

## IMPACTS OF GLOBALISATION ON GLOBAL LABOUR MOVEMENT: CHALLENGES AND RESPONSES

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DOI: 10.36108/ljerhrm/8102.01.0123

### Abstract

*Across the globe labour formations have generally been experiencing insurmountable challenges related to globalisation these challenges, though differs in the levels of impact, the issues raised are universally applicable. Studies show that trade unions are trying to combat these challenges by adopting organising model elements which involves social unionism movement. Unfortunately, this has not been adopted by all unions. This paper has as its main objective of situating the trade unions within the context of globalisation era with a view to assessing the effects of globalisation on the roles of labour movement. It is believed more than ever before, that the challenges facing the labour unions are daunting and this has changed the traditional roles of the trade union to be more dynamic and versatile. Attempts are made to define trade union and globalisation in its multi-faceted dimension. It looks at these challenges faced by trade unions due to globalisation and how they have responded to these challenges. The author review various areas that globalisation have been perceives to have adverse effects on trade unions and its members and their responses, recommending measures to be adopted by unions to overcome these challenges*

**Keywords:** Trade Union, Globalisation, Labour Law, Economic Crisis and Immigrant workers

### 1. Introduction

As a primary organisation of the working class, trade unions are the mixture of bureaucratic organisations and social movements. They function in two areas, as representatives of their members and the working class in the larger political process in the process of policy and law making. As bureaucratic organisations, trade unions effectiveness depends on their organisational structure, the relative authority of peak associations, the degree of fragmentation and their relationship with other organisational structures, particularly, the employer associations (Penninx & Roosblad, 2000)

Trade unionism may sound outdated and irrelevant, on the contrary, the academic literature related to trade unions have significantly increased despite the fact that individualism plays a significant role in the modern society (Ibrahim, 2013). Moreover, the society today is calling for innovations in start-ups and entrepreneurship, which are more related to self-employment Autio, Kenney, Mustar, Siegel, & Wright (2014). Anner (2013) argues that political and economic changes brought about by globalisation contributed to the dramatic changes and transformation of labour solidarity leading to the individualistic approach to bargaining. Notwithstanding, it will be ignorant to assume that unionism is irrelevant, as substantial numbers of employees work in a firms, company and in other organisation.

In an employer-employee relationship generally, the former have more resources and power in bargaining that leaves the latter in a vulnerable situation. Researchers have found out that employees feel motivated, when they are able to raise their grievances without fear of being picked upon, intimidated or fired (Gumbrell-McCormick, & Hyman 2013).

We must also agree that it is easier for management to address issues concerning employees with selected representatives on behalf of employees rather than trying to solve the problems with each one of them. Trade unions remain relevant socio-economic actor for today's economic, political and social battles. Although being on the defensive, the current hard times have stimulated new thinking among unionists in their identification of new opportunities. Many unions have "embraced alternatives to their time-honoured traditions" and have made hard choices but they will need to continuously reinvent themselves if they "are to survive as effective continuous associations" Gumbrell-McCormick & Hyman (2013, 205)

Globalisation has been considered as a leading factor to trade unions' challenges. Traditionally, they dealt with issues related to labour rights on a national level, amongst which are escalated immigration, high unemployment rates, diverse workforce, inequalities, economic crisis, which are all calling for trade unions to step up on their game and start re-strategizing in global terms. These are some of the negative impacts of globalisation, which has

threaten the existence of trade unions and must be forcefully combated by labour formations if they must remain relevant in the face of globalisation.

### **The Advent and Development of Trade Unions**

The trade unions began first in Europe in the sixteenth century, starting from craft guilds and later to mutual aid societies. Reid (2010) argues that the craftsmen found in assembly sectors such as engineering & shipbuilding joined hands to protect their interests, enforce apprenticeship rules and discuss political issues and other challenging matters. Since then, unionism has stayed in Europe with a significant progressive. Different unions have as well been formed all over the world. Unions became stronger after World War II, it was a 'golden age' of trade unionism in Europe, whereas in America, unionisation began in the 19th century.

Wheeler (2002: 509) argues that shoemakers, printers and other skilled tradesmen such as the masons, blacksmiths and the goldsmiths were the first set of trade unionist. Meanwhile, the unions density increased when construction of factories with huge production were invented, for example, "the Textile Mills of New England, began to hire young girls from the farm" (Yates 2009: 36).

According to Storch (2013) workers were paid low wages and working conditions were not good. In addition, people willing to work for low wages were flopping from rural areas and from Europe. Storch further argues that people were determined to build union movement that would offer them power, relevance and protection (2013: 6). However, Yates (2009) states that this was met by obstacles due to great depressions as well as capital and state repressions. Notwithstanding the resistances by both the state and the employers, these early workmen forged ahead to form formidable trade unions.

Trade unionism, which is a product of industrial revolution is now a universal phenomenon operating in almost every organization-public and private industry, institution, profession, and trade. It was designed as an instrument mainly to put up a united and collective fight against exploitation of workers by employees in factories. It has since proliferated to all sorts of work place, including office, establishments, financial institutions, educational institutions, et cetera. It was also intended to be used for securing reasonable wages and salaries, favourable conditions of services commensurate with the nature of work, facilities of housing, medical care, education, travel, recreation et cetera (Hyman 1999).

Trade union has attracted variety of definitions from scholars. Definitions depend on the perception of workers and the definition imposed by legal framework of a particular country. Sydney & Beatrice Webb (1897) in their millennium work define trade union as '*a continuous association of wage earners for the purpose of maintaining and improving the condition of their working lives*'. The Trade Union (Amendment) Act (LFN) 2005 defines trade union as *any combination of workers or employers whether temporary or permanent, the purpose of which is to improve their working condition*. Similarly, Otopo (2000), conceives trade union as a continuous organization of employees that seeks to maintain and improve the terms and conditions of employment through collective bargaining representation with the employer, from which it remains autonomous and through other means.

Trade unions can be described as organized grouping of wage and salary earners with the purpose of bringing to bear economic, social and political interest of their members in labour relations. (Fajana, 2000) define trade union as an association of wage or salary earners formed with the object of safe guarding and improving the wage and employment conditions of its members and to raise members' social status and standards of living in the community. It is an organized association of workers of an industry for the protection of common interests.

These interests include job protection, and maintaining or improving reasonable conditions of work, health and safety, and rates of pay. Otopo (2016) claim that there is an apparent consistent attempts by other interest group to define the role of trade unions and labour in society, arguing that the first of such is what he referred to as the 'institutional transfer thesis' which basically holds that colonising powers have transmitted not only certain institutional 'forms but, in some extravagant cases, also requisite behavioural 'norms' to their colonies.

### **What is Globalisation?**

Globalisation is seen as the newfound, trans-historical recipe for economic social and technological problems of the modern world. Burgess & MacDonald (1998) defines globalisation as the ability of a country, by the advantage of time and space, to penetrate another country's economy, politics and culture in such a way that it produces a hybrid system in the recipient country. It is expected, in the process, that it will produce and not erode differences among social formations.

Globalisation means different things to different people, evokes different emotions, and invokes different reactions from different people. However, there are two broad schools, the proponents and the opponents of globalisation. While the proponents of globalisation continue to argue that globalisation removes all domestic barriers to freedom of capital and finance, promotes real choices and opportunities to “choose markets, to access required appropriate technology for production to realize economic potential empowering the consumer and ushering in long- term prosperity for all, some ideal of universal civilization Knorringa,& Pegler (2006).

The opponents only see and accept globalisation from the positive side of the movement of history, which Jeffery (2002) sees as the spread of cultural pluralism, the development of technology and productive forces, the global awareness of the underlying unity of human kind, and more recently, the partial return to native as an inherent part of life in all its many forms.

Supporting the proponents of globalisation, Globalisation according to Pieterse (2015) is the rapid integration of economics worldwide through trade, financial flows, technology spillovers, information networks and cross-cultural currents, this school is of the view that the best way of any nation to achieve rapid economic development is to enhance the role of the market and diminish that of the state by limiting it to the provision of conducive environment for private enterprises to flourish and competitive markets to function.

The proponents of the school conclude that “the phenomenon of globalisation is becoming more and more a reality from which we cannot exit” Ryder (2003). In essence, globalisation is inevitable for man. The opponents of globalisation see the above assertions as “offensive and oppressive march of international capitalism destroying all the cherished values in its wake, everywhere. It represents cultural subjugation and ideological conquest. Tandon (2009) dismissing the amplified newness of the globalisation concept and situating it in the historical context of human movement, posits that wars, pestilence, slavery, bondage, occupation, exploitation, wanton destruction of cultures and natures, and forcible religious conversions are part of the negative baggage of the movement.

This particular movement, argues Swyngedouw (2004) evolves several stages starting from slavery, to trading in commodities, followed by the export of capital and direct appropriation of the labour and natural resources of the countries in the southern Hemisphere by the North. Although, this particular movements also recorded some resistance that resulted in the withdrawal of the colonialists from the political administration of the south but much of the resources of these southern countries still remain in the grip of the north either directly through investments or indirectly through trade. This is the nucleus of the wide gulf between the north the south. “Over half of the people in the southern Hemisphere live on “less than one dollar a day and die before the age of 50”, yet “the quantum of wealth being produced globally is phenomenal and unprecedented Olurode (2011). The claim that globalisation is promoting movement of the people and resources is, according to Olurode deceptive, because if not, why did “the western nations put in place rigid immigration rules that frustrate the migration of the poor people to places where their skills and labour could be sold at better offers? In the same vein, Olurode queried further the notion that globalisation fosters trade liberalization and regarded such as patently false, because according to him, while American is injecting the south with globalisation dosage of subsidies withdrawal, she at the same time continues to subsidizing its farmers substantially.

Thomas & Thompson (2014) describes globalisation as the breaking down of national barriers and their replacement with a network of commerce, trade, financial transactions, exchange of technology, information and free movement of people. This definition lends credence to rapid erosion of state sovereignty. It is an observable structural shift in the organization of the global system of world’s trade and investment as a result of changes in the economy, politics, philosophy and technology Rupert & Smith (2016).

Tomlinson (1999) maintains that globalisation refers to the “rapidly developing and ever deepening networks of interconnection and interdependencies that characterized modern social life”. Globalisation is growing rapidly and has become a core subject of discussion in many fields, including political, social and economic. Companies are growing overseas through merging acquisitions and takeovers to seek cheap labour and new markets.

Globalisation plays on the two sides of the coin, on one side, it promotes economic growth and employment opportunities; transfer of technology, innovation and creativity; and loosens the trading restrictions. In addition, it has also advanced information technology and transportation (Hirst et al, 2015).Munck (2010) suggests that the revolution of transport and communication in 1970s and 1980s speeded up trade and economic transactions. On

the other side of the coin; workers have been replaced with technology, resulting in unemployment, job insecurities and union membership decline arising from low wage non-union workers and precarious work, particularly held by immigrants due to increased immigration; escalating inequalities; inability of unions to speak on behalf of workers; abandonment of labour laws through deregulation, marketization, privatisation and the global economic crisis in 2008 among others.

Globalisation has been ascribed different meaning by different people, depending on the context in which it is used, the question we should be asking ourselves right now is 'do the globalisation benefits exceeds the injury it causes, or is it vice-versa? Milkman (2014) states that globalisation has emerged as a major contributing factor to the difficulties trade unions are facing. (Bernaciak 2014) argue that globalisation exhausts the trade unions ability to regulate work and employment within the national boundaries in which they are embedded. Standing (2011) summarizes globalisation as "commodification" where everything including labour can be bought and sold as a commodity subject to market forces. The current challenges global unions are facing as a result of globalisation are enormous, most of which have impacted negatively on their density and continuous existence.

### **Globalisation, Work Flexibility and Deunionisation**

While globalisation has led to a massive increase in wealth for the capitalist nations and multinationals, a closer look reveals a troubling picture for many of the workers and their unions globally (Luce 2014). If the creation of global economy produces a global workforce, Munck (2010) suggests that it might seem to be reasonable for global unions. However, the global economic power does not call forth for a balanced global social counter-movement.

Hyman (2007) argues that many analysts see globalisation as a challenge which limits the employment regulation & hence lessens the capacity of trade union capacity. Hyman further adds that demographic changes, extensive privatisation, curbs on public expenditure have challenged regulatory processes. According to Storch (2013) and Bernaciak (2014), the global competition led to manufacturing companies relocating abroad in search of profit maximization and with reduced capital movement regulations, jobs moved to lower labour costs and non-unionised areas, leaving the unions with no power (Gall & Hurd 2011). This weakened workers and their unions as jobs were open to non-union workers.

The alteration of world's capital-labour ratio and weakened bargaining position of workers, in Standing (2011:39) opinion, were caused by China, India and ex-Soviet bloc entering the global economy in 2000 with little capital and low wages. In addition, Hayter (2015) argues that the emergence of global production networks has further weakened the bargaining power of labour, she names inequality and insecurity as the most significant "labour problems" of our era.

Faced with global competition, Standing (2011) & Yates (2009) claim that firms have been downsizing, closing down, outsourcing and off shoring, thereby changing workforce into precariat. Also, wage differences have augmented remarkably between regular employees and those near the precariat. With the shift from manufacturing to service sectors, thousands of workers were displaced, disempowered and labour unions staggered in membership loss. Management get rid of previous commitments to employees by outsourcing, only to hire the same skilled employees as self-employed contractors (Gall & Hurd 2011). According to Luce (2014), this also allows the management to get rid of labour and employment laws as contractors are not covered by minimum wage nor do they have a right to form unions.

Globalisation gives employers the power to threaten employees of their rights to move a firm abroad if the employees become union members. Hyman (2007) argues that employers escape easily the national employment structure through economic internalisation. They have also turned the full-time workforce to a temporary workforce, as Storch (2013) & Standing (2011) explain, this signified less responsibility for worker's unemployment benefits, health insurance, risks of being fired, among others.

The importance of organising atypical and informal sector workers is not recognised equally by all sections of the trade union movement because of the confused and contradictory perception of the informal sector by trade unions. It is still a widely accepted assumption that the informal sector is a transitory phenomenon, and that it will be absorbed by the formal sector in time without the need for action by trade unions or the state. However, the experience of the last two decades shows that this assumption of gradual formalization is unrealistic and only fosters dangerous complacency (Gallin 2001).

### **Employment Insecurity**

Globalisation has brought with it as one of its main strategies of privatization, which stresses that it is possible for the private owners to close down in a particular country and shift production to countries with lower wages or countries where labour has been relatively subdued (Standing (2014)). The shutdown, Standing further argues, may also take place if the private owners find that it is more profitable to import rather than produce locally. Mere threats of closure with a view to relocating may also be used to keep working conditions under permanent pressure while still making enormous profit.

The implications of the foregoing for the labour movement across the globe is that whereas in the past, unions could insist on companies complying with national regulations on a number of labour policies, but today, making such demand will make relocate its plant and production (Shizha 2014).

### **Liberalisation and Economic Crisis**

Aidt & Tzannatos (2000) in their examination of the economic effects of labour standards and union actions conceptualised collective bargaining as a guiding principle for unions to gain strength, purpose and provides insight into the crisis currently faced by unions. They argue that it is due to the old traditional structure and a characteristic, rendered ineffective by external changes in the economic as well as political system that has contributed to the long-term difficulties of unions. Bernaciak (2014) argues that the economic crisis in 2008 caused severe austerity measures and acted as a pretext for collective bargaining institutions attack in many countries. Yates (2009) adds that the market crash in 2000 and later in 2007, left the working class in United States in irrecoverable state. The shortfall of money forced them to borrow with credit cards and take home equity loans.

These rapidly accumulated the consumer spending and left workers blocked in huge amount of debts and finally resulted in financial collapse and the global economy crashing. The informal economy as Tate 2005 (cited in Munck 2010) argues, forced trade unions in the US to take a broader orientation on versatile political movement than just issues such as wages and benefits. Gall & Hurd (2011), associate Globalisation with neo-liberalism, privatisation, liberation, deregulation and less government spending. That means less role for the state and maximum role to the market which promotes individual liberty and guarantee economic growth. The consequences are that workers are exposed to the unpredictable markets with less protection from the government, thereby leaving the workers into the hands of powerful employers to form regulations concerning employment relationship.

According to Standing (2011), neo-liberalism claims emphasised on needs to pursue “labour flexibility” otherwise, corporations would transfer productions and investments to countries where the cost was lower. As labour flexibility became rampant, long-term, stable, fixed hour jobs with established unionisation reduced significantly with consequence reduction in labour density and finance. According to Becker (2014), labour flexibility involves continuous adjustment of workers’ schedules and shifts in relation to the decrease and flow of consumer traffic and sales.

### **Diversification of the Workforce**

Labour formations have failed to build alliances with diverse workforce, including domestic workers, immigrant workers, and black workers. Luce (2014) explains that employers took the advantage of the division in the workforce which was one of the consequences of globalisation. By excluding these groups of worker from their ranks, unions created the conditions of their own decline. Gall & Hurd (2011) argues that globalisation has changed the work landscape and workforces across countries. Meanwhile, groups organised around race and ethnicities are reshaping the society. It’s unfortunate that trade unions have been slow in exploiting the membership potential of new workforces, such as young, disabled, lesbians, gays, among others. Though unions are diverse in composition and occupations they represent, Luce (2014) suggests that they are still far from representing the global working class, particularly, the young generation who are facing unemployment and under employment.

### **Globalisation and the Immigrant Workers**

It has been increasingly difficult to distinguish between migrants in general and migrant workers. The ILO Convention on Migration for Employment 1949, (No. 97) in its Article 11, states: “migrant for employment means a person who migrates from one country to another with a view to being employed otherwise than on his own account and includes any person regularly admitted as a migrant for employment.” Similarly, the 1990 UN

Convention on the Protection of all Migrant Workers and their Families, which is a more encompassing and comprehensive define a migrant workers as "a person who is to be engaged, is engaged or has been engaged in remunerated activity in a State of which he or she is not a national".

In the opinion of Munck (2010), the unfolding globalisation in the 1980s, came along with huge transformation of labour globally. There was increased mobility between countries and restructuring of labour that entailed wages and functional flexibility. Though this took different national forms and depended on the strength of labour movement, the whole process was driven by global nature. He further states that trade unions pleaded for 'a social clause' to be included in the multilateral agreements that prevented "social-dumping" across borders. (Becker 2014; Munck 2010) argue that in the past, organised labour viewed immigrant workers as a threat and a problem to labour standard and unions looked foreign workers as the enemy. Similarly, Luce (2014) argues that the movement of jobs across national boundaries by employers was a means of getting rid of unions, strikes, etc. Most unions supported regulations that hindered immigration hiring practices and policies.

Wheeler (2002) argues that the traditional bargaining and organising of unions have been affected by the high number of migrant workers an emerging market economies will continue to be a primary factor in the growth of precariat" (Standing 2011). Due to global competition and desire to increase profitability, employers prefer hiring foreign and immigrant workers who are inadequately compensated, non-unionise as compared to indigenous workers. Immigrants have been prone to low-paid jobs or long working hours without security or protection from trade unions (Milkman 2014).

Globalisation has made migration much easier through better communications, dissemination of information through mass media and improved transport, among others. It is the increasing trade and investment flows among nations of the world. In its 1995 report, the Untied Nation Human Right Committee on Refugees claimed that:

*"The recent expansion of the global communications network- telephone connections, satellite dishes and video rental stores - has already had a profound effect on the consciousness of the world's less prosperous societies. Horizons have been broadened, expectations raised and cultural differences diminished. The images conveyed by such media may be largely false. Nevertheless, they convey a potent message about the advantages experienced by people living in the developed states". (UNHCR, 1995)*

It is a fact the most migrant workers are not registered with trade unions as Keune (2015) argues, contradicting the fact that they could benefit most from strong collective representation. Becker (2014: 28) lists some of these benefits as regularised work schedules, greater access to health, promotions based on justice, rulings without jeopardizing job security, etc. Workforce without a collective representation, according to Munck(2010) stands out as a menace to solidarity and organising opportunity.

According to Joppe (2012), the International Labour Organization (ILO) estimate that the worldwide population of migrant workers, defined as persons who are economically active in a country of which they are not nationals, but excluding asylum seekers and refugees to be at 105 million worldwide with rapid growth in the tourism industry, A number of ILO standards contain specific provisions on migrant workers, such as those addressing social security and the regulation of private employment agencies.

The ILO has also crafted specific instruments addressing labour migration and the protection of migrant workers such as Migration for Employment Convention (Revised), 1949 (No. 97) and Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143) as well as accompanying recommendations. Convention No.143 is particularly relevant because it includes explicit protections for migrant workers in an irregular situation. That respect for fundamental rights and principles at work is not limited by a worker's nationality or immigration status, but is reinforced by Article 1 of Convention No. 143, which requires States Parties "to respect the basic human rights of *all* migrant workers". The ILO Committee of Experts on the Application of Conventions and Recommendations views this provision as referring to "the fundamental human rights contained in the international instruments adopted by the UN in this domain, which include some of the fundamental rights of workers".

This interpretation is particularly important because it reflects the interdependence between international labour standards and human rights law (See Dauda & Kolawole, 2011).

Convention No. 143 also specifically provides, for equality of treatment for migrant workers in an irregular situation and members of their families in respect of rights arising out of past employment as regards remuneration, social security and other benefits.

With immigration as a fact of life, the development of a more balanced economic and political world order is still a long way off, it is increasingly important for trade unions to develop strategies that take these factors into account and develop new ways to fight with and for migrant workers and their rights.

### **Conclusion**

Trade unions systems have been known to be complex and bureaucratic organisations, they are known to concentrate on what is 'their own' neglecting the large community. Nevertheless, some unions are trying to break these traditional structures by adopting the organising model elements, which is connected to social unionism movement. But to many, the traditional system is still practised. Trade unions will have to find a way of changing the negative impacts of globalisation into opportunities and this will be achieved, for example through stepping out of their "comfort zone" and engaging more into social networks and local communities, understanding workers' environment both inside and outside workplace, working alongside those who don't share their views and integrating with diverse workforce that includes young generation and immigrant workers. The changes may be slow, but are achievable.

Admittedly, it is difficult contacting and organising workers in informal employment and legislations has not helped in this regard. However, Unions tend to be comfortable and satisfied organizing only in the formal sector of the economy and do not feel that they are in a position to use scarce resources for the informal sector. Unions also often underestimate the capacity of informal sector workers to organise themselves. Organising workers in informal employment needs to be a priority of the trade union movement at both national and international levels, unions must realise the informal economy has come to stay and it is growing rapidly, consequently, the stabilisation of the formal sector organisations and building trade union strength internationally depend on the organisation of the informal sector.

Brecher, Costello & Smith (2000) opines that globalisation has contributed unquestionably to the matters related to trade unions. They argue that through globalisation, immigration has escalated which, on the contrary, would have assumed the opposite and that the economic globalisation is inevitable and will continue to steer immigrant workers to move from poor economies to seek opportunities in economically rising countries

It has been realised that unions are facing challenges in so many dimensions and can totally differ from one part of the world to the other. Researchers affirm that membership levels are crucial to trade union's ability to sign and carry out collective agreements with employers and for their capacity to persuade government policy. Also it has been noted that trade unions play an important role in the modern society, apart from protecting their members' wages and benefits, different authors, Such as Johnston Anumonwo & Doane, (2011) and Webster et al., (2011) have confirmed that they fight against inequalities, promotes labour law reforms, balance the distribution of economic benefits, narrow the gap associated with race and ethnicity among other things. The impact of globalisation has contributed unquestionably to the matters related to trade unions. Through globalisation, immigration has escalated which, on the contrary, we would have assumed the opposite. The economic globalisation is inevitable and will continue to steer immigrant workers to move from poor economies to seek opportunities in economically rising countries.

Trade unions systems have been known to be complex and bureaucratic for concentrating on what they believe is 'their own' and thereby neglecting the large community While some unions are trying to break these traditional structures by adopting the organising model elements, which is connected to social unionism movement, many still practice the traditional system(Wallenstein 2004). As observed by Jenkins (2006), the absence of an international organization of labour to match the internationalization of capital tends to weaken the labour movement in relation to global capital and in order to reduce the impact of this problem trade unions should enter into strategic alliances. Large capitalist organizations have shown that strategic alliances, through mergers, acquisitions and takeover do strengthen the partners in the alliance. The same benefits should also accrue to trade unions. Such alliances can be forged at the various levels of union organizationbranch, industrial, national and sub-regional levels to meet the demands of globalisation amongst the emerging economies of the world.

A critical condition for the union success in the new world order is to be conscious and recognise that managing trade union organizations is a task that requires professionalism on the part of union leadership with a deep understanding of the essence of globalisation from working class perspective. The trade unions today must possess the ability to analyse situations, plan and execute actions that connect with the objectives of the trade union, the labour and the working class movements. They must have a good and thorough understanding of the nature of the business that their organizations are involved in, and of the changing factors in the environment that are impacting or likely to impact upon their fortunes. The trade union organizations of today need to develop and deploy missions, visions and values that reflect the challenges of the times, they must have strategies and structures that both support and help in the realization of such missions, visions and values. It means that the trade union organization must operate from a strategic vision

There is no doubting the fact that economic globalisation has come to stay and it is unavoidable, consequently, trade unions will have to find a way of changing the negative impacts of globalisation into opportunities and this can be achieved when they stepped out of their “comfort zone” and engaging more into social networks and local communities, understanding workers’ environment both inside and outside workplace, working alongside those who don’t share their views and integrating with diverse workforce that includes young generation and immigrant workers(Gallin2001). The changes may be slow, but Beck (2018) argue that they are achievable.

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