

# Dual Commitment and Academic Staff Performance of Public Universities in Rivers State

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**Abstract:** *This study examined the implication of dual commitment on the performance of academic staff of public higher institutions in Rivers State. The study adopted survey design and random sampling method. The population of the study was 1020 academic staff of public higher institutions in Rivers State, Nigeria with 278 determined sample size. Pearson Product Moment Correlation and Partial Correlation were the statistical tools used in testing the four hypotheses. The findings revealed that there is relationship between dual commitment and academic staff performance. It was recommended that those academic staff that are not member of the union needs to be encouraged to join the union as it assist in the academic staff performance enhancement and that those assumption that dual commitment negatively affect the performance of academic staff of universities cannot hold water.*

**Keywords:** Dual Commitment, Trade Union Loyalty, Trade Union Ideology, Academic Staff Performance, Employee Satisfaction, Task Performance

## INTRODUCTION

Every organisation is established to attain certain aim and in trying to achieve the aim, vision and mission are set up for easy accomplishment of the aim. To achieve the aim, there would be carrying out of different task in the organisation (Jenatabadi, 2015). Carrying out those task and duties will be the basis for checking the viability and productivity of the workforce. Performance, therefore, is the score card of the organisation according to Didier (2002) in Ion and Criveanu (2016). They went further to submit that performance is the totality of every contribution from the workforce towards attainment of the firm's strategic aim and objectives. This, therefore, indicates that the academic staff performance will be all the efforts contributed to the organisation for easy attainment of its aim and objectives.

Note that there are two main classes of workers in every academic environment – the academic and non-academic staff. But it is still subject to debate that the academic staff play bigger role in ensuring that the schools are meeting the required needs of their clients (students). Based on the two classes of staff within the educational facilities, they both belong to different association and or group within the system for easy relatedness and representative with their employer. These groups answer different name depending on the type of educational institutions they are in. For instance, we have National Union of Teachers (NUT) for public primary and secondary schools, Academic Staff of Universities Union (ASUU) and different name for those in the Polytechnics and College of Educations. All of them are usually treated as labour union which Sule and Omoankhanlen (2018) described as acting “as the pressure group as representatives of employees and sometimes are the communication link between the labour and their employer.” Moreover, Silverman (2004) asserted that every association of workers that are seen as labour union dedicated itself to the protection of their members' interests through wage/salary and condition of working improvement.

By belonging to association or union within the organisation, it is commonly said that they owe their allegiance to two separate bodies – the employer and the union. This is referred to as dual or union commitment according to Gordon, *et al.* (1980) as cited in Kuruvilla and Sverka (1993) as “the level which an employee (a) intends strongly to be a member of such group; (b) still wish exert high levels of effort on behalf of such association, and; (c) believes in and accepts the purpose of union.” The public universities had experienced a distinctive conflict and confrontation with their employer dating back into the inception of higher education in Nigeria. The argument had always been that no one can serve two masters at the same time. This is talking about loyalty and other related issues.

Presumably, this is why the populace felt that it is the contributory factor for poor performances of the graduates being dish out. Some even argued that while there is unemployment, it is not as much as it is being painted because most the graduates are not employable because of the incessant struggle between the union and its employer. Though, the argument of the union is that they are struggling to ensure the funding of our universities is enhanced to meet the UNICEF declaration of at least 35 percent of the nation's budget for education, ensure proper accountability and other related issues that will make our universities to be world class. While this argument and counter argument are going on, most parents that can afford to pay now prefer sending their wards to private

universities. This singular reason had led to proliferation of our university education which this study intends to establish if the reasons put forward by both parties can validated.

## AIM AND OBJECTIVES

Aim of this study is to investigate the relationship between dual commitment and academic staff performance of public universities in Rivers State. The following are the specific objectives to attain the aim.

1. Evaluating the relationship between trade union loyalty and employee satisfaction of academic staff of public universities in Rivers State.
2. Examining the relationship between trade union loyalty and task performance of academic staff of public universities in Rivers State.
3. Ascertaining the relationship between trade union ideology and employee satisfaction of academic staff of public universities in Rivers State.
4. Determining the relationship between trade union ideology and task performance of academic staff of public universities in Rivers State.

## RESEARCH QUESTIONS

1. What is the relationship between trade union loyalty and employee satisfaction of academic staff of public universities in Rivers State?
2. What is the relationship between trade union loyalty and task performance of academic staff of public universities in Rivers State?
3. What is the relationship between trade union ideology and employee satisfaction of academic staff of public universities in Rivers State?
4. What is the relationship between trade union ideology and task performance of academic staff of public universities in Rivers State?

## RESEARCH HYPOTHESES

- Ho1:** There is no relationship between trade union loyalty and employee satisfaction of academic staff of public universities in Rivers State.
- Ho2:** There is no relationship between trade union loyalty and task performance of academic staff of public universities in Rivers State.
- Ho3:** There is no relationship between trade union ideology and employee satisfaction of academic staff of public universities in Rivers State.
- Ho4:** There is no relationship between trade union ideology and task performance of academic staff of public universities in Rivers State.

## LITERATURE REVIEW

### Operational Framework

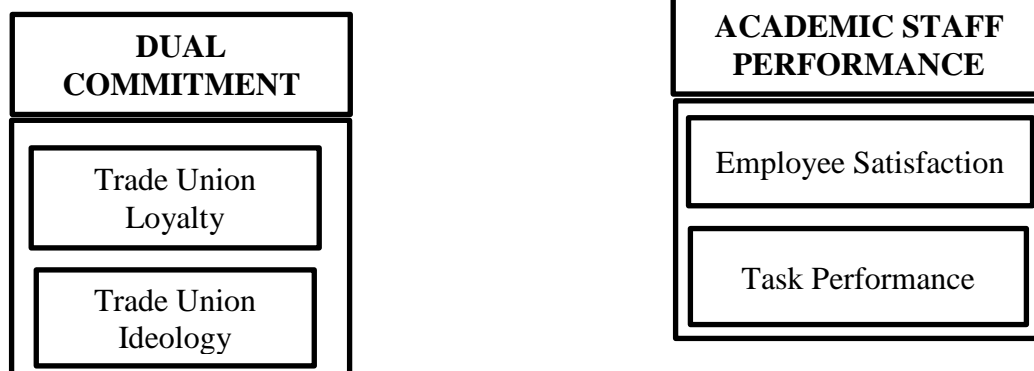


Fig. 1: Operational framework showing the relationship between dual commitment and academic staff performance

**Dimensions** – Bayazit, Hammer and Wazeter (2004); Turamaraja, Omar, Halim and Hafidz, (2015); MacKenzie, Cook, Forde and Valizade, (2015); Angle and Perry (1986).

**Measures** - Kaplan and Norton (2001); Moore and Benbasat (1991)

### Concept of Dual Commitment

By explaining dual commitment is explaining the characteristics of employees in relation to the union they belong to. Dual or union commitment is the employees' loyalty to the union in a continuous process and readiness to be influenced and affected by the decisions of such union. Kashefi, *et al.* (2013) asserted that "commitment is an attitude about employees' loyalty towards organisation and it is a continuous process that shows itself by individual participation in organisational decisions, paying attention to members, and organisation's welfare and success."

Relying on Gordon, *et al.* (1980), Dhammika, Ahmed and Sam (2013) opined that dual commitment is "the extent to which an individual has a desire to retain membership in, exert effort for and identify with the objectives of a union." Caught, Shadur and Rodwell (2000) said "commitment to the organisation can be the employees' state of being committed to assist in the organisation's goals achievement. And involve the employees' level of identification, involvement and loyalty".

### Trade Union Loyalty

Can being loyal to trade union in the organisation make any employee to be satisfied with his/her job? It must be noted that job satisfaction is one of the job attitudes within the organisations. Therefore, something must trigger such attitude (satisfaction) in an employee. In Hammer & Avgar (2005) quoting Getman, Goldberg and Herman (1976); Hammer and Berman (1981); Zalesny (1985) asserted that "a pro-union vote is determined primarily by job dissatisfaction and a belief that the union will be able to improve one's work life by ensuring higher wages and benefits, job security and protection against arbitrary and unjust treatment." In a nutshell, employees vote for unionisation and later loyal to the union primarily with a view to have satisfaction.

Again, Borjas (1978) as cited in Asamani and Mensah (2013) in his study on the relationship between trade unions, wages and satisfaction and concluded that "union members report significantly lower levels of satisfaction; (though) based on occupational categories and across types of union". Borjas (1978) as cited in Asamani and Mensah (2013) went further in the conclusion to assert that "unpleasant job lead to union creation (and loyalty), accounting for this simultaneity did not affect the results that unions have a direct effect on employee satisfaction".

Borjas (1978) as cited in Asamani and Mensah (2013) opined that the first assertion came because employee loyalty to union gives them employee satisfaction as the "trade union is to offer its members protection and defence from the arbitrary action of management, and the economy system within which they are employed." Also, trade union is always there to do the necessary wage and other welfare packages negotiation on their behalf but if the employees should have a better offer he/she will jettison the union loyalty and move to the new offeror. Finally, in the findings of Asamani & Mensah (2013:193) it was revealed that "there was no significant difference between unionised and nonunionised employees' satisfaction" not to talk of employees loyalty to the union. Sule and Omoankhanlen (2018) supporting Collins (2013) conclusion that trade union loyalty is an impetus for effective task performance by implementing the firm's management strive to attain firm's efficiency and productivity.

### Trade Union Ideology

Ideology could be described based on en dictionary 1.2.2 version as the "philosophy, doctrine, body of beliefs or principles belonging to an individual or group". It can also be said to be "the study of the origin and nature of ideas" (en dictionary 1.2.2 version) of a group or an individual. In the same vein we can use the en dictionary definition to describe trade union ideology as "philosophy, doctrine, body of beliefs or principles belonging to the trade union". In a simpler way, trade union ideology can be said to be the ideals and things a trade union is noted for and, way and manner of approaching issues. It must be noted that trade unions are '*artificial being or entity*' as such it cannot have any ideals of its own but the ideals of the '*founding fathers*' of such trade union and being nurtured by the people in '*control*' or at the helms of affairs of the trade union. In addition, the trade union ideology will be the identity and symbol with which everyone will be seeing the trade union including the members. This is inclusive of the way and manner members perceive the trade union.

For instance, in Abolade (2012), "Rose (2001), referring to Flood and Tower (1997) research, explains that the duo find out that unions promote adversarial climate and cause strikes and stoppages. Recently, union members in the public sectors complained openly about *perceived* connivance of union executives with management to short-change the union members. By and large with these *beliefs* of the workers, effectiveness, productivity and commitment will suffer in workplaces and organisations will not perform maximally". Here, it should note that it is not directly that the organisation will not perform maximally but the employees will not perform maximally.

The key words in the above submission are the perceived and beliefs with which members and even, the management form opinion(s) about the trade union. With such opinion(s), so many things can happen both positive and negative. For instance, while Nasir (2015:13) was discussing the evolution of ASUU as a trade union, he quoted Ade-Ajayi (2000:34) as saying “the Minister of Education was an experienced university man, a university Registrar, who knew the Achilles’ heel of the universities and advised the government to use troops if necessary to eject striking staff from their government-provided university accommodation. The strike became a rout as the university staff rushed to disassociate themselves from strike so as to beat the deadline of the Government ultimatum and secure their families from the threat of forced ejection from their houses”. This singular act was possible for the then Minister of Education mainly because he understands the ideology as well as *modus operandi* of the trade union.

Back to relationship between trade union ideology and employee satisfaction; perception and belief are inner mind issue and the end result will be satisfaction or dissatisfaction with the things and situation(s) that you perceive or form opinion about and in this case, the trade union ideology, organisation and finally, your job. Ratna & Kaur (2012:3) quoting Powdthavee (2011) submitted after studying “the past, contemporaneous, and future effects membership on job satisfaction” agreed that workers after understanding the ideology of the trade union tends to get satisfied with their work. The submission of Ratna and Kaur (2012) was confirmed by Sule and Onoankhanlen (2018) that trade union ideology also influences the effectiveness and efficiency of the organisation through task performance of employees’ enhancement.

### **Concept of Academic Staff Performance**

Performance is “an employee ability to accomplish mission based on an organisation expectations” (Perrin, 2016). Hellriegel, Jackson and Slocum (1999); Karakas, (2010) in Pradhan and Jena (2016) described employee performance to signifies accomplishment of each worker’s task after exerting required effort on the task which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around. Performance was described also by Kaplan, 2001; Kasurinen, 2002; Change, 2006 as “a kind of process that consists of the phases like goal setting, measurement, assessment, feedback rewarding for good results, improvement for bad results and applying sanction in case of necessity. Finally, Halim and Safer (2013) opined that “performance is a degree of achievability to predetermined business objectives”.

### **Employee Satisfaction**

Employee satisfaction could be described as any positive feeling and/or job attitude arising from ones job by evaluating such job features (Robins & Judge, 2013 in Sule & Omoankhanlen, 2018). Carmeli and Freund (2004) asserted that employee satisfaction is a mirror image of extra friable and irregular job attitude. Sule and Omoankhanlen (2018) went further to assert that employees in conducive environment like eco-friendly environment will have a positive feeling about their job which reflects in better performance. It was argued by Locke (1969) in Carmeli and Freund (2004) that employee satisfaction is an encouraging emotional state resulting from worker’s work appraisal and work related intents; and whether it is employee’s work satisfaction or dissatisfaction, it is an intricate passionate response to the employee’s work.

### **Task Performance**

There are two types of performance - task performance and contextual performance. Borman and Motowidlo (1993) asserted that task performance is referring to the proficiency of an individual with which he or she will carry out activities that contribute to the firm’s technical core. Task performance according to Borman and Motowidlo (1993) is defined as producing materials and/or services like professionals in work-related tasks. It could also be described as those activities that are used in supporting the company’s technical aspect and service like planning and coordinating. Task performance is the proficiency and capability of an individual to perform certain activities that contributes to the attainment of its technical core (Sonnentag & Frese, 2002 in Sule & Omoankhanlen, 2018).

According to Koopmans, *et al.* (2014), task performance include job tasks completion, job quality, work skills, knowledge of work, keeping and having up-to-date knowledge, accurate and precise working, to plan, organise, and administer decisions making. Problems solving, ability to communicate orally and in writing, to mentor, inspire and control resources. Stajkovic and Luthans (2003) opined that reinforcers of task performance include money, feedback and social recognition.

Money as it was revealed by Taylor in 1895 and other modern management theorists. That is, using pay and reward techniques to elicit certain traits and behaviour out of the employees consciously and unconsciously. Though, in some nation of this world, there was a conclusion of motivational empirical study that money does not motivate but in most African and developing countries, it can even move the “world”. As such, money can push employees to carry out some task which ordinarily they might not attempt to accomplish. More so, if we agreed with the submission of Brumbach (1988) in Ion and Criveanu (2016) that both behaviour of people and outcome of their actions and behaviours are referred to as performance.

**METHODOLOGY**

This study made use of survey research design as the entire academic staff of the three universities within Rivers State was considered as population (Rivers State University, Ignatus Ajuru University of Education and University of Port Harcourt). Only two of the universities cooperated by providing the statistics of their academic staff (Rivers State University RSU 578 and Ignatus Ajuru University of Education IAUE 442) that totaled 1020. Krejcie and Morgan sampling determination table was used in determining the sample size of 278. The sample was shared based on the total number of the academic staff in each school. 158 questionnaire was administered in RSU and 12 questionnaire administered in IAUE. Only 263 copies of the questionnaire were fit for analysis and Pearson Product Moment Correlation (PPMC) statistical tool used to analyse the data.

**HYPOTHESES TESTING****Hypothesis One (Ho1)**

**Ho1:** There is no relationship between trade union loyal and employee satisfaction of academic staff performance of public universities in Rivers State.

**Table 1 Relationship between Trade Union Loyalty and Employee Satisfaction**

|                       |                     | Correlations        |                       |
|-----------------------|---------------------|---------------------|-----------------------|
|                       |                     | Trade Union Loyalty | Employee Satisfaction |
| Trade Union Loyalty   | Pearson Correlation | 1                   | .485**                |
|                       | Sig. (2-tailed)     |                     | .000                  |
|                       | N                   | 263                 | 263                   |
| Employee Satisfaction | Pearson Correlation | .485**              | 1                     |
|                       | Sig. (2-tailed)     | .000                |                       |
|                       | N                   | 263                 | 263                   |

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

Source: SPSS Version 25.0 Output, 2021

The result of the analysis in Table 1 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this indicates that there is relationship between trade union loyalty and employee satisfaction. A correlation value of  $r = 0.485$  implying that there is a positive relationship between trade union loyalty and employee satisfaction. This entails that as one variable increases the other increase, that is, an increase in trade union loyalty will lead to a corresponding increase in employee satisfaction. The study, therefore, observes that there is a positive association between trade union loyalty and employee satisfaction. Hence, the study accepts the alternate hypothesis and rejects the null hypothesis. This signifies that *there is relationship between trade union loyalty and employee satisfaction of academic staff performance in public universities in Rivers State*.

**Hypothesis Two (Ho2)**

**Ho2:** There is no relationship between trade union loyalty and task performance of academic staff of public universities in Rivers State.

**Table 2 Relationship between Trade Union Loyalty and Task Performance**

|                     |                     | Correlations        |                  |
|---------------------|---------------------|---------------------|------------------|
|                     |                     | Trade Union Loyalty | Task Performance |
| Trade Union Loyalty | Pearson Correlation | 1                   | .440**           |
|                     | Sig. (2-tailed)     |                     | .000             |
|                     | N                   | 263                 | 263              |
| Task Performance    | Pearson Correlation | .440**              | 1                |
|                     | Sig. (2-tailed)     | .000                |                  |
|                     | N                   | 263                 | 263              |

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

Source: SPSS Version 25.0 Output, 2021

The result of the analysis in Table 2 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant relationship between trade union loyalty and task performance. A correlation value of  $r = 0.440$  denoting that there is a positive relationship between trade union loyalty and task performance. This entails that as trade union loyalty increases there will be a corresponding increase in task performance. The study, therefore, observes that there is a positive association between trade union loyalty and task



performance. As such, the null hypothesis is hereby rejected and the alternate hypothesis accepted. That *there is a significant relationship between trade union loyalty and task performance of academic staff performance in public universities in Rivers State.*

### Hypothesis Three (Ho3)

**Ho3:** There is no relationship between trade union ideology and employee satisfaction of academic staff in public universities in Rivers State.

**Table 3 Relationship between Trade Union Ideology and Employee Satisfaction**

| Correlations          |                     | Trade Union Ideology | Employee Satisfaction |
|-----------------------|---------------------|----------------------|-----------------------|
| Trade Union Ideology  | Pearson Correlation | 1                    | .704**                |
|                       | Sig. (2-tailed)     |                      | .000                  |
|                       | N                   | 263                  | 263                   |
| Employee Satisfaction | Pearson Correlation | .704**               | 1                     |
|                       | Sig. (2-tailed)     | .000                 |                       |
|                       | N                   | 263                  | 263                   |

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

Source: SPSS Version 25.0 Output, 2021

The result of the analysis in Table 3 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant relationship between trade union ideology and employee satisfaction. A correlation value of  $r = 0.704$  implying that there is a strong positive relationship between trade union ideology and employee satisfaction. This implies that if there is an increase in trade union ideology will lead to a corresponding increase in employee satisfaction. The study, hence, observed that there is a positive and significant association between trade union ideology and employee satisfaction. In the study, therefore, null hypothesis is rejected and the alternate hypothesis accepted. The implication is that *there is a significant relationship between trade union ideology and employee satisfaction of academic staff of public universities in Rivers State.*

### Hypothesis Four (Ho4)

**Ho4:** There is no relationship between trade union ideology and task performance of academic staff of public universities in Rivers State.

**Table 4.15 Relationship between Trade Union Ideology and Task Performance**

| Correlations         |                     | Trade Union Ideology | Task Performance |
|----------------------|---------------------|----------------------|------------------|
| Trade Union Ideology | Pearson Correlation | 1                    | .493**           |
|                      | Sig. (2-tailed)     |                      | .000             |
|                      | N                   | 263                  | 263              |
| Task Performance     | Pearson Correlation | .493**               | 1                |
|                      | Sig. (2-tailed)     | .000                 |                  |
|                      | N                   | 263                  | 263              |

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

Source: SPSS Version 25.0 Output, 2021

The result of the analysis in Table 4 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ), this means that there is a significant interconnection between trade union ideology and task performance. A correlation value of  $r = 0.493$  implying that there is a positive relationship between training/development and task performance. This entails that as trade union ideology increases, the task performance of the employees will improve. The study observes that there is a positive and significant association between trade union ideology and task performance. Arising from this observation, null hypothesis is rejected and alternate hypothesis accepted. This indicates that *there is a significant relationship between trade union ideology and task performance of academic staff of public universities in Rivers State.*

## FINDINGS

This study will adhere strictly with decision rule of rejecting the null hypotheses if  $p < 0.05$  level of significant but accept null hypotheses if  $p > 0.05$ .

### **Trade Union Loyalty and Employee Satisfaction**

The analysis outcome on trade union loyalty relationship with employee satisfaction revealed that there is reliable relationship between them, given the p-value of 0.000 that is less than the level of significance of 0.05 ( $p=0.000 < 0.05$ ). The correlation value ( $r$ ) was 0.485. It indicates medium positive relationship between trade union loyalty and employee satisfaction among academic staff of public universities in Rivers State. The positive relationship implies that employee satisfaction will increase when there is an increase in trade union loyalty. Hence, the determined coefficient ( $r^2$ ) was 0.235. The implication of this is that a unit change in trade union loyalty in public universities will account for up to 23.5% total variation in employee satisfaction. This finding concurred with that of Hammer & Avgar (2005) quoting Getman, Goldberg and Herman (1976); Hammer and Berman (1981); Zalesny (1985) asserting that "a pro-union vote is determined primarily by job dissatisfaction and a belief that the union will be able to improve one's work life by ensuring higher wages and benefits, job security and protection against arbitrary and unjust treatment."

### **Trade Union Loyalty and Task Performance**

The second hypothesis outcome on how trade union loyalty relates with task performance exposed that the p-value was 0.000 which was less than 0.05 level of significance ( $p = 0.000 < 0.05$ ). The null hypothesis in accordance with the decision rule was rejected and the alternate hypothesis was accepted. When trade union loyalty is high, it will induce the employees to perform better in their various organisational tasks. The correlational value ( $r$ ) was 0.440. An increase in trade union loyalty will thus result in high increase in task performance. Furthermore, the coefficient of determination between trade union loyalty and task performance was 0.194. By implication, a unit change in trade union loyalty will account for 19.4% total variation in task performance among academic staff in public universities in Rivers State. Thus, one can assert that higher trade union loyalty is a contributory factor to higher level of task performance displayed in the universities. This finding agrees with that of Sule and Omoankhanlen (2018) supporting Collins (2013) conclusion that trade union loyalty is an impetus for effective task performance by implementing the firm's management strive to attain firm's efficiency and productivity.

### **Trade Union Ideology and Employee Satisfaction**

The findings in the third hypothesis revealed that trade union ideology relates significantly with employee satisfaction with p-value of 0.000 less than 0.05 significance level. The correlation value ( $r$ ) was 0.704. This shows a high level of correlation among trade union ideology and employee satisfaction. In other words, reducing trade union ideology will subsequently reduce the employee satisfaction in the public universities. Similarly, the coefficient of determination ( $r^2$ ) was 0.496. By implication, a unit change in trade union ideology will result in 49.6% variation in employee satisfaction. This study is in line with that of Ratna & Kaur (2012:3) quoting Powdthavee (2011) which submitted after a study agreed that workers after understanding the ideology of the trade union tends to get satisfied with their work.

### **Trade Union Ideology and Task Performance**

The fourth hypothesis on how trade union ideology relates with task performance showed that the p-value was 0.000 which was less than 0.05 level of significance ( $p = 0.000 < 0.05$ ). This connotes that trade union ideology relates significantly with task performance among the academic staff of public universities in Rivers State. The null hypothesis in accordance with the decision rule was rejected and the alternate hypothesis was accepted. When the trade union ideology is high, such boosts employees' task performance in the public universities. The correlational value ( $r$ ) was 0.493. This is to say that trade union ideology has a moderate positive relationship with task performance among academic staff of public universities in Rivers State. An increase in trade union ideology will thus result in high increase in task performance. Furthermore, the coefficient of determination between trade union ideology and task performance was 0.243. By implication, a unit change in trade union ideology will account for 24.3% total variation in task performance among the academic staff of public universities in Rivers State. Thus, one can assert that higher trade union ideology is a contributory factor to higher level of task performance displayed in the public universities. This finding is in accordance with that of Ratna and Kaur (2012) confirming Sule and Onoankhanlen (2018) that trade union ideology also influences the effectiveness and efficiency of the organisation through task performance of employees' enhancement.

### **CONCLUSION**

Relying on the findings of our hypotheses testing, it is easy to conclude that there is significant relationship between dual commitment (trade union loyalty and trade union ideology) and academic staff performance (employee satisfaction and bursary) in all universities in Rivers State and by implication, to other higher institutions including universities in the entire country.

### **RECOMMENDATION**

It can be deduced from this study that the dual commitment of the academic staff of public universities does not in any way affect their performance negatively rather it help improve their performance, the schools and its environments. It can, therefore, be recommended that other academic staff that are not part of the union needs to be encouraged to do so as a matter of urgency because of the positive effect of the dual/union commitment.

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