

## GENDER PERCEPTIONS ON THE INFLUENCE OF TRADE UNIONS' POLICIES ON SELECTED BANKS IN LAGOS STATE, NIGERIA

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### Abstract

*This study examined the perception of male and female employees in Nigerian banks concerning trade union performance. The study aimed to understand employees' perceptions regarding collective bargaining outcomes, trade union influence on workplace policies, and the representation of women in union leadership positions. Industrial Democracy Theory underpins the study. The study adopted a positivist and deductive approach. Data were collected using a mono-method (structured questionnaire). Based on the Central Limit Theory, these questionnaires were distributed to 200 employees of 8 commercial banks in Lagos state's Kosofe local government area. The convenience sampling method was adopted in data collection. The data collected was analysed using descriptive statistics, while independent samples t-test analysis was used to test the hypotheses. The study showed that gender significantly influenced collective bargaining success, with males scoring higher. However, gender did not significantly impact workplace representation, influence, advocacy, and policy impact. It was recommended that trade unions should promote gender diversity in negotiation teams for more equitable collective bargaining outcomes.*

**Keywords:** Trade union, gender, collective bargaining, workplace policies and practices, and women in leadership positions

## 1. Introduction

Trade unions play a crucial role in advocating for workers' rights and improving social welfare across diverse sectors and regions (Hyde & Vachon, 2019). In countries like Nigeria and South Africa, unions such as the Nigeria Labour Congress (NLC) and the Congress of South African Trade Unions (COSATU) have been pivotal in shaping labour policies and addressing workers' issues (Masiya, 2014). While these unions have achieved notable successes in some areas, challenges remain, particularly concerning gender disparities in membership and leadership positions. These imbalances hinder the ability of trade unions to fully address gender-related concerns and limit women's participation in decision-making roles. Historically, trade unions have focused on securing workers' rights, but the inclusion of women in union leadership has often been sidelined. Despite various initiatives to address gender imbalances, such as the International Trade Union Confederation's "Breaking the Glass Ceiling" campaign (Nadome, 2019), women remain underrepresented in key decision-making positions. This gender gap in leadership impacts the unions' ability to effectively represent women's issues and concerns, thereby limiting their overall influence in advocating for gender equality and social change within the workforce. Globally, the experience of gender in trade unions varies significantly. In Europe, countries like Sweden have made strides in promoting gender equality through union policies that advocate for progressive parental leave and work-life balance (Upchurch & Taylor, 2016). However, challenges remain in other regions, such as Spain, where legal frameworks for gender equality have not translated into proportional female representation in union leadership (Leišytė, 2019). Similarly, in the United States, despite a strong tradition of advocating for workers' rights, unions still face significant challenges in promoting gender equality and enhancing women's involvement in union activities (Pastor, Rosner & Tran, 2016).

In Africa, trade unions have historically played a central role in advocating for workers' rights and economic reform. However, gender disparities in union representation continue to pose significant challenges, as seen in both South Africa and Nigeria (Budeli, 2012). These disparities are not only reflective of broader societal gender norms but also influence the perception of trade unions' effectiveness, particularly in sectors such as banking, where women are underrepresented. The Nigerian banking industry, with its rapid growth and significant gender disparities, provides an ideal context for examining the perceptions of male and female employees regarding trade union performance. This study aims to explore the differing perceptions of male and female employees regarding the collective bargaining outcomes of their trade unions, with a particular focus on the banking sector in Nigeria. The research will investigate how gender influences perceptions of trade union effectiveness in negotiating workplace policies, representing employees' interests, and ensuring gender inclusivity in leadership roles. Addressing these issues is crucial for improving union performance and promoting gender equality within trade unions, ultimately enhancing their capacity to serve the diverse needs of their members.

## 2. Literature Review

### 2.1 Industrial Democracy Theory

The Industrial Democracy Theory of Trade Unions was developed by Sidney Webb and Beatrice Webb in the late 19th century, around 1897. The theory posits that trade unions play a crucial role in introducing democratic principles into the workplace. It views unions as key mechanisms for workers to exercise their agency and secure improvements in working conditions, labour contracts, and compensation. The Webbs emphasized that unions bring political democracy into the workplace, allowing workers to actively participate in the negotiation of terms with their employers, thereby ensuring that their voices are heard within the workplace structure (Devinatz, 2011). At the core of the theory is the concept of collective bargaining, which trade unions use as a primary method to represent the interests of workers. This process involves the election of workers' representatives who hold executive positions within the union and negotiate with employers on behalf of the workforce. The theory recognizes trade unions as pressure groups that utilize democratic methods, such as strikes, demonstrations, and collective bargaining, to advocate for better conditions. These efforts are aimed at fostering mutual benefits for both workers and employers, creating a more balanced and fair working environment (Paul, Agba, & Chukwurah Jr., 2013; Devinatz, 2011).

The relevance of the theory to this research lies in its emphasis on the role of trade unions in shaping workplace dynamics and governance. In examining gender perceptions on the influence of trade union policies in selected banks in Lagos State, Nigeria, this theory provides a framework for understanding how trade unions act as a democratic platform for workers to negotiate their rights and working conditions. By focusing on how gender impacts these negotiations, the study can explore how trade unions help both male and female employees advocate for improved corporate governance and workplace equality, ensuring a more inclusive and balanced work environment (Habisch, Patelli, Pedrini, & Schwartz, 2011).

### 2.2 Trade Unions in Nigeria

Trade unions have gained increased significance globally due to the belief that a strong, autonomous labour movement is essential for a functioning democracy (Godard, 2003). The right to form unions and engage in collective bargaining is recognized as a fundamental human right. However, in Nigeria, trade unions have become less effective in promoting workers' rights and social change due to various internal and external challenges. A major challenge facing Nigerian trade unions is the lack of committed leadership. Many union leaders are inadequately educated and lack the skills necessary for effective negotiation and union-management (Adebisi, 2011). The disconnect between union leaders and their members has led to widespread dissatisfaction and eroded trust, further weakening the unions' ability to advocate for workers' rights and resolve industrial disputes (Osamwonyi & Ugiagbe, 2013). This lack of competent leadership undermines the unions' role in facilitating social change and industrial harmony.

Fashoyin (1984) highlighted the absence of democratic practices, which includes failure to respect constitutional requirements and a lack of accountability to union members. Okojie (2011) further emphasized that low membership engagement and weak institutional resistance have contributed to the decline of internal democracy. Without strong internal democratic structures, unions struggle to represent workers effectively, as leadership remains disconnected from the grassroots. Additionally, government intervention and practices such as tribalism, nepotism, and internal factionalism exacerbate the challenges facing Nigerian trade unions.

Government interference, through actions like dissolving unions or appointing government-friendly figures, weakens labour advocacy (Nwoko, 2009). Tribalism and nepotism have also plagued union leadership, leading to favouritism and resource misallocation, which undermines the unions' solidarity and effectiveness in negotiations (Okolie & Akbefe, 2021; Ekah & Okpalaeke, 2018). Internal factionalism, fueled by ideological differences and personal rivalries, further divides unions, making it difficult for them to present a united front in negotiations (Akume & Abdullahi, 2013).

### 2.3 Trade Union and Gender Collective Bargain

As labour rights organizations, trade unions have consistently worked to address the gendered disparities in wages, working conditions, and career advancement opportunities (Osamwonyi & Ugiagbe, 2013). Cigna (2024) demonstrated that trade unions can act as effective channels for advocating gender-sensitive policies that protect women's rights in the workplace. Union-led campaigns targeting issues such as sexual harassment, unpaid care work, and maternity leave have increasingly gained traction globally, ensuring that gender issues are recognized in collective bargaining frameworks (Cigna, 2024). The involvement of female unionists in bargaining processes has proven instrumental in influencing the inclusion of gender equality clauses in labour agreements (Kirton, 2021). Despite the progress, gender collective bargaining faces challenges in implementation and commitment, especially in traditionally male-dominated industries. Some studies suggest that while gender is increasingly being incorporated into trade union negotiations, the actual outcomes often fall short of expectations due to weak enforcement mechanisms or the lack of political will among employers (Raess, 2022; Keizer et al., 2023). Female union members often face the dual burden of negotiating for both women-specific issues and broader worker rights, which can sometimes dilute their ability to influence substantial change (Raess, 2022). Furthermore, in many contexts, there remains resistance from both employers and male-dominated unions, which limits the effectiveness of gender-inclusive bargaining (Mahdawiv & Evans, 2022).

Gender collective bargaining intersects with broader social movements for women's rights, contributing to national and international gender equity policies (Wang et al., 2023). Global initiatives, such as the International Labour Organization's (ILO) Gender Equality Directive, have been championed by trade unions and have led to significant policy shifts in labour laws worldwide (ILO, 2021). By aligning with these international frameworks, trade unions have not only advanced women's labour rights within specific countries but also pushed for more comprehensive labour standards that transcend national borders (Ford & Gillan, 2022). Additionally, collective bargaining has empowered marginalized women workers in informal sectors, whose rights were historically ignored in labour law frameworks, to demand better wages, working conditions, and benefits (Jayaram & Varma, 2020).

*H<sub>0</sub>: There is no significant difference in the perception of male employees regarding the outcomes of collective bargaining efforts by trade unions compared to female employees*

### 2.4 Trade Union and Workplace Policies and Practices

The primary function of trade unions is to represent workers' interests in negotiations regarding wages, working conditions, and benefits (Meardi et al., 2021). The collective bargaining process, through which unions negotiate employment terms, significantly impacts workplace practices such as job security, overtime pay, and health and safety regulations (Gavin, 2022; Kahancová & Martišková, 2023). Okojie (2011) indicate that unionized workplaces often have better-defined policies on grievance procedures, discipline, and conflict resolution compared to non-unionized settings. The role of unions extends to advocating for policies that foster a more equitable work environment, including the protection of workers' rights against unfair treatment or exploitation (Vijayakumar & Rajagopal, 2023).

Zientara et al (2024) suggest that unionized workplaces typically offer more comprehensive welfare benefits than their non-union counterparts, ensuring a higher level of job satisfaction and retention. The presence of trade unions has been associated with enhanced workplace democracy, as unions encourage the participation of employees in decision-making processes related to operational changes, health and safety regulations, and shifts in organizational priorities (Zientara et al., 2024). This collaborative approach between employers and unions in formulating workplace policies often results in higher morale and productivity among workers (Maqsoom et al., 2023). However, the influence of trade unions on workplace practices can be both positive and challenging. On one hand, unions contribute to fostering a more inclusive work culture, helping to reduce workplace discrimination and bias by pushing for equitable recruitment and promotion policies (Jejenywa et al., 2024). On the other hand, in certain cases, overly aggressive union demands may lead to tensions between management and staff, potentially resulting in operational inefficiencies or labour strikes (Szabó, 2022).

*H<sub>0</sub>: There is no significant difference in the perception of male employees regarding the level of influence trade unions have on workplace policies and practices compared to female employees.*

## **2.5 Trade Union and Women in Leadership Positions**

Through lobbying efforts, unions have pushed for policies that ensure equal pay for equal work, protection against discrimination, and better representation of women in decision-making roles (Guillaume & Pochic, 2021). Tabak and Doğan (2022) show that unions in many countries have been instrumental in challenging traditional gender roles and providing platforms for women to voice their concerns, thereby enhancing their participation in union leadership. This has led to a gradual increase in the number of women taking up leadership positions within unions, where they can advocate more effectively for women's rights both in the workplace and in society (Tabak & Doğan (2022). Despite these advances, women's representation in trade union leadership remains a significant challenge in many parts of the world. Prowse et al (2022) indicate that while women make up a substantial portion of union membership, they are often underrepresented in top leadership roles. This disparity is often attributed to structural barriers within unions, such as gendered leadership styles, lack of mentorship, and the persistence of male-dominated organizational cultures (Ali et al., 2020).

However, trade unions have proven to be a critical force in breaking down these barriers by pushing for gender-sensitive policies and practices that encourage women's participation in leadership (Faugoo, 2024). For example, some unions have implemented quotas or mentorship programs designed specifically to support women's leadership development and ensure that more women have the opportunity to rise to positions of influence (Guillaume & Pochic, 2021). Additionally, unions have been key advocates for legislation aimed at promoting gender equality in the workplace, such as laws requiring equal representation of women in leadership positions in both the public and private sectors (Kirton, 2021). As unions continue to evolve and push for structural changes, it is expected that women's representation in leadership positions will increase, helping to reshape union dynamics and promote broader social change toward gender equity (Kirton, 2021).

*H<sub>0</sub>: There is no significant difference in the perception of male employees regarding the proportion of women in leadership positions within trade unions compared to female employees.*

### 3. Methodology

The research was based on a quantitative research approach. The numerical data and statistical analysis are important to a quantitative approach (Lambert & Lambert, 2012). This study used a quantitative research approach to a phenomenon that may be represented in terms of measurable data. This involved the application of descriptive survey design. The goal of this study design is to figure out what, where, and how a phenomenon occurs. It involves gathering data for analysis and formulating pertinent suggestions and findings (Kim, Sefcik & Bradway, 2017). The population of this study included employees, irrespective of their gender and levels, of commercial banks in Lagos state, Nigeria. Lagos, being a major economic hub, hosts branches of several commercial banks (Nwagwu, 2020). According to the Central Limit Theory, quantitative research done via an employee survey requires at least 30 participants (Kwak & Kim, 2017). In line with the Central Limit Theory, two hundred (200) employees were selected from commercial banks in Kosofe local government area (LGA) which included Access Bank Plc, Fidelity Bank Plc, First City Monument Bank Limited, First Bank of Nigeria Limited Guaranty, Trust Holding Company Plc, Union Bank of Nigeria Plc, United Bank for Africa Plc Zenith Bank Plc. These companies were selected due to easy accessibility of data and their commercial bank status with International Authorization in Nigeria. The study adopted the convenience sampling technique which was cost-effective and allowed rapid data collection from employees who were accessible (Andrade, 2021).

The questionnaire was the only instrument used in this study. The questionnaire focused on variables (collective bargaining, workplace policies and practices, and women in Leadership Positions). It made use of the Likert scale five-point format of Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5. The Statistical Package for Social Sciences (SPSS) 20.0 was used to code, modify, and analysed the data collected. More so, the software aided in the inferential analyses. To test for the hypotheses, independent t-test was used to compare the means of two independent groups to determine whether there is statistical evidence that the associated population means are significantly different.

### 4. Results and Discussion

#### Hypothesis One:

H<sub>0</sub>: There is no significant difference in the perception of male employees regarding the outcomes of collective bargaining efforts by trade unions compared to female employees

Table 1a provides descriptive statistics for two groups (Male and Female) regarding collective bargaining success.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Collective bargaining success	Male	57	3.6798	.52346	.06933
	Female	112	3.4710	.44106	.04168

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Collective bargaining success	Equal variances assumed	2.732	.100	2.729	167	.007	.20884	.07652	.05777	.35991
	Equal variances not assumed			2.582	97.366	.011	.20884	.08090	.04830	.36939

The dataset includes two gender groups, with 57 males and 112 females. When examining collective bargaining success, males have a slightly higher mean score of 3.6798, with a standard deviation of 0.52346 and a standard error of the mean at 0.06933. In contrast, females exhibit a slightly lower mean score of 3.4710, with a lower standard deviation of 0.44106 and a smaller standard error of the mean at 0.04168. From Table 1b (Independent Samples Test), Levene's Test for Equality of Variances suggests that the variances in collective bargaining success scores are not significantly different between the two gender groups when using an alpha level of 0.05 (F=2.732, p=0.100), which means that equal variances can be assumed. When assuming equal variances, the t-test for Equality of Means yields a t-statistic of 2.729 with 167 degrees of freedom (p=0.007). The mean difference in collective bargaining success scores between males and females is 0.20884, and the 95% confidence interval spans from 0.05777 to 0.35991. However, when not assuming equal variances, the t-statistic is 2.582 with 97.366 degrees of freedom (p=0.011). The mean difference remains consistent at 0.20884, and the 95% confidence interval ranges from 0.04830 to 0.36939.

Based on the provided statistics, there is a statistically significant difference in collective bargaining success between males and females. Both t-tests (assuming equal variances and not assuming equal variances) produce p-values below the conventional significance level of 0.05, indicating that gender has a significant impact on collective bargaining success scores. Males, on average, appear to have higher collective bargaining success scores compared to females. For hypothesis one, the analysis of member satisfaction and engagement by gender revealed a statistically significant difference. Males had a higher mean satisfaction score compared to females, with both t-tests (assuming equal variances and not assuming equal variances) producing p-values below 0.05.

**Hypothesis Two:**

H<sub>0</sub>: There is no significant difference in the perception of male employees regarding the level of influence trade unions have on workplace policies and practices compared to female employees.

Table 2a provides descriptive statistics for two groups (Male and Female) regarding advocacy and policy impact.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Advocacy and policy impact	Male	57	3.9254	.17012	.02253
	Female	112	3.8415	.55952	.05287

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Advocacy and policy impact	Equal variances assumed	49.943	.000	1.105	167	.271	.08392	.07593	-.06598	.23383
	Equal variances not assumed			1.460	145.473	.146	.08392	.05747	-.02966	.19751

When it comes to advocacy and policy impact, males have a slightly higher mean score of 3.9254, with a relatively low standard deviation of 0.17012 and a standard error of the mean at 0.02253. In comparison, females have a slightly lower mean score of 3.8415, with a higher standard deviation of 0.55952 and a larger standard error of the mean at 0.05287. From Table 2b (Independent Samples Test), Levene's Test for Equality of Variances shows that the variances in advocacy and policy impact scores are significantly different between the two gender groups (F=49.943, p<0.001), indicating unequal variances. Subsequently, the t-test for Equality of Means is conducted, both assuming and not assuming equal variances. When assuming equal variances, the t-statistic is 1.105 with 167 degrees of freedom (p=0.271). The mean difference in advocacy and policy impact scores between males and females is 0.08392, and the 95% confidence interval spans from -0.06598 to 0.23383. Conversely, when not assuming equal variances, the t-statistic is 1.460 with 145.473 degrees of freedom (p=0.146). The mean difference remains relatively consistent at 0.08392, but the 95% confidence interval now ranges from -0.02966 to 0.19751.

Based on the provided statistics, there is no statistically significant difference in advocacy and policy impact between males and females. Both t-tests produce p-values above the conventional significance level of 0.05, suggesting that gender does not appear to have a significant impact on advocacy and policy impact scores. For hypothesis two, when examining workplace representation and influence by gender, there was no statistically significant difference found. Both t-tests (assuming equal variances and not assuming equal variances) produced p-values well above 0.05, indicating that gender did not significantly impact these scores.



**Hypothesis Three**

H<sub>0</sub>: There is no significant difference in the perception of male employees regarding the proportion of women in leadership positions within trade unions compared to female employees.

Table 3a provides descriptive statistics for two groups (Male and Female) regarding workplace representation and influence.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Workplace representation and influence	Male	57	3.8026	.34634	.04587
	Female	112	3.7478	.76413	.07220

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Workplace representation and influence	Equal variances assumed	28.341	.000	.515	167	.607	.05486	.10648	-.15536	.26509
	Equal variances not assumed			.641	165.308	.522	.05486	.08554	-.11403	.22376

For males (N=57), the mean workplace representation and influence score is 3.8026, with a standard deviation of 0.34634 and a standard error of the mean of 0.04587. For females (N=112), the mean score is slightly lower at 3.7478, with a larger standard deviation of 0.76413 and a standard error of the mean of 0.07220. These statistics provide an initial overview of how males and females rate workplace representation and influence. From Table 3b (Independent Samples Test), Levene's Test for Equality of Variances reveals that the variances in workplace representation and influence scores are significantly different between the two gender groups (F=28.341, p<0.001), indicating unequal variances. Subsequently, the t-test for Equality of Means is conducted, both assuming and not assuming equal variances. When assuming equal variances, the t-statistic is 0.515 with 167 degrees of freedom (p=0.607). The mean difference in workplace representation and influence scores between males and females is 0.05486, and the 95% confidence interval spans from -0.15536 to 0.26509. Conversely, when not assuming equal variances, the t-statistic is 0.641 with 165.308 degrees of freedom (p=0.522). The mean difference remains the same at 0.05486, but the 95% confidence interval now ranges from -0.11403 to 0.22376.

Based on the provided statistics, there is no statistically significant difference in workplace representation and influence between males and females. Both t-tests produce p-values well above the conventional significance level of 0.05, indicating that gender does not appear to have a significant impact on workplace representation and influence scores. For hypothesis three, the analysis of advocacy and policy impact by gender did not reveal a statistically significant difference. Both t-tests (assuming equal variances and not assuming equal variances) produced p-values above 0.05, suggesting that gender did not significantly influence these scores.

*Discussion of the Findings*

The finding that there is a statistically significant difference in collective bargaining success between males and females in selected banks in Lagos aligns with the broader literature on gender dynamics in workplace negotiations. This is consistent with Kray and Thompson (2004), who argue that gender stereotypes often influence the perceived competence of women during negotiations, leading to differential outcomes. Similarly, Kabeer (2021) emphasize that organizational structures and cultural biases can disproportionately disadvantage women, even in unionized environments, where equality is expected to be more pronounced. This observation is in line with studies on the intersection of gender and labour representation. For example, Dean and Perrett (2020) assert that women are often underrepresented in leadership positions within trade unions, which may limit their bargaining power. This is consistent with findings by Asan et al (2023), who note that the male-dominated leadership in unions tends to prioritize issues that align more closely with male employees' interests.

The finding that there is no statistically significant difference in advocacy and policy impact between males and females aligns with existing literature on gender roles in advocacy work. For instance, Chhetri and Zacarias (2021) examined the role of gender in influencing policy changes and found that male and female advocates demonstrated equal levels of effectiveness when presenting evidence-based arguments. Lawless et al (2021) noted that gender stereotypes, while pervasive, do not necessarily translate into tangible differences in advocacy outcomes, particularly in professional or organized settings. This is consistent with Aboramadan and Karatepe's (2021) assertion that policy impact is more heavily influenced by factors such as access to resources and organizational support than by gender. Arvate et al (2022) similarly report that both male and female advocates are equally effective in leveraging networks to amplify their advocacy goals, provided they have similar access to resources.

The finding is that there is no statistically significant difference in workplace representation and influence between males and females. This is consistent with the work of Cech (2024), who argued that contemporary organizational structures increasingly emphasize meritocratic principles, thereby reducing gendered discrepancies in representation and authority. Additionally, Emon and Nipa (2024) found that in sectors with structured evaluation frameworks, gender differences in workplace influence are minimal, supporting the notion that systematic approaches help create more equitable outcomes. This finding is in line with broader research on gender equality in professional settings, particularly within organizations emphasizing diversity and inclusion. Fine et al (2000) highlight that in environments with robust gender equity policies, male and female employees report similar levels of influence in decision-making processes. Karpowitz et al (2024) demonstrated that the inclusion of women in leadership does not diminish their perceived authority or effectiveness compared to their male counterparts, indicating that representation and influence are more closely tied to role expectations than to gender.

## **5. Conclusion and Recommendation**

The study reveals that gender perceptions significantly affect the success of trade union collective bargaining in selected banks in Lagos State, Nigeria. Specifically, the findings highlight a statistically significant difference between male and female employees regarding the success of collective bargaining efforts. This suggests that male employees may experience more favourable outcomes from union negotiations, which may be influenced by existing gender dynamics within the banking sector. The disparity in bargaining success emphasizes the need for a more gender-sensitive approach within trade unions to ensure that both male and female employees benefit equally from collective agreements.

However, the study also indicates that gender does not play a significant role in other aspects of trade union activities, such as advocacy, policy impact, or workplace representation and influence. The lack of statistically significant differences in these areas suggests that both male and female employees perceive the influence of trade union policies in a similar manner, potentially reflecting a shared understanding of union objectives regardless of gender. These results highlight the need for a comprehensive approach to trade union engagement that considers gendered experiences in specific areas like collective bargaining while maintaining inclusive strategies for broader union activities.

### *Recommendation*

Based on the findings of this study, it is recommended that trade unions in banks in Lagos State, Nigeria, focus on enhancing their visibility and engagement to address the gender disparities observed in collective bargaining success. Given that trade unions in the banking sector are not prominently vocal, there is a need for strategic awareness campaigns to educate and empower employees, both male and female, on the importance of union membership and participation. By fostering a more inclusive and active union presence, especially in the areas of collective bargaining, the unions can ensure that all employees, regardless of gender, can equally benefit from negotiations. Additionally, efforts should be made to involve female employees in leadership roles within the unions to promote gender equity in decision-making processes. The trade unions should consider implementing gender-responsive policies that specifically address the varying needs and challenges faced by male and female employees in the banking sector. Since no significant differences were found in advocacy, policy impact, or workplace representation, trade unions must adopt an inclusive approach that ensures both genders have equal opportunities to influence workplace policies and advocate for their rights. Encouraging diverse participation within union activities and decision-making processes will not only create a more balanced representation but also strengthen the overall effectiveness of the unions in advocating for all employees' interests.

### *Implications of the Study*

The findings of this study have significant implications for understanding gender dynamics within trade union activities in the banking sector of Lagos State, Nigeria. The observed gender disparity in the success of collective bargaining highlights the need for targeted interventions to address potential biases and structural inequalities that may hinder equitable outcomes. Moreover, the lack of significant differences in advocacy, policy impact, and workplace representation suggests that while unions may have achieved a level of gender inclusivity in broader functions, they must still evaluate the effectiveness of their strategies in addressing specific gender-based challenges. These insights emphasize the importance of developing gender-sensitive union policies and practices that not only bridge gaps in bargaining outcomes but also enhance the overall impact of trade unions in fostering a more equitable and supportive work environment in the banking sector.

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