



INDUSTRIAL RELATIONS AND TRADE UNIONISM OF OIL AND GAS COMPANIES IN NIGER DELTA

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ABSTRACT

The purpose of this study was to determine the relationship of Trade Unionism and Industrial relations in Oil and Gas companies in Niger Delta, Port Harcourt was the area of study picked and ten (10) Companies were chosen for this study. A sample size of one hundred and ninety-five (195) was gotten using Taro Yamane formula. The study is domiciled on industrial relations and trade unionism. Emphasis was made on the concepts of industrial relations and trade unionism with their dimensions streamlined. Furthermore, the study reviewed organizational culture as the moderator between industrial relations and trade unionism. The significance of the study is to make the result relevance to a set of individuals or group of persons that wishes to make related organizational and business decisions. Firstly, to managers of oil and gas manufacturing firms, especially in Niger-Delta and Practitioners in similar business line like government agencies within and outside the country. Secondly, the research result will benefit business-oriented students especially management and marketing students that will definitely draw inference from the reviews and the empirical evidence. Lastly, to workers in the oil and gas companies, the study will expand their horizon on the understanding of the importance and need to be in good relationships with employers thereby leading to enhancement of employee-employer mutual agreements.

KEYWORDS: Employer, Employee, Trade Unionism, Industrial Relations, Oil and Gas Companies and Niger Delta

1. INTRODUCTION

The industrial working environment is made of both machines and humans whose efforts are geared towards achieving common goals and objectives. Over the years, management team of organizations employ several strategies to create better relationship between employers and employees as this is a better way to enhance productivity. Supportively, De Silva (1996) noted that a sound industrial relations system is one in which relationships between management and employees (and their representatives) are more friendly and cooperative than conflictual which makes way for an environment conducive to economic efficiency, motivation, productivity which enhances employee effectiveness and generates employee loyalty and mutual trust. Additionally, Rubery, and Grimshaw (2003) noted that among the significant development

in employee relationship and institutions involved in its governance are not just merely being studied to while away time even though that was a criticism that has been made in the past years; now employee relationship studies are the major trends that are linking practice and performance and its generic features do not exist in a vacuum. Their view indicates that industrial relations entail the management of employer-employee relationship to foster unity of the organizational focus and target.

Further, among the major reasons that lead to the concept of industrial relations is because workers usually form a group known as trade union which acts as an advocate to neutralize policies and actions that may not be of their benefits and therefore may cause power tussle if not well handled. Supportively, Serrano, Xhafa, and Fichter (2011) asserted that the since the inception of trade unions, it has been a



history of toil for greater social justice and against dictatorship, both in societies and at the workplace which is often criticized by their opponents of being unreasonable, unable to understand economics, and dinosaurs of the industrial past. More also, the study of Kalusopa, Otoo, and Shindondola-Mote (2012) holds that from the account of historical account, trade unionism had taken root in Africa as at mid-20th century which was established by the strong presence of trade union movements in countries such as Ghana, Kenya, Nigeria, South Africa and Zambia. They further stated that throughout global history, trade unions have struggled for the protection and improvement in the real incomes, security of tenure at the work place, safety and healthy working environment for their members and therefore trade unions in Africa are not absented in the pursuit of these core objectives with their major instrument as collective bargaining and most times engaging in lobbying governments and their agencies for legislations that favour workers and their wellbeing.

The pursuit of profit undermines the health of people and the future of the planet as billions of workers have no say in their working conditions; many are threatened, intimidated, fired and in the worst conditions thrown into prison or killed by hired gunmen when they demand their basic human rights of freedom of association, collective bargaining and industrial democracy and more workers are being pushed into unstable employment, and austerity packages; hence, the right to strike, a minimum wage, the eight-hour working day, paid vacations, social security are all in the long struggle of trade unions for social justice (Serran, Xhafa., & Fichter, 2011).

From observation, developing countries like Nigeria has suffered unending strikes among various sectors of the economy especially the oil and gas, educational and medical sector where teachers, lecturers and medical doctors keep going on strikes due to unsettled differences between the government and the workers. In pointing out the challenges posed by trade unionism, Murphy (2016) proposed two vital questions that demands urgent answers such as: what is to be the future relation of the trade unions to state? And what is to be the future role of trade unions to industry? Further, Ogbeifun (2008) holds that the oil and gas sector has experienced incessant industrial crises over the years arising from interests and rights conflicts as well as the crises in the riverine areas such as the Niger Delta area instigated by the agitations of host communities where oil and gas are produced and exploited. He further stated that the oil and gas industry is characterized by expatriate quota abuse, delay and non-implementation of collective agreements, bad faith

bargaining and all shades of unfair labour practices like casualties, outsourcing, contract staffing and various forms of labour flexibility.

The main aim of the study is to empirically examine the extent to which industrial relations relates to trade unionism of oil and gas companies in Niger Delta, Nigeria. Some basic and specific objectives are as such:

- i. To determine the extent to which grievance handling significantly influences trade unionism of oil and gas companies in Niger Delta, Nigeria.
- ii. To determine the extent to which employee empowerment significantly influences trade unionism of oil and gas companies in Niger Delta, Nigeria.
- iii. To determine the extent to which organizational culture significantly influence industrial relations and trade unionism of oil and gas companies in Niger Delta, Nigeria.

2. LITERATURE REVIEW

2.1. Theoretical Foundations

Every research work has a foundation from which its basic ideology is drawn and conceptualized. This study examined some relevant theories, and models such as organizational Conflict theory and the Two-Factor theory which underscore the concept of industrial relations and trade unionism.

2.2 Organizational Conflict Theory

It is impossible to think that organizations will function for real without an atom of disagreement; conflicts are common phenomenon as individuals have different opinions and with some finding it difficult to agree with others' views even though studies in decades ago saw conflict as detriment, other studies in 1970s reveal that conflicts could have a positive as well as a negative side, but it is dangerous to have too many and not to have at all (Sapho, 2013). It follows that every savvy manager must get ready for conflict as far as humans are groomed together with an expected role and corporate behavior; hence roles could conflict with another or someone must surely work contrary to another's ideology.

Conflict is a process of social interaction and a condition where interests and activities of participants (e.g., employees and employers) actually or apparently clash, block and disable the actualization of one party's objectives (Jambrek, & Penić, 2008). Consistently, Rahim (2002) posited that organizational conflict happens as people engage in activities that are not in-line with those of colleagues within their vicinity including members of other



organizations, or unaffiliated individuals who are could be generally called stake holders.

2.3 The Concept of Industrial Relations

Industrial relations have been defined globally as dealing with everything that has effect on the relationship that exist among workers and employers (Imafidon, 1996). Adenuga (2015), stated that industrial relations entail anything which affects the employee from the time he or she joins the organization until he or she leaves the job as the core ideology of industrial relations came to be as a result of the inability of employers and employees to have a proper dialogue concerning the terms and conditions of services. This implies that industrial relations seek to bridge the gap such as information, relationship and ideological gaps that exist between workers and the employers in an organizational context. In the sane light, Fashoyin (1988), opined those industrial relations involves actors and institutions such as government and its agencies, trade unions with its workers and employers, its' associations and the relationships between them with subject matters like strikes, collective bargaining, joint consultation as the common events.

Today, Nigeria is passing through fundamental political, economic, and social changes and reformation following the assertions of Davison, and Jagacinski, (1977), asserted that without doubt that almost all the institutions in modern Nigeria are in a state of revolution following her independence in October 1960 and became a sovereign independent state, which then drastically changed the political and industrial relations structure which the British had left behind. Further, Adenuga (2015) noted that Nigeria is now engaged in the challenging task of finding strategic solutions not only to the question of government but also to private companies and development of an appropriate system of industrial relations. He further based on these challenges, the formation of a single central labour organization like the National Labor Congress (NLC) was deemed necessary which came into being at the end of 1975 but these trade union structure remained highly unsatisfactory with a large number of trade unions.

It is obvious that industrial relation is all about association between employers and employees in a working environment and collective bargaining is among the activities undergone to bring about agreement. However, in this study, industrial relation is measured with grievance handling and employee empowerment.

2.3.1 Industrial Relations and Trade Unionism

Industrial relations include activities such as remuneration, compensation, empowerment, settlement of disputes to ensure harmony between

employers and employees. More also, empowerment tends to revolve around issues of power and control; it is viewed as a managerial technique used to motivate employees by delegating or sharing of power with them (Kanter, 1983). Gilaninia, (2012) asserted that in building reputable relationships with employees, sharing power with them is a development strategy and a factor that contributes to organizational prosperity. This implies that one way to make a head way in terms of industrial relations is to engage the employees into deep committed into organizational meetings and work-related issues. However, based on the reviews, one can deduce that industrial relations activities could result into two possible outcomes which are negative or positive results; it produces negative if not done in a better way but turns positive when all employee-employers' issues are handled equitable and in an appropriate manner. Hence, it becomes critical to empirically investigate the relationships between industrial relations and trade unionism.

2.3.2 Grievance Handling and Trade Unionism

Better performance, more productivity and high profit, these are the outcome of employee's commitment and dedication toward work as employees are more devoted when they feel contented and satisfied with rewards they receive from their employers; and so, organizations that are knowledgeable on what satisfies employee has the control of most powerful tool for dealing with employees to get them extra ordinary results (Gupta, 2011). It goes to show that any effort towards achieving employee job satisfaction results to an improvement in the quality of products or services, customer satisfaction, increased market share and improved profit of the organization.

Several authors affirm to the fact that a better handing of employee's grievance constantly leads to job satisfaction, positive and favourable attitude towards job. Among the factors that lead to grievance are mal administrations as delay payment, inequity practices etc. which could lead to employee disloyalty but these can be turned around via appropriate handling to enhance satisfaction. Evidently, Locke, Ganegoda, and Lathan (2011) asserted that job satisfaction can be viewed as an emotional state; positive in its implication as a result of the goodness that comes out from the job the individual is does. This reveals that positive feelings lies in the heart of an employee when his/her complaints are handled with care and produces since of equity and justice that triggers willingness to work harder instead of going on strike or picketing. More also, Jiang., Sun., and Law (2011) opined that increase in job satisfaction will result to a better



organizational membership behavior. Hence, the choice to handling employees' grievances to enhance their satisfaction will lead to overall favourable attitude which increases productivity.

Based on these reviews, the research hypotheses are formulated as thus:

Ho₁: There is no significant relationship between grievance handling and employee loyalty of oil and gas industry in Niger Delta.

Ho₂: There is no significant relationship between grievance handling and job satisfaction of oil and gas industry in Niger Delta.

2.3.3 Employee Empowerment and Trade Unionism

Studies have proven that employees with strong organizational commitment are emotionally attached to the organization and have strong willingness to make significant input towards organizational success. Sahoo and Das (2011), affirmed to this view by stating that empowering employees leads to increased competitiveness, trustworthiness, risk taking, highly innovativeness, low wastage, and the desire to improve overall job performance. They further stated that increased individual to teamwork improves team performance, interpersonal interaction, and enhances individual performance and level of satisfaction. In essence, Gilaninia (2012) posited that employee empowerment is among the tools and an effective technique used to increase productivity to achieve organizational objectives. The same study noted that empowering employees is a medium to efficient use of employees' capacity thereby leading improved overall performance.

Researchers have agreed that empowering employees plays significant role in the organization and therefore top managers must be active to handle factors that improve empowerment initiatives. More also, Spatz (2000), noted that employee empowerment programmes leads to: increase employees' trust and commitment, increase motivational, responsibility and reduce mistakes, provide a forum through which employees can express their beliefs and innovative ideas, assist the continuous improvement of processes, increase employee loyalty, reduce employee turnover, absenteeism, and illness; increase productivity self-respect, an use peer pressure and self-managing team methods for employee control and productivity, build a healthy organizational climate and culture. Similarly, Singh (2003), added that empowerment helps in creating autonomy for employees, allows the sharing of responsibility and power at all levels, builds employee self-esteem and energizes the workforce for better productivity.

Based on these reviews, the research hypotheses are formulated as thus:

Ho₃: There is no significant relationship between employee empowerment and employee loyalty of oil and gas industry in Niger Delta.

Ho₄: There is no significant relationship between employee empowerment and job satisfaction of oil and gas industry in Niger Delta.

2.3.4 Influence of Organization Culture on Industrial Relations and Trade Unionism

Organizational culture has been referred to as totality of the way of life within an organization which determines how policies are made and implemented. Organizational culture has been observed to play vital roles toward achievement organizational success as several authors have made numerous assertions. For instance, Thompson, Strickland and Gamble (2007), pointed out that that organizational culture is critical for achieving strategic objectives of businesses. Studies like Plumeri (2006); and Hill & Jones (2004), additionally concluded that firms with a positive organizational culture have more chances of survive in a competitive business environment and are supposed to have higher performance than those with a negative organizational culture. More also, Torvald *et al* (2005) affirmed that there is a positive relationship between organizational culture, manager's excellence and commitment. Companies that believe in pay to motivate workers will only focus on pay whereas those ruled by the culture of making employers part of the key team players will adhere to employee empowerment philosophy. Supportive, the study of Ravasi and Schultz (2006), asserted that organizational culture is a set of shared mental supposition that directs the meaning attached to occurrences in organizations by clearly stating expected way to behavior in any kind of situations. This view implies that the conceptualization of ideologies and decisions taking by firms either to go on strike or picketing is determined by their belief system and what they hold at a very high esteem. It also implies that firms who do not hold trade unionism at a high esteem will likely continuously function with less regards to trade union and its members. In placing more emphasis on the role of organization culture toward industrial relations and trade unionism, the study of Ravasi and Schultz (2006), asserted that there exists a significant positive correlation between organization productivity and moderated organization culture.

Based on these reviews, the research hypothesis is stated as thus:



Ho₅: Organizational Culture does not significantly relate to industrial relations and trade unionism of oil and gas industry in Niger Delta.

Operational Framework

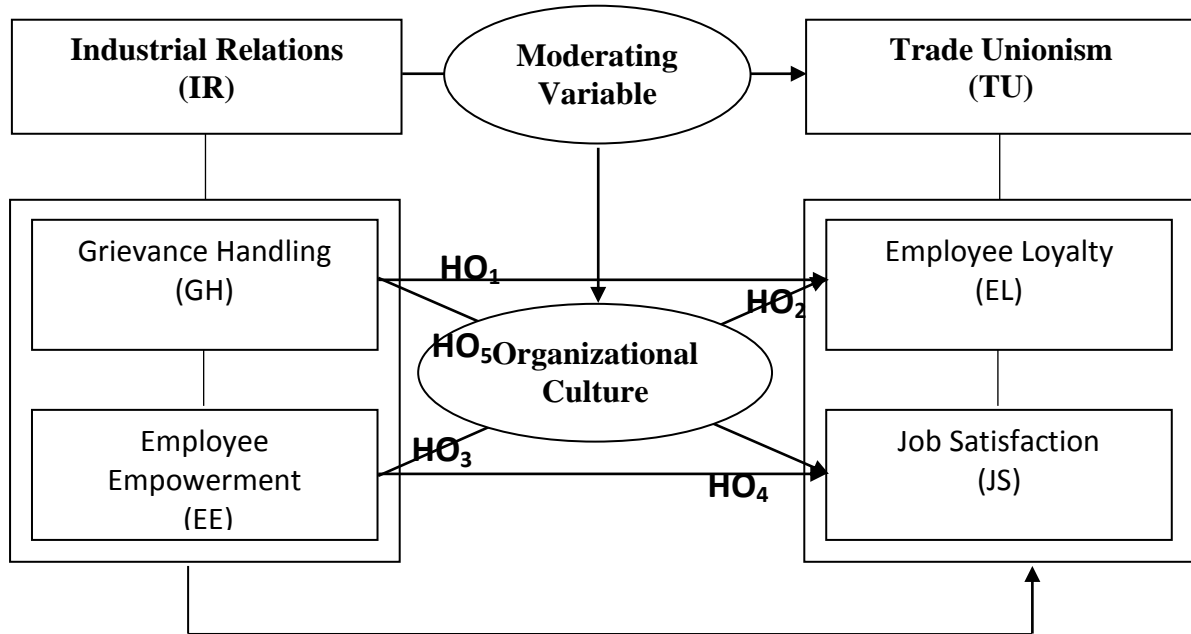


Figure 1: Operational Frameworks on Industrial Relations and Trade Unionism of oil and gas industry in Nigeria

Source: Desk research Data, 2016

3. METHODOLOGY

Research Design and Population of the Study

The study adopted the cross-sectional survey method, which is a form of the quasi-experimental research design. The population of this work consist of 380 employees from the selected companies. Taro Yamane formula was used to arrive at a sample size of 195. Primary data was mainly collected for this study with the help of a questionnaire. The instrument was subjected to construct and convergent validity. The reliability of the instrument was also tested using the Cronbach Alpha test. The Spearman Rank Order Correlation Coefficient was used to test the hypotheses while the moderating effect of culture would be tested with Partial correlation.

Operational Measures of Variables

The independent variable industrial relations, was studied using two sub-variables (grievance

handling and employee empowerment) measured using a 5-item scale. The dependent variable is trade unionism was observed with two sub-variables (employee loyalty and job satisfaction) and was measured on a 5-item scale.

4. DATA PRESENTATION AND ANALYSIS

Chapter three laid foundation on how data will be obtained and analyzed including the statistical tool used for analysis. This section is specifically made for analysis of data and presentation of results in tables and graph in order to make it meaningful to users and it serves as the basis upon which recommendations and conclusions will be made in the pages ahead.

4.1 Analysis of Questionnaire

Table 4.1.1 Questionnaire Distribution and Retrieval

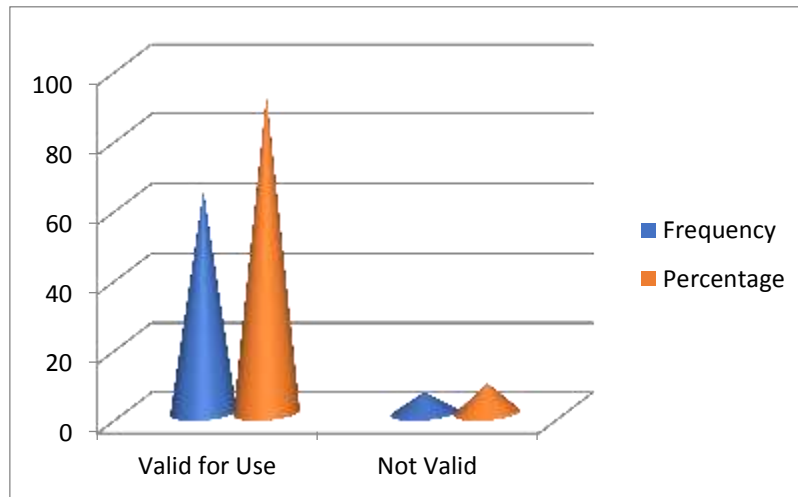
Questionnaire	Frequency	Percentage (%)
Retrieved and usable	177	91
Not Retrieved/Retrieved but not Usable	18	9
Total	195	100

Source: Field Survey Data, 2016



From the table above, one hundred and ninety-five (195) copies of questionnaire were distributed to employees of the selected oil and gas firms in Rivers State. Out of which one hundred and ninety-five (195) copies of the questionnaire, one hundred and

seventy-seven (177) corresponding to 89% copies were completely filled, retrieved and useful, which were used for analysis while 18 corresponding 9% were among the not retrieved or retrieved data but invalid for the analysis. See graph below:



4.2 RESULTS AND DISCUSSIONS

Table below shows the descriptive statistics of the correspondents. Gender indicates that there are more male respondents 65 (72.6%) than female respondents 24 (27.4%). Marital status shows that 46 (52.2%) of the study respondents are single while 43 (47.8%) are married. Age distribution shows that 22 (24.7%) respondents are between the ages of 20 – 35 years, 38 (42.7%) respondents are between 36 – 50 years while 29 (32.6%) respondents are equal to or greater than 51 years of age. Years of experience

indicates that most of the respondents have spent between 6-10 years (44.9%) with their organization, followed by respondents who have spent 0 - 5 years 29 (32.4%) and lastly those who have worked for 11 years and above 20(22.7%). Educational qualification distribution shows that 8 (9.2%) have obtained WAEC/OND/NCE, 53 (59.3%) have obtained HND/B.Sc. while 28 (31.5%) have obtained Master’s Degree or above. Thus, it could be concluded that the study respondents are highly educated. This could be attributed to the high technological adoption.

Table 4.1: Analysis of Demographic Profiles of Respondents

Variable	Item	Frequency	Percent (%)
Gender	Female	24	27.4
	Male	65	72.6
Marital Status	Married	43	47.8
	Single	46	52.2
Age	20 – 35 Years	22	24.7
	36 – 50 Years	38	42.7
	51 Years & Above	29	32.6
Years of experience	0 – 5 Years	29	32.4
	6 – 10 Years	40	44.9
	11 Years & Above	20	22.7
Educational Qualification	WAEC/OND/NCE	8	9.2
	HND/B.Sc.	53	59.3
	MSC & above	28	31.5

Source: Field Data, 2021.

4.1 Statistics Data Analysis

Spearman’s rank order correlation coefficient was used in testing hypotheses in the study. This was carried out through SPSS 26 software. The decision

rule: reject null hypothesis if p-value obtained is less than the alpha value of 0.05 and accept the null hypothesis when p-value is greater than the alpha value (0.05).

**Test of Hypothesis One: There is no significant relationship between grievance handling and employee loyalty of oil and gas industry in Niger Delta****Correlations**

			Grievance Handling	Employee Loyalty
Spearman's rho	Grievance Handling	Correlation Coefficient	1.000	.544**
		Sig. (2-tailed)	.	.000
		N	245	245
	Employee Loyalty	Correlation Coefficient	.544**	1.000
		Sig. (2-tailed)	.000	.
		N	245	245

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

SPSS output, Version 26

The finding on the correlation between grievance handling and employee loyalty is positively and significantly correlated ($\rho = 0.544$). The coefficient of determination ($r^2 = 0.30$) indicates that 30% variation in employee loyalty within the organization is attributed to the level at which the organization is

able to handle grievance. The significant value of 0.000 ($p < 0.05$) reveals a strong and positive relationship. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between grievance handling and employee loyalty was accepted.

Test of Hypothesis Two: There is no significant relationship between grievance handling and job satisfaction of oil and gas industry in Niger Delta**Correlations**

			Grievance Handling	Job Satisfaction
Spearman's rho	Grievance Handling	Correlation Coefficient	1.000	.695**
		Sig. (2-tailed)	.	.000
		N	245	245
	Job Satisfaction	Correlation Coefficient	.695**	1.000
		Sig. (2-tailed)	.000	.
		N	245	245

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

SPSS output, Version 26

The finding on the correlation between grievance handling and job satisfaction is positively and significantly correlated ($\rho = 0.695$). The coefficient of determination ($r^2 = 0.48$) indicates that 48% increase in job satisfaction is explained by the ability of an organization to implement grievance handling

strategies. The significant value of 0.000 ($p < 0.05$) reveals a strong and positive relationship. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between grievance handling and job satisfaction was accepted.

Test of Hypothesis Three: There is no significant relationship between employee empowerment and employee loyalty of oil and gas industry in Niger Delta**Correlations**

			Employee Empowerment	Employee Loyalty
Spearman's rho	Employee Empowerment	Correlation Coefficient	1.000	.650**
		Sig. (2-tailed)	.	.000
		N	245	245
	Employee Loyalty	Correlation Coefficient	.650**	1.000
		Sig. (2-tailed)	.000	.
		N	245	245

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



SPSS output, Version 26

The finding reveals a very strong and positive correlation between employee empowerment and employee loyalty ($r = 0.650$, $p = 0.000$). The coefficient of determination ($r^2 = 0.42$) indicates that 41% increase in employee loyalty is facilitated by employee empowerment programs within the organization. The analysis shows that employee

empowerment is positively and significantly correlated with employee loyalty therefore, the null hypothesis was rejected, and the alternative hypothesis which states that, there is a positive and significant relationship between employee empowerment and employee loyalty was accepted.

Test of Hypothesis Four: There is no significant relationship between employee empowerment and job satisfaction of oil and gas industry in Niger Delta

Correlations

			Employee Empowerment	Job Satisfaction
Spearman's rho	Employee Empowerment	Correlation Coefficient	1.000	.706**
		Sig. (2-tailed)	.	.000
		N	245	245
	Job Satisfaction	Correlation Coefficient	.706**	1.000
		Sig. (2-tailed)	.000	.
		N	245	245

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

SPSS output, Version 26

The finding on the correlation between employee empowerment and job satisfaction is positively and significantly correlated ($\rho = 0.706$). The coefficient of determination ($r^2 = 0.50$) indicates that 50% variation in job satisfaction can be explained by the impact of employee empowerment.

The significant value of 0.000 ($p < 0.05$) reveals a strong and positive relationship. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between employee empowerment and job satisfaction was accepted.

Test of Hypothesis Five: Organizational Culture does not significantly relate to industrial relations and trade unionism of oil and gas industry in Niger Delta

Correlations

Control Variables			Industrial Relations	Trade Unionism	Organizational Culture
-none ^a	Industrial Relations	Correlation	1.000	.760	.697
		Significance (2-tailed)	.	.000	.000
		df	0	243	243
	Trade Unionism	Correlation	.760	1.000	.954
		Significance (2-tailed)	.000	.	.000
		df	243	0	243
	Organizational Culture	Correlation	.697	.954	1.000
		Significance (2-tailed)	.000	.000	.
		df	243	243	0
Organizational Culture	Industrial Relations	Correlation	1.000	.444	
		Significance (2-tailed)	.	.000	
		df	0	242	
	Trade Unionism	Correlation	.444	1.000	
		Significance (2-tailed)	.000	.	
		df	242	0	

a. Cells contain zero-order (Pearson) correlations.



SPSS output, Version 26

The table above shows partial correlation output revealing that there is a moderately position correlation between industrial relations and trade unionism while controlling for organizational culture ($r = .444$, $p = .000$). Moreover, a zero-order correlation between industrial relations and organizational culture reported statistically significant ($r = 0.697$, $p = 0.000$) while the zero-order correlation between trade unionism and organizational culture also reported statistically significant ($r = .954$, $p = .000$). The null hypothesis was rejected and the alternate hypotheses accepted. Thus, organizational culture significantly has a mediating effect on the relationship between industrial relations and trade unionism.

4.2 Discussion of Findings

The findings from the correlations analysis shows a significant relationship between industrial relations dimensions (grievance handling and employee empowerment) and the measures of trade unionism (employee loyalty and job satisfaction) in Nigerian Oil & Gas industry. This support the research findings of Pyman et al. (2010) that employee's perceptions of the industrial relations climate are more likely to be favourable if they have access to direct voice arrangements. Where management is perceived by employees to oppose unions (in unionized workplace), the industrial relations is more likely to be reported as poor. The findings of this study also give credence to the notion according to Wu and Lee (2010) which confirmed that the harmony and openness aspects of industrial relations had a positive and significant correlation with the effectiveness of trade unionism, including the personnel, operational and social matters. Also, Deery and Iverson (2005) findings revealed that perceptions of a cooperative industrial relations climate were positively influenced by procedural justice, the union's willingness to adopt an integrative approach to bargaining and management's willingness to share information freely with the union.

5. SUMMARY, CONCLUSIONS, RECOMMENDATIONS

The statement of problems and significance of this study as well as the review of related literature and research methodology were presented at the initial chapters the study. These chapters made effort to show the need for a better comprehension of the nexus between industrial relations and trade unionism of oil and gas companies in Niger Delta.

5.1. Summary of Contribution to Knowledge

This study for the first time adopted grievance handling and employee empowerment as the measures of industrial relation activities in relation to trade unionism of oil and gas companies in Niger Delta. From the review of literature very few studies contrasted industrial relations and trade unionism in Nigerian context, but none have measured industrial relations with grievance handling and employee empowerment, hence the dissertation contributes to knowledge in this perspective.

In other to fill in the lacuna in the literature of industrial relations, the researcher extensively reviewed ample theoretical and empirical studies with the goal of making readers comprehend the nexus between variables under study. More also, the researcher successfully associated conflict theory and Two factor theory with industrial relations and trade unionist activities in Niger Delta. However, these also serve as the dissertation's contribution to knowledge.

5.2 Conclusion

At the beginning of this report, we stated the objectives of the study, the researcher questions and hypotheses. Later we stated how data including primary and secondary were collected following the analytical design adopted in the study. After data analysis, we had results that lead to our findings and the following are conclusions:

Industrial Relations has significant influences on trade unionism of oil and gas companies in Niger Delta

Organizational culture has moderating effects on the relationships between industrial relations and trade unionism

5.3 Recommendations

Based on the findings and conclusions we recommend as follows:

For oil and gas companies who wish to gain organizational growth in this turbulent business environment, keen attention should be placed on employee empowerment activities as these has strong influence on trade unionism.

Organizational culture has been proven to serve as a mirror through which organizations view and interpret organizational business strategies. Hence, it should be noted that only those with a positive view of organizational culture will maximize their organizational objectives and goals.

Therefore, managers should strive to embed a positive culture among their employees to ensure positive attitude to work.

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