Exploring the Influence of Trade Unions on the organizational decision-making process

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ABSTRACT: The study examines the role of trade unions ivn organizational decision-making, focusing on the University of Dodoma. It highlights that trade unions represent worker interests and serve as critical stakeholders in discussions about organizational change. Active unions lead to higher employee satisfaction, lower turnover rates, increased productivity, and better working conditions. The research design used was a case study, with a sample size of 100 respondents from the University of Dodoma's three colleges. Data was analyzed using descriptive, regression, and correlation methods.

KEY WORDS: Trade Unions, Organization, Decision Making, Organizational Decision-Making, Decision-Making Process

1. INTRODUCTION

According to Miller (2014), trade unions, first emerging in the late 18th and early 19th centuries, have significantly influenced global organizational decision-making and workplace dynamics by advocating for improved benefits, fair compensation, and better working conditions. (Mitchell, 2017). Noah (2019) trade unions negotiate with employers on behalf of their members, focusing on fair compensation, better working conditions, safety rules, and job security through collective bargaining agreements, expanding their influence beyond individual worker concerns. (Kandathel, 2015). According to Culp (2016), Leadership involves interaction with stakeholders, influenced by charismatic, visionary, or transformational approaches. A multidimensional approach supports innovation and results, as a single approach may not yield the expected results. (Davis, 2018).

Managers are characterized by their ability to understand, apply, and intentionally break rules, distinguishing them from leaders. (Cremer, 2013) while leaders 'win' by understanding that rules change, by anticipating that things move in different directions, and by inspiring their teams to follow (Mathew, 2018)". Cooperation and a collective problem diagnosis approach can enhance leadership decision-making, while trade union participation in company matters promotes information sharing and influences decision-making in company activities. Bendix (2020) the recognition agreement that sets the context for collective bargaining. Chaison (2012) applied an approach to make sound decisions by considering multiple strategic options, but this can be challenging for leaders, particularly in a unionized environment.

In the United States (USA) Trade unions have a long history of supporting workers' rights and influencing organizational decision-making. However, over time, union membership has decreased, especially in the private sector. Nevertheless, unions persist in engaging in collective bargaining negotiations with employers and taking part in the determination of salaries, benefits, and working conditions (Budd, 2020). In the United Kingdom (UK) Trades Union Congress (TUC) actively influences organizational decision-making. On behalf of employees, they engage in negotiations with employers and promote laws that enhance job security, equitable pay, and workplace safety. Furthermore, trade unions in the UK frequently advocate for legislative changes to safeguard workers' rights and engage in political lobbying (Blyton and Turnbull, 2016).

In Germany Trade unions like the Confederation of German Trade Unions (CGTU) are essential for close collaboration between unions and employers on matters that impact the workforce. This covers discussions on pay, hours worked, and co-determination (representation) on company boards. German trade unions have an impact on industry-wide standards and laws through their

participation in sector-level negotiations (Edwards, 2014). In South Africa Trade unions are influential in the anti-apartheid campaign and now have a big say in post-apartheid society in developing nations. Reprising workers from all industries, one of the biggest federations is the Congress of South African Trade Unions (COSATU). Also, In South Africa, trade unions advocate for greater social and economic justice while negotiating with employers on matters including pay, job security, and workplace discrimination (Grongon, 2018).

In Kenya, trade unions engage in dispute resolution procedures, negotiate collective bargaining agreements with employers, and defend the rights of employees. Kenya's labor market is heavily influenced by trade unions. The umbrella organization for workers' interests in a variety of industries is the Central Organization of Trade Unions (COTU). They participate in more general socio-economic and political conversations and address topics like pay, working conditions, and social security benefits (Osiolo, 2015). In Uganda, Trade unions are essential to the advancement of workers' rights and the formation of organizational decision-making. Among the well-known federations defending the rights of workers are the National Organization of Trade Unions (NOTU) and the Confederation of Free Trade Unions of Uganda (COFTU). Trade unions engage in advocacy work to address issues including gender equality in the workplace, fair salaries, and acceptable working conditions. They also negotiate collective agreements with employers and take part in labor tribunals (Daloz and Mohan, 2000).

In Tanzania, Trade unions play a crucial role in advocating the rights of employees and influencing corporate decisions. The principal federation is the Trade Union Congress of Tanzania (TUCTA), which is made up of numerous affiliated unions. Trade unions represent employees in negotiations with employers, take part in labor-management interactions, and push for laws that enhance social welfare, job security, and working conditions. Tanzanian trade unions also support the empowerment and education of their members (Kabona, 2016).

2. LITERATURE REVIEW
2.1 Trade unions
Often referred to as labor unions or workers' unions, trade unions are structured associations of employees within a specific sector or profession that band together to bargain with employers on behalf of their members' rights to better pay, benefits, and working conditions, among other workplace-related concerns (John and Alice, 2023). To better represent the interests of its members and enhance their general welfare, these unions frequently take part in lobbying and collective bargaining activities (Garcia, 2022).

According to Chowdhury (2017), trade unions defined as organized groups of workers who meet together to make choices about the workplace are called trade unions. These organizations usually seek to better working conditions and safeguard the interests of their members. The goals of trade unions are increased pay, benefits, and job security. By collective bargaining, these unions negotiate contracts with employers on behalf of their members. Employees will have more clout than they would have if they had a single voice thanks to this procedure (Corrigan and Leonard, 2021). One of the most important components of a labor union's power is the unity among its members. Trade unions were historically formed by workers throughout the Industrial Revolution as a means of defending low pay and unfavorable working conditions. They responded to the mistreatment that workers in quickly industrializing economies endured. With time, these groups developed into important social and political organizations. A significant change in work relations was brought about by the growth of trade unions, which paved the way for the creation of labor laws and protections. Through discussions, protests, and strikes, unions have been instrumental in expanding workers' rights and influencing the nature of modern employment (Hogan, 2016).

2.2 Organization
Jackson (2015), explains Organization is a structured group of people working together to achieve common goals. It can be for-profit, non-profit, government, or multinational. Organizational structures can be hierarchical, flat, matrix, or network. Functions include planning, organizing, leading, and controlling. Organizational culture influences employee behavior and effectiveness. Change management involves planning, implementing, and monitoring changes (ILO,2009). Communication is essential for coordination and collaboration. Leadership styles include autocratic, democratic, transformational, and transactional. Team dynamics, performance management, strategic planning, human resource management, technology, and ethical considerations all play a role in achieving organizational goals. Understanding these fundamentals is crucial for effective management and ensuring the overall success and sustainability of an organization (Jenson, 2017).

2.3 The organizational decision-making process
The organizational decision-making process is a systematic approach to identifying and resolving issues within an organization. It entails a sequence of actions that includes identifying the issue, obtaining data, weighing the options, selecting a course of action, and carrying it out. By using an organized approach, decisions are made with the least amount of risk and the best possible results, based on in-depth study and pertinent facts (Daft, 2021). Organizations can improve consistency in decision-making by developing a repeatable framework through the use of a systematic methodology. Because every choice in this methodical approach is supported by documented facts and sound reasoning, it not only facilitates efficient problem-solving but also fosters accountability (Duxbury,

2013). The team's and stakeholders' alignment around a common objective is facilitated by this structured approach. To ensure that decisions are in line with the business's values and ethical standards, ethical concerns must be incorporated into the decision-making process inside the organization. This entails determining how decisions might affect various stakeholders, encompassing the community, workers, and clients. Making decisions based on ethics promotes honesty and trust both inside the company and with outside partners. According to Habib (2015), decision-making aids organizations in navigating challenging circumstances.

Organizations can avoid making decisions that will have a negative long-term impact on their reputation by thinking about the moral implications of those decisions. This dedication to moral decision-making improves stakeholder connections and organizational culture. Hyun (2021) defined organizational decision-making as the process by which individuals or groups within an organization weigh prospective consequences, assess different options, and decide on a course of action to take to resolve a specific problem or accomplish organizational objectives. This procedure entails obtaining pertinent data, weighing the advantages and disadvantages, taking into account various viewpoints, and coming to a decision. Organizational decision-making is by its very nature collaborative, encompassing a wide range of stakeholders at different organizational levels, according to Efron and Ravid (2019). Because of its collaborative nature, choices are made with greater knowledge and effectiveness when a range of viewpoints and levels of experience are taken into account. To gather feedback and encourage a sense of ownership over the decisions taken, teams frequently hold brainstorming sessions, talks, and workshops. Participation in decision-making improves internal communication inside the company. Team members are more inclined to participate fully and back the chosen course of action when they feel heard and respected. This collaborative technique enhances team cohesion and organizational culture in addition to raising the caliber of decisions (Gekara, 2013).

2.3 Decision making
Decision-making is the process of deciding between several options for a course of action. It entails locating and assessing possibilities, taking into account possible consequences, and selecting the best option based on factors including preferences, goals, and the information at hand. Since it directly affects results and success, effective decision-making is essential in a variety of contexts, including business, healthcare, personal life, and governance. Problem identification, information gathering, alternative generation, alternative evaluation, option selection, implementation, review, and reflection are the steps involved in decision-making (Noah, 2019).

Making decisions is the mental process of deciding among several options for a course of action. It entails determining and selecting options by the decision-maker's values, preferences, and beliefs (Jones, 2018). This procedure is crucial in both personal and professional settings and is basic to human conduct. Making decisions in daily life can be as easy as deciding what to have for supper or as complicated as picking a career path. Weighing the possible effects and ramifications of every choice is a crucial ability for successfully navigating life's obstacles (Flavin, 2016). Culp (2016) defines decision-making as a methodical process in which people choose their actions based on objective analysis and logical reasoning. This method usually entails obtaining pertinent data, weighing options, and choosing the one that will maximize usefulness or advantage. Decisions are made in a rational framework after carefully weighing the benefits and drawbacks of each option. This approach is frequently used in corporate contexts, where data-driven choices have a big influence on the success of the firm (Mathew, 2014). Bendix (2020) defines decision-making as the process of weighing options in light of moral standards and ideals. This strategy aims to strike a balance between self-interest and the greater good by taking into account how actions will affect people individually, in their groups, and throughout society. Making moral decisions in a professional situation is essential to upholding honesty and confidence. Codes of conduct are frequently established by organizations to assist their members in making decisions that are consistent with moral principles and social norms (Jones, 2018).

3. RESEARCH METHODOLOGY
3.1 Research Design
Research design is a systematic plan for a study, outlining data collection, measurement, and analysis, ensuring validity, reliability, ethical considerations, and defining the overall study strategy (Morling, 2020).

This study used a case study approach to compare decision-making processes within organizations with and without trade unions, analyzing their influence within different organizational contexts. (Osiolo,2015). The study utilized questionnaires and interviews with management and trade union representatives to understand their perspectives on trade union involvement in organizational decision-making. This comprehensive approach provided a comprehensive understanding of trade union involvement, enabling a holistic perspective on the topic.

3.2 Research Approaches
Research approaches refer to the overarching strategies or methodologies used to conduct scientific inquiry and investigate research questions or hypotheses. Common research approaches include qualitative, quantitative, and mixed methods approaches, each with its principles, techniques, and applications (Donnelly, 2021).

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A mixed-methods research approach was employed. This approach combines qualitative and quantitative methods to provide a comprehensive understanding of the phenomenon under study.

The research approach involves a mixed-methods approach, combining qualitative and quantitative data to understand trade unions' role in organizational decision-making. In-depth interviews and surveys are conducted to gather insights into employees' perceptions and experiences. This approach enhances the validity and reliability of the findings, addressing both subjective perceptions and objective outcomes. (Donnelly, 2021).

3.3 Research Area
Creswell (2014) defines a study area as a specific geographic or thematic scope in research, defining the boundaries for exploring questions and collecting data. The study was conducted at the University of Dodoma, a large academic institution with a large employee population, using three colleges: College of Humanities and Social Sciences, College of Education, and College of Business and Economics.

3.4 Population of the study
Kumar (2020) defines a population as the set of all subjects, events, or individuals with observable features. The study targeted 1610 University of Dodoma personnel, but 517 employees from various colleges were included due to time constraints.

3.5 Sampling method
3.5.1 Sample size
A sample is a subset of people, things, or events chosen from a broader population for data collecting and analysis in research methods. To enable conclusions about the population as a whole, the sample is selected to be representative of the population (Morling, 2020). The study at the University of Dodoma involved collecting data from 517 university employees in three colleges: College of Humanities and Social Sciences, College of Business Economics, and College of Education, using Solvin's formula. The sample size for the study was calculated using Slovin's formula, resulting in a total of 100 respondents out of a population of 517.

Slovin's formula is: $n = \dfrac{N}{1+N\,e^2}$

Where:
n = Sample size,
N = Targeted Population (517),
e = Margin of error (e) is 09 (9%)

$$n = \frac{517}{1+517(09)^2}$$

$$n = \frac{517}{1+517(0081)}$$

$$n = \frac{517}{1+4.1957}$$

$$n = \frac{517}{5.1959}$$

n = 99.52

Approximately a sample size was **100 respondents**

3.5.2 Summary of the sample size
Table 1: Summary of the sample size

S/N	CATEGORIES	SAMPLE SIZE
1	Management representatives	10
2	Trade union leader's representative (THTU & RAAWU)	20
3	Academic staff representatives	40
4	Non-academic staff (Administrative staff) representatives	30
TOTAL		100

Source: Researcher, 2024

3.5.3 Sampling procedure
According to Thornhill (2021), the sampling procedure involves selecting a subset of individuals or items from a larger population to conduct research or analysis. In this study, probability sampling was used to select 100 employees from the University of Dodoma, while purposive sampling was used to select colleges based on specific characteristics aligning with research objectives (Thornhill, 2021).

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3.6 Data collection method

Data collection is a structured process involving surveys, interviews, observations, and document analysis to gather structured information on variables of interest to support analysis and address research questions.

In primary data collection, the study employed questionnaires, interviews, and Focus Group Discussion (FGDs) data collection methods. Secondary data was obtained from reviewing other research reports related to this study.

3.7 Data analysis

Data analysis is a crucial research process that involves examining, cleaning, transforming, and interpreting data to uncover patterns, draw conclusions, and make informed decisions based on evidence (Creswell, 2014). The study utilized SPSS software for data analysis and interpretation, analyzing data on Trade Unions' role in organizational decision-making. Descriptive analysis, regression, and correlation analysis were employed, while interviews and focus group discussions were translated for better understanding.

4. FINDINGS

4.2 Influence of trade unions on organizational decision-making processes.

4.2.1 Trade Unions Participate in the Organization's Strategic Decision-Making Process

Table 2: Trade Unions Participate in the Organization's Strategic Decision-Making Process

Response	Frequency (n)	Percentage (%)
Strongly Agree	33	33
Agree	39	39
Neutral	17	17
Disagree	8	8
Strongly Disagree	3	3
Total	**100**	**100**

Source: Field data, 2024

The study found that 39% of respondents agreed that trade unions play a significant role in their organization's strategic decision-making process, while 17% remained neutral. However, 88% disagreed, suggesting some employees perceive union involvement as ineffective.

A South African study found that trade unions actively shape organizational strategies, particularly in labor relations, employee welfare, and restructuring, leading to balanced decision-making. However, conflicts between union demands and organizational objectives sometimes hinder effective collaboration. (Meyer, 2017).

4.2.2 The Organization Consults with Trade Unions Before Making Major Decisions

Table 3: The Organization Consults with Trade Unions Before Making Major Decisions

Response	Frequency (n)	Percentage (%)
Strongly Agree	31	31
Agree	21	21
Neutral	37	37
Disagree	5	5
Strongly Disagree	6	6
Total	**100**	**100**

Source: Field data, 2024

Regarding the organization's consultation with trade unions before making major decisions, as presented in Table 6, 31(31%) of respondents strongly agreed, and 21(21%) agreed that this practice occurs. However, a notable portion, 37(37%), remained neutral, suggesting that while some employees recognize this practice, others may be unaware of it or indifferent. Conversely, 5(5%) disagreed, and 6(6%) strongly disagreed, reflecting a minority opinion that trade unions are not sufficiently consulted before major organizational decisions are made.

A study in Ghana found that while many employees believe their trade unions are consulted before major bank decisions, a significant number are unaware or indifferent, and a small minority express dissatisfaction, arguing that trade unions are often bypassed in critical decision-making processes. (Mensah & Tetteh, 2018).

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4.2.3 Ability to Veto or Override Organizational Decisions

In terms of trade unions' ability to veto or override organizational decisions, the responses were more mixed. A substantial number of respondents were neutral, 32(32%), indicating uncertainty or a lack of clear opinion on this matter. Additionally, 15(15%) disagreed with the notion that trade unions have such power, while 30(30%) strongly disagreed, suggesting a significant portion of the workforce does not believe trade unions have this level of influence. On the other hand, 18(18%) agreed, and 5(5%) strongly agreed, indicating that some employees do believe in the unions' ability to override organizational decisions, although this view is not widely held.

A study in Zimbabwe found that trade unions' influence on manufacturing company decision-making is minimal, with many respondents unsure of their extent. A significant portion of the workforce believes unions cannot enforce significant changes against management's decisions, especially labor disputes and worker rights (Chikowore & Ndlovu, 2019).
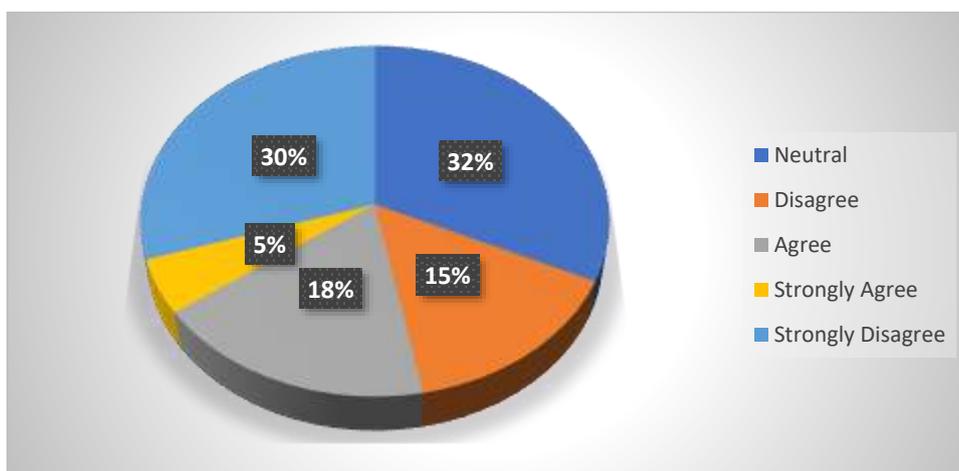

Figure 1: Ability to veto or override organizational decisions
Source: Field data, 2024

4.2.4 Trade Unions Have Influence in Determining the Organization's Policies and Procedures
Table 4: Trade Unions have Influence in Determining the Organization's Policies and Procedures

Response	Frequency (n)	Percentage (%)
Neutral	39	39
Agree	34	34
Strongly Agree	17	17
Disagree	7	7
Strongly Disagree	3	3
Total	100	100

Source: Field data, 2024

Concerning the influence of trade unions in determining organizational policies and procedures, as seen in Table 8, 34(34%) of respondents agreed, and 17(17%) strongly agreed that trade unions have this influence. A large proportion, 39(39%), remained neutral, which may indicate a lack of awareness or strong opinion on the extent of union influence in this area. A smaller group of respondents, 7(7%), disagreed, and 3(3%) strongly disagreed, showing that some employees believe the unions' influence is limited. A Botswana study found that while many employees acknowledged unions' role in shaping employee benefits, working conditions, and labor rights policies, a majority remained neutral, suggesting uncertainty about their extent. A smaller group felt unions' influence on policy decisions was limited (Mogapi & Sekgoma, 2016).

4.2.5 Successfulness in blocking or delaying the implementation of organizational changes or initiatives

According to findings, when asked if trade unions do not successfully block or delay the implementation of organizational changes or initiatives, 32(32%) of respondents were neutral, indicating uncertainty about this issue. Additionally, 29(29%) disagreed, and 6(6%) strongly disagreed, suggesting that many employees believe trade unions do not effectively prevent organizational changes. However, 21(21%) agreed, and 12(12%) strongly agreed, implying that a portion of the workforce believes unions are successful in blocking or delaying changes when necessary.

A Kenyan study found that while some employees believed unions could delay organizational changes, many were neutral, indicating uncertainty. Many disagreed with the notion that unions prevented changes, citing instances where management proceeded despite union opposition. (Omondi & Wanjiru, 2017).

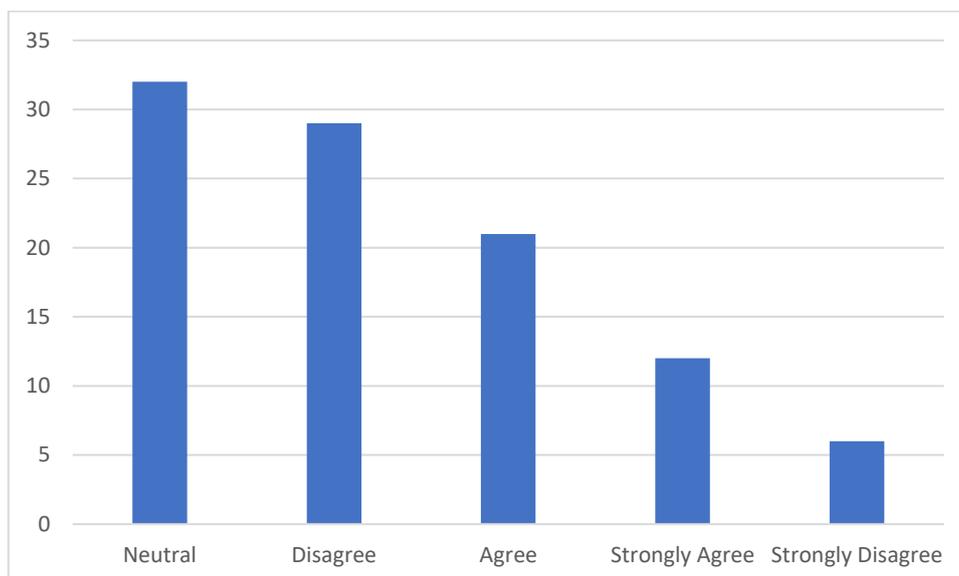**Exploring the Influence of Trade Unions on the organizational decision-making process**

Figure 2: Successfulness to block or delay the implementation of organizational changes or initiatives
Source: Filed data, 2024

4.2.6 Trade Unions Have the Power to Influence the Organization's Decision-Making During Collective Bargaining Negotiations
Table 5: Trade Unions Have the Power to Influence the Organization's Decision-Making During Collective Bargaining Negotiations

Response	Frequency (n)	Percentage (%)
Neutral	19	19
Disagree	18	18
Agree	46	46
Strongly Agree	9	9
Strongly Disagree	8	8
Total	**100**	**100**

Source: Filed data, 2024

Regarding the power of trade unions to influence organizational decision-making during collective bargaining negotiations, 46(46%) of respondents agreed, and 9(9%) strongly agreed that trade unions wield significant influence in these scenarios. However, 19(19%) were neutral, possibly indicating uncertainty about the extent of union influence. Meanwhile, 18(18%) disagreed, and 8(8%) strongly disagreed, suggesting that some employees believe trade unions have less power in these negotiations.

A Ugandan study found that trade unions significantly influence organizational decision-making in the education sector, particularly in salary increments and working conditions. However, some respondents remain neutral, expressing uncertainty about their influence. Some employees questioned the power of unions, highlighting mixed perceptions of union strength (Nabwire & Mukasa, 2018).

4.2.7 Trade Unions advocate all the interests of their members within the organization's decision-making processes
Table 6: Trade Unions are advocating all the interests of their members within the organization's decision-making processes

Response	Frequency (n)	Percentage (%)
Neutral	30	30
Agree	23	23
Strongly Agree	25	25
Disagree	12	12
Strongly Disagree	10	10
Total	100	100

Source: Filed data, 2024

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Regarding whether trade unions advocate all the interests of their members within the organization's decision-making processes, as presented in Table 11, 25(25%) strongly agreed, and 23(23%) agreed that trade unions effectively represent their members' interests. However, 30(30%) were neutral, suggesting uncertainty or mixed opinions about the unions' effectiveness in this area. On the other hand, 12(12%) disagreed, and 10(10%) strongly disagreed, indicating that some employees believe the unions do not fully advocate for their interests.

The study in South Africa found that while many workers perceive unions as strong advocates for safety and working conditions, a significant proportion are neutral, and a smaller group disagrees, highlighting the variability in perceptions of union advocacy based on individual experiences and organizational contexts. (Mokoena & Masilela, 2018).

4.2.8 Organization's leaders consider the potential reactions and responses of trade unions when making important decisions

In terms of whether the organization's leaders consider the potential reactions and responses of trade unions when making important decisions, as shown in Table 12, 21(21%) strongly agreed, and 25(25%) agreed that leaders take trade unions into account. A significant portion, 35(35%), were neutral, indicating that many employees are unsure about the level of consideration given to unions. Meanwhile, 9(9%) disagreed, and 10(10%) strongly disagreed, reflecting the view that some employees do not believe trade union reactions significantly influence leadership decisions.

A Nigerian study found that while many leaders integrate union perspectives into decision-making, a significant percentage of employees expressed neutrality, suggesting a communication gap. A smaller percentage disagreed with the notion that union reactions significantly influence leadership decisions, indicating a potential disconnect between leadership and unionized employees.(Ogunleye, 2021).
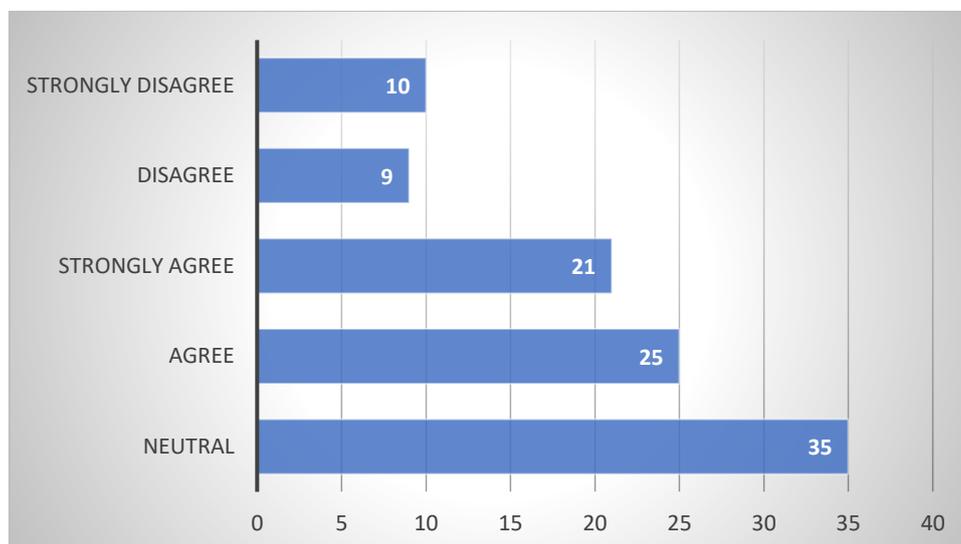

Figure 3 Whether the organization's leaders consider the potential reactions and responses
Source: Filed data, 2024

4.2.9 Correlation Analysis
Table 7: Correlation Analysis

Variables	Pearson's Correlation Coefficient (r)	Strength of Relationship	Interpretation
Trade Union Involvement & Organizational Decision-Making Process	0.70	Strong Positive	Higher trade union involvement correlates strongly with better decision-making processes.
Trade Union Involvement & Leadership Response	0.45	Moderate Positive	Increased trade union involvement results in more management consideration of trade union feedback.
Trade Union Participation & Strategic Decisions	0.58	Moderate Positive	Unions' involvement moderately influences strategic decision-making within the organization.

Source: SPSS output, 2024

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The correlation analysis between trade union involvement and various organizational factors reveals significant positive relationships. The strongest correlation is observed between trade union involvement and decision-making (r = 0.70), indicating that higher union involvement strongly correlates with more effective decision-making processes in the organization. This suggests that *as trade unions engage more deeply in organizational activities, decision-making improves due to broader input and advocacy.* Additionally, the correlation between union involvement and leadership response (r = 0.45) shows a moderate positive relationship, *implying that increased trade union participation encourages greater consideration from management when making decisions.* Finally, the relationship between trade union participation and strategic decisions (r = 0.58) demonstrates that trade unions moderately influence strategic decisions, underscoring their role in shaping long-term organizational policies and initiatives through collective bargaining and representation. These correlations highlight *the importance of trade union involvement in fostering collaborative and effective decision-making within organizations.*

4.3 Regression Analysis
Table 8: Regression Analysis

Dependent Variable	Independent Variables	Regression Coefficients (β)	Significance (p-value)	R²	Interpretation
Organizational Decision-Making	Trade Union Involvement	0.55	0.002	0.65	Trade Union involvement significantly predicts better decision-making in organizations.
Strategic Decisions	Trade Union Involvement, Leadership Response	0.40 (Union), 0.30 (Leadership)	0.005 (Union), 0.01 (Leadership)	0.70	Both trade union involvement and leadership response are significant predictors of strategic decisions.

Source: SPSS output, 2024

The regression analysis demonstrates the significant impact of trade union involvement on organizational outcomes. In the model predicting **organizational decision-making,** trade union involvement has a strong regression coefficient (β = 0.55) with a high level of significance (p = 0.002), and an R² of 0.65, indicating that 65% of the variance in decision-making is explained by union involvement. This highlights that increased union participation strongly predicts improved decision-making processes. In the model examining **strategic decisions,** both **union involvement** (β = 0.40, p = 0.005) and **leadership response** (β = 0.30, p = 0.01) are significant predictors, with an R² of 0.70, showing that 70% of the variance in strategic decisions is explained by these factors. This indicates that both union influence and management's responsiveness play crucial roles in shaping strategic organizational outcomes. Together, these results underscore the pivotal role of unions and leadership in driving effective decision-making processes.

5. CONCLUSION

The study findings reveal a nuanced view of trade unions' influence on organizational decision-making. A significant portion of respondents acknowledge that trade unions actively participate in strategic decisions and are consulted before major decisions, although a notable number remain neutral or unaware of this practice. The perception of unions' power to veto or override decisions is mixed, with many believing their influence is limited. Similarly, while there is recognition of unions' role in shaping policies and procedures, opinions vary on their success in blocking or delaying organizational changes. During collective bargaining negotiations, unions are seen as having substantial influence, yet some respondents question their effectiveness.

6. RECOMMENDATION

Trade unions and management should establish clear communication channels to ensure employees are well-informed about decision-making processes. Regular updates and meetings can bridge gaps and foster trust between all parties. Utilizing modern communication technologies can facilitate real-time information sharing, improving employee morale and commitment. Increased trade union engagement in policy decisions can lead to more informed decision-making, strengthening the relationship between management and employees, and enhancing transparency and trust. Encouraging broader employee involvement in decision-making processes can foster a sense of ownership among the workforce, promoting diversity and social justice.

Strengthening collaboration and teamwork among stakeholders, including management, trade unions, and employees, can lead to more informed decisions, improved employee morale, and job satisfaction. Training and awareness programs can help both union members and employees understand the benefits of union participation, workplace rights, and conflict resolution. These programs can help organizational leaders understand the significance of unions in decision-making, promoting inclusivity and collaboration.

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