would not have occurred.

4. Methodology

The main objective underlying the study is to assess union activities and its influence on performance of unionized firms in Ghana. In achieving this objective, the 18 national unions in Ghana were considered as the target population but only 10 were sampled using convenience sampling. The 10 national unions which were sampled included General Agricultural Workers' Union, Ghana Mines Workers' Union, Construction and Building Workers' Union, Timber and Wood Workers Union, Public Utility Workers Union, Teachers and Educational Workers Union, Communications Workers Union, Local Government Workers Union, Health Services Workers Union and lastly Union of Industry, Commerce and Finance. These sampled national unions were put under different clusters and various codes using the numbers 1 to 10 were assigned to them as follows:

General Agricultural Workers' Union:	Code 1
Ghana Mines Workers' Union:	Code 2
Construction and Building Workers' Union:	Code 3
Timber and Wood Workers Union:	Code 4
Public Utility Workers Union:	Code 5
Teachers and Educational Workers Union:	Code 6

Communications Workers Union:	Code 7
Local Government Workers Union:	Code 8
Health Services Workers Union:	Code 9
Union of Industry, Commerce and Finance:	Code 10

The choice of the convenience sampling was based on easy identification of organizations in the Ashanti Region that comes under these national unions. Again this sampling was used to select an organization each belonging to these national unions. The 10 organizations sampled were Kumasi Metropolitan Assembly (Local Government Workers Union: Code 8), Ghana Cocoa Board (General Agricultural Workers Union: Code 1), AngloGold Ashanti (Mine Workers Union: Code 2), Consar Ltd. (Construction and Building Workers Union : Code 3), Logs and Lumber Ltd (Timber and Wood Workers Union: Code 4), Ghana Water Company Ltd (Public Utility Workers Union: Code 5), Kumasi Polytechnic (Teachers and Educational Workers Union: Code 6), Manhyia Polyclinic (Health Services Workers Union: Code 9), Vodafone Telecommunications Ltd (Communications Workers Union: Code 7) and Fan Milk Ghana Ltd. (Union of Commerce, Industry and Finance; Code: 10).

In getting respondents to be used for the study, the researcher used self-selection sampling to get 20 respondents each from the 10 organizations. In doing this, the first 20 employees from these organizations who showed interest to participate in the study were asked to write their names and department which questionnaires were distributed to them. This enabled the researcher in total to get 200 employees drawn from the 10 organizations to be used for the study. The choice of the self selection sampling was to enable the researcher select those who were willing and committed to provide responses for the study. The data collection instruments used for the study were questionnaires directed to the sampled employees and interviews were also conducted with a manager/supervisor each from the 10 organizations. The managers/supervisors were selected based on how ready they were to provide information to facilitate the researcher work. The responses given by the respondents from the 10 organizations were consolidated based on their similarities and tables were used to present them. The researchers also used logit regression model based on the answers given by the respondents to assess how union activities influence performance of unionized firms. In doing this, the sampled respondents were asked to indicate whether or not they have participated in selected unions' activities and how those activities had influenced their performance when participated. The union activities which the study looked at were helping employees to address their grievances, ensuring employees participate in decision making, securing employees' job, ensuring that employees are treated fairly and creating a platform for employees to socialize. These activities were considered as the independent variables with its influence on employees' performance seen as the dependent variable. A positive response (Yes) from the respondents with regard to these union activities influencing positively on their performance was code 1 whilst 0 was for No.

It is believed that the total performance of employees' in these unionized organizations constitute the overall performance of these organizations. This is to say that for the purpose of the study, the performance of the selected unionized organizations was tied to the performance of unionized employees in these organizations. The responses of the employees ("Yes" and

“No”) were self-rated. These constituted the primary source of data for the study with materials from journals, articles, and academic sites constituting the secondary source of data which formed the literature review. Data presented were analyzed, discussed and conclusion was drawn with regard to the presence of unions and how their activities influence performance of unionized firms in Ghana.

5. Data Presentation and Discussion

The main objective underlying the study is to assess union activities and its influence on performance of unionized firms in Ghana. As already indicated, the performance of unionized firms was expressed as the performance of employees in these selected organizations. The objective of the study was achieved through the distribution of questionnaires to union members selected for the study as well as interviews with managers/supervisors of the selected organizations. In obtaining responses on the main reason why the selected employees joined their current unions, questionnaires were distributed to them and their responses can be tabulated below:

Table 1: Employees reasons for joining their current union

Reasons	Codes										Total
	1	2	3	4	5	6	7	8	9	10	
For greater bargaining power	3	1	2	1	4	3	1	2	3	1	21
To make voice to be heard	7	9	5	4	6	8	8	5	6	7	65
Minimize favouritism and discrimination	2	3	4	3	2	2	2	3	3	2	26
Outlet for advancement	2	1	4	6	5	3	3	4	4	2	34
Compulsory membership	3	2	3	5	2	3	3	3	2	5	31
Social consideration	3	4	2	1	1	1	3	3	2	3	23
Total	20	20	20	20	20	20	20	20	20	20	200

Source: Authors field work 2013

From Table 1, the main reason why employees join unions is to make their voice reach management and this can be manifested in the 65 respondents (32.5%). If the main reason for an employee in Ghana to join a union is to be able to communicate what they think about the organization to management, then this has positive sign on improving the performance of organizations. Employees are those that perform the work and always come into contact with customers. This means that an employee who wants to make suggestions concerning the processes, procedures or ways things are done can do so through their union representatives who in turn will communicate them to management. By the nature of work of management which is geared towards profit maximization, employees joining unions serve as watchdog by giving constructive criticisms that will serve the interest of both management and the employees.

Many researchers have shown that an aggrieved employee is a dissatisfied person and this can affect the effort the employee puts in his work. In ascertaining whether the presence of trade unions help employees grievances to be addressed, data obtained from the respondents can be presented in table 2.

Table 2: Trade unions play a significant role in addressing employees' performance

Trade union addresses employee grievances	Codes										
	1	2	3	4	5	6	7	8	9	10	Total
Agree	15	13	11	14	12	13	9	17	16	11	131
Disagree	5	7	9	6	8	7	11	3	4	9	69
Total	20	20	20	20	20	20	20	20	20	20	200

Source: Authors field work 2013

Table 2 indicates that trade unions play a significant role in addressing employees' grievance as can be seen from the 131 respondents (65.5%). If employees in organizations do not have the ways which their grievances are addressed, they tend to reserve and translate them into negative performance. The existence of trade unions as can be seen from Table 2 helps in addressing grievances which put employees in a state of satisfaction.

One of the main reasons why many people speak against the existence of trade unions is that they create many strikes in organizations. Data gathered from respondents as to whether the existence of trade unions is a recipe for employees' to go on strike gave the following:

Trade 3: Employees opinion on trade unions as recipe for strikes

Trade union generates more strikes in organization	Codes										
	1	2	3	4	5	6	7	8	9	10	Total
Agree	8	14	9	7	8	5	6	4	10	8	79
Disagree	12	6	11	13	12	15	14	16	10	12	121
Total	20	20	20	20	20	20	20	20	20	20	200

Source: Authors field work 2013

Though 121 respondents (60.5%) do not agree to this proposition, a significant number of employees whom questionnaires were sent 79 (39.5%) think that they generate strikes in organizations. Whilst majority does not side with the statement, our discussion cannot rule out the 39.5% who were of different opinion. Looking at this 39.5% of the respondents, we can argue out that strikes do not come without warning though in extreme cases organizations may experience wildcat strikes. Secondly, employees do not put unnecessary agitations that will lead to the collapse of their organizations. Most of these strikes are based on management failure to reason with employees. Trade unions see the survival of their companies as important and as such their demands are not meant to liquidate their organizations. In situations where management can prove to unions that their demands cannot be met, the two parties have a second look and consensus is reached without employees taking a stiff stand. It is management failure to encourage transparency and resorting to the unitary theory of industrial relations that create strikes in organizations. Strikes though is seen as negative action by unions since it retards productivity especially during the strike period, it is one of the means which employees get satisfied in the organization when their demands are met and this translates into increase in productivity in the long run.

Interviews conducted with managers/supervisors of the selected organizations were one of the sources data was obtained to assess trade union activities and their influence on performance of companies. Though interview on the benefit of trade unions to companies gave different responses, majority of the managers/supervisors 6 (60%) were of the view that the existence of trade union does not influence positively on performance of companies since they do not pave way for quick decisions to be made by management and also they allow for more industrial disputes to occur in the organization. For the 4 (40%) of the managers/supervisors who believe that trade unions influence positively on performance of companies, though they gave varying reasons for their choice, most of their reasons focus on the fact that the existence of trade unions recognize the importance of employee participation and it also shows how important organizations appreciate democratic style of leadership.

As indicated in the methodology, certain union activities such as employee participation, addressing employees grievance, creating platform for socialization, ensuring employees fair treatment and job security were considered as independent variables that influence employees' performance (dependent variable). For the purpose of the study, as already indicated, the totality of employees' performance constitute the performance of these unionized organizations and the logit regression model used to estimate how the independent variables influence the dependent variable gave the following results:

Table 4 Logit regression model to estimate the effects of union activities on employees' performance

Union activities	Coefficient	Standard error	Z	P>z	Marginal effect
Employees' job security	4.27290***	0.9868312	4.33	0.000	0.6768147
Employees' grievances addressed	1.66189*	0.8304209	2.00	0.045	0.1214179
Employees' fair treatment	0.46594	0.7922521	2.00	0.059	0.0205235
Employees' socialization	1.70465**	0.6646570	2.56	0.010	0.0996569
Employees' participation	1.63288*	0.7782144	2.10	0.036	0.1171228
Constant	5.5512***	1.5635390	3.55	0.000	

Source: Authors field work 2013

LR chi² (5) p-value = 0.000

Pseudo R² = 0.3427

*p<0.05; **p<0.01; ***p<0.001

The model fit is good with pseudo R² equals 0.343. Also, the overall test of the significance of the model shows that the model is statistically significant at 5% error level since the likelihood ratio, LR (5) test statistic has a p-value = 0.00 < 0.05. This means the variables in the model combined have significant impact on the likelihood that union activities used for the study would influence employees' performance. A positive sign of an estimated coefficient implies increases in that variable increases performance.

With the union activities selected for the study, the model identified four of the five variables significant at 5% error level.

Employees' job security was found to be statistically significant to influence employees'

performance at the workplace. The positive relationship implies that, holding other factors constant, employees' performance increases with job security. Having job security contributes to 68% of employees' performance, holding other factors constant.

Employees having their grievances addressed were also found to be statistically significant and have a positive sign, implying addressed grievances has a positive influence which is about 12% on employees' performance.

Surprisingly, the study did not find unions ensuring employees receive fair treatment at the workplace statistically significant. The reason is probably that unions focused more on addressing grievances of their members than ensuring fair treatment. Ensuring fair treatment could be referred to as a "pre incident" activity and addressing grievances as "post incident". The former (fair treatment) ensures that the latter (grievances addressed) is not experienced with the latter taken place when the former fails. Therefore the statistical insignificance of the former (fair treatment) suggests that unions do not give much attention to the former.

Socialization was found to be statistically significant to influence employees' performance. The positive sign implies socialization activities contribute to employees' performance, by 9%. Many studies have proven work-life balance as contributing positively to employees performance and the existence of unions in organizations ensure that social activities are organized so that employees can be released from stress.

Finally, employees' participation was as well found to be statistically significant and contributes to about 12% of employees' performance. This result is not surprising since employees always want to be recognized and seek to participate in decision makings. From the studies of Maslow hierarchy of needs buttressing this result, recognition has been found to motivate employees which the end result is increase in performance. Again, Victor (2008) identified employee recognition as one of the top motivators that influences employees' performance which the combined effect is increase in organizational performance.

6. Conclusion

The study has looked at the various literature given by many researchers on trade union activities and their influence on performance of unionized firms and from the results of the logit regression, it was evident that four main union activities namely employee participation, socialization, addressing grievances and job security were found to play a significant role in influencing employees' performance which the end result is increase in companies performance. Though fair treatment was not significant, it is believed that it is a subset of addressing employees' grievance since unfair treatment is one of employee's grievances that unions champion to management for it to be addressed. Though the study see managers/supervisors having contrarily view on union activities and its influence of performance of unionized firms, the study finds it difficult to accept reasons assign to union activities retarding companies performance since it is not how quick decisions are made that improves companies performance but it is how employees embrace and work with those decisions. One of the union activities which involve ensuring that employees participate in

decision making helps to achieve the objective of employees welcoming and working heartily with decisions by management.

7. Suggestion for policy makers

As there are two main organs in every organization namely management and employees, every effort should be made possible to ensure that the goals of these two organs are all geared towards putting the interest of the organization first as proposed by Henri Fayol in one of his fourteen principles of management. Unions see the survival of their organizations as paramount and as such are not willing to take decision that will liquidate their organizations including picketing, boycotting or strikes. It is up to management to be transparent and see employees as the assets that can turn the fortunes of their businesses. For many of the causes of strikes which have been branded as union actions to sabotage companies performance, it comes as a result of breakdown in negotiation between the two parties and this breakdown is as a result of management not trying to be transparent and also imposing their authority vested in them by the employer on the employees. Management can avert this by ensuring that all policies pertaining to human resource in their organizations are not done in isolation but those whom the policies are meant for are involved. Management should also partner with union leaders and fine-tune how their activities can be promoted since unions uphold the principle of subordination of individual union members' interest against that of the organization.

8. Recommendations for further research

The study looked at five main union activities and how it influence performance of unionized firms in Ghana. There are many union activities rather than those proposed in the study and the logit regression results showed that those other factors that are held constant are significant. It is therefore necessary for further research to be conducted on how these other union activities influence employees' performance which in turn influences organizational performance.

References

1. Baskin J (2001). 'Unions at the Crossroads: Can they make the transition?', *South African Labour Bulletin*, Vol. 20
2. Belohav J (2000). *The Art of Disciplining your Employees: A Manager's Guide*, New Jersey, PrenticeHall
3. Blaschke S (2000). 'Union Density and European Integration: Diverging Convergence', *European Journal of Industrial Relations*, Vol. 6 (2),
4. Booyesen, L (2000). 'Challenges facing Black and White Women in Management', *Management Today*, 16(5)
5. Checchi, D and C Lucifora (2002). 'Unions and Labour Market Institutions in Europe', *Economic Policy*, Vol. 35,
6. Ciria D. I and Benjamin E. R (2001). 'Competency-based pay: A concept in evolution', *Compensation and Benefits Review*, Vol.30(5)
7. Copeland, L (2001). 'Learning to manage a multicultural workforce', *Training*, Vol. 51

8. Crowe D (2000). *A New Approach to Reward Management*, London, Kogan Page
9. Daniel G and Gagala K (2001). *Labour Guide to Negotiating Wages and Benefits*, Reston, Prentice Hall
10. Day, N. E and Glick, B. J (2000) Teaching diversity: A study of organizational needs and diversity curriculum in higher education, *Journal of Organizational Change*, 13 (3)
11. Fanaroff B (2003). How Unions can engage with corporate governance, *South African Labour Bulletin*, Vol. 27
12. Gallup, George (1972). *The Gallup Poll: Public Opinion*, Vol. 3
13. Ghana Labour Act, *The Six Hundred and Fifty - First Act of the Parliament of the Republic of Ghana*, (October 2003)
14. Ghosh, P., & Geetika C (2007). Unionisation: A feasibility study for the Indian Software Industry, *Russian Management Journal*, 2, 45–56.
15. Gomez et al (1998). *Managing Human Resources*, 2nd Ed., New Jersey, Prentice Hall
16. Grobler, Richard et al (2006), *Human Resource Management in South Africa*, 3rd Ed., Bath, Thompson Learning
17. Mazur J (1999). 'Labor's new internationalism', *Foreign Affairs*, February.
18. Naidoo R (2003). 'The Union Movement and South Africa's Transition', *South African Labour Bulletin*, Vol.27 (4)
19. Newland K (1999). 'Workers of the world: Now What?', *Foreign Policy*, Spring
20. Pons A and Deale P (1998). *Labour Relations Handbook: A Practical Guide on Effective Relations Policies, Procedures and Practices for South African Managers*, Cape Town
21. Schnabel, C and J. Wagner (2003). 'Trade Union Membership in Eastern and Western Germany', *Applied Economics Quarterly*, Vol.49 (3)
22. Scruggs, L and P. Lange (2002). 'Where Have All the Members Gone? Globalization, Institutions and Union Density', *The Journal of Politics*, Vol. 64
23. Thomas A (1996) *Beyond Affirmative Action - Managing Diversity for Competitive Advantage in South Africa*, Johannesburg, Knowledge Resources.
24. Victor N (2008), Top 10 factors that motivate employees, Business and Technology Portal for Asia's SMEs, available: www.smbworldasia.com
25. Visser, J (2002). 'Why Fewer Workers Join Unions in Europe: A Social Custom Explanation of Membership Trends', *British Journal of Industrial Relations*, Vol.40 (3)
26. Zabludovsky, G (2001) *Women managers and diversity programs in Mexico*, *Journal of Management Development*, 20 (44)
27. Republic of Ghana, *Constitution*, May 1992
28. www.indexmundi.com/ghana/demographics_profile_2012.html

