

THE PRACTICE OF TRADE UNIONISM AND THE IMPROVEMENT
OF ECONOMIC WORKING CONDITIONS IN NIGERIA: A CASE
STUDY OF THE NATIONAL UNION OF TEXTILE, GARMENT AND
TAILORING WORKERS OF NIGERIA, KADUNA.

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MBA/ADMIN/39560/2004-2005
(GO4/BAMF/7085)

BEING A PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) OF AHMADU
BELLO UNIVERSITY, ZARIA.

DEPARTMENT OF BUSINESS ADMINISTRATION,
FACULTY OF ADMINISTRATION,
AHMADU BELLO UNIVERSITY.

NOVEMBER, 2005.

CERTIFICATION

This is to certify that this project titled “The Practice Of Trade Unionism And The Improvement Of Economic Working Conditions In Nigeria: A Case Study Of The National Union Of Textile, Garment And Tailoring Workers Of Nigeria, Kaduna” by MUSA, Stephen meets the regulations governing the award of the degree of Master of Business Administration (MBA) of Ahmadu Bello University, Zaria and it is therefore approved for its contributions to knowledge, and literary presentation.

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DECLARATION

I hereby declare that this research project has been carried out and put together by me as the outcome of my own research work. It has not been presented in any previous application for a degree.

All quotations are distinguished by quotation marks and sources of information are accordingly acknowledged by means of referencing.

MUSA, Stephen

Name of Student

Signature

Date

DEDICATION

Dedicated to

The Most High God, the fountain of all knowledge, through whom, for whom and in whom I live.

ACKNOWLEDGEMENT

I wish to express my profound appreciation and praise to the Lord Jesus Christ for the grace to live and study. My particular gratitude to my supervisor, Mr. Essienesak .J. Ubom, for playing such role at this important phase in my life.

I thank my family – the family of Mr. Musa Kaskuma as well as the family of Mr Japhet Musa for the provision in my study, Shunom A. Giwa and Aaron U. Oritogun for their spiritual support. I also thank Mrs. Tani and Joseph Momoh of the Textile Labour House Kaduna, Barak Musa, Timothy U. Okpanachi, Mr. EL-Amin Kaka, Onu M. Isah, Merimon Z. Yakubu, all for their diverse efforts and encouragements toward my study. Labour of love never go un-rewarded.

ABSTRACT

The practice of Trade Unionism is in the field of Labour Relations. It involves the trade union, the employer and the state. The NUTGTWN is one of the registered twenty-nine industrial unions, which came into existence after the amalgamation of scores of house unions in 1978. The study is concerned with the performance of the union in improving the economic condition of its members by means of fringe benefits such as the annual bonus. It therefore focuses on unearthing the expected and actual economic working conditions of the members of the union, the performance of the union in the aspect of end of the year bonus, and other benefits and ways that may bring improvement in the economic welfare of the members of the union.

Adopting the survey method of research, a sample is analysed from the study organization using the cluster and random sampling techniques by means of questionnaires. The primary data is supplemented by secondary data obtained from the union's headquarters.

By means of simple descriptive analysis of frequency distribution supplemented by percentages, appropriate conclusions were arrived at. The findings show that the present state of the members of the union is such that a lot are not able to provide for their own basic needs against being where most will properly provide for their family needs. The annual bonus has so far helped in improving the situation. Also efforts of the union should be directed towards winning more direct monetary issues.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

The human element in the place of work makes the difference between man and any beast of burden or automation. This informs the emergence of Industrial or Labour Relations as a field of study and area of practice. Labour Relations is a fascinating subject, for it is about people and about people in the world of work. This world covers a vast range of types of production activities carried out in diverse surroundings in every country. The terms and conditions governing people at work, and the way these are arrived at, are the core of Labour Relations, and they are actually of crucial concern to the people involved. It is they who are not just close to the actions but immersed in it.

However, it is not only employees and managers “in a textile mill” who have interest in Labour Relations. The government of the country has an important stake, in part because it is an employer in its own right, also because it is the custodian of the public interest in Labour Relations policies and practices. “We associate Industrial Relations with the spread of industrialism, a process which began in Britain in the eighteenth century, with the first industrial revolution. It is topical, practical, and involves studying the working behaviours of a very large proportion of the people in any country, namely the labour force” (Johnson, 1983).

The issues of Labour Relations tend to shift from the question of the size and share of the proceeds of output to one of decision making: What and how much to produce, who to employ and dismiss, what benefits to institute, and who shall partake thereof. The problem is who shall make these decisions and how? Labour Relations is fundamentally concerned with the complex of power relationships and power sharing, economic and other decisions which affect or emanate from

employment, conditions of employment and remuneration - between management, the employees (Trade union) and the state. “The central issue of Labour Relations is how to attain and maintain optimum level of productive efficiency and how to share the economic returns” (Yesufu, 1984).

In most organizations the sharing of the economic returns do not adequately reflect the contributions of the employees, simply because the managements in such organizations are usually obsessed with the development of the organization than that of the employees. This has had adverse economic effect on employees’ standard of living in a typical African country like Nigeria. “Workers throughout the world particularly in Africa, contributed immensely to the attainment of independence in their countries. But today, the greatest struggle is the eradication or alleviation of poverty, which recently became the campaign of halving global poverty level by 2050” (The Textile Worker, May 2005). A good economic working condition will make a good employee and consequently better output. One important way of achieving this is by wage supplements, that is, fringe benefits.

1.1 STATEMENT OF THE PROBLEM

Fringe benefits have become an important part of the total compensation of wage-earners. “These fringe benefits include those provided by law, those unilaterally introduced by employers and those obtained by unions through collective bargaining” (Rees, 1962:66). A labour union represents its members in negotiations with an employer over all aspects of an employment contract including wages and working conditions. These contract negotiations are known as collective bargaining. Where employees are represented by a union, the employer’s obligation to bargain has been interpreted by the courts to extend to fringe benefits as well as wages. By giving employees a united voice, a union can often negotiate better fringe benefits than individual employees can negotiate on

their on. In the contemporary Nigerian economic society, fringe benefits are important in ensuring better income distribution for the employees.

Now, if wages are defined (as they usually are) as per hour paid for and not per hour worked, then fringe benefits include payments for time not worked. These include vacation, food subsidy and medical facilities, annual leave, maternity leave, gratuity and retirement, et cetera. Such fringe benefits should actually satisfy real needs. They are expected to be widely applied in the organization and there should be effective communication in educating employees concerning the fringe benefits.

However, one type of the general fringe benefits that has assisted the textile employee in coping with the impacts of the economic crisis on income more than any is perhaps the annual bonus. There has been consistent struggles by the National Union of Textile, Garment and Tailoring Workers of Nigeria (NUTGTWN) to see that its branch executives secure as much annual bonus as possible. “In the 1990s, bonuses had become an active issue in collective bargaining” (Aremu, 2001:38)

Bonuses have regularly been won by the union for its members, that is, the textile employees. But how far these have gone in improving the economic condition of its members is the concern of this study.

1.2 THE RESEARCH QUESTIONS

- I. What level of economic working condition should the union ensure its members attain?
- II. What is the present economic working condition of members of the union?
- III. How has been the contribution of the end of year bonus to the lives of union members?

- IV. What other types of fringe benefits are of importance to the members of the union?
- V. How can the union ensure the provision of better economic working condition?

1.3 OBJECTIVES OF THE STUDY

The main aims of this study are to:

- I. Establish the present economic state of members of the union relative to where they should be.
- II. Examine the performance of the end of the year bonus as a leading fringe benefit in the textile industry in the lives of members of the union.
- III. Identify other significant fringe benefits and suggest better ways of improving the economic situation of members of the union.

1.4 JUSTIFICATION OF THE STUDY

The activities of trade unions have drawn attention to labour practices, economically, socially and politically. The study of the contributions of trade unions in improving the economic well being of employees is very significant. The relevance of the Labour Relations system in the contemporary Nigerian society cannot be over-emphasised.

This research work will highlight some of the reasons why the benefits of trade unionism should first be directed at the union members, who are the employees of the organisations. It will also bring to light issues that are of most concern to a typical Nigerian employee, as well as better ways of attaining the same. It will make studies in Labour Relations better understood and appreciated. It will give attention to better ways of meeting union members' needs and also ensuring overall industrial harmony as well as improved national economic growth.

1.5 SCOPE OF THE STUDY

The global prevalence of trade unionism is well reflected in the Nigerian society. Various types of unions represent various categories of employees. However, because of its representation of a large number of the average employee in Nigeria and its contributions to the field of Labour Relations, the NUTGTWN is selected for this study.

The study is confined to Kaduna metropolis, and is concerned with union performance from 1994 to date. Like the city of Kaduna, the textile companies located here have employees from virtually all communities in Nigeria and the city is host to leading textile companies. The focus of the study is on employees of the textile companies who are also the members of the union. And end of the year or annual bonus, which is likely the leading fringe benefit, is the aspect of concern of the study.

1.6 LIMITATIONS OF THE STUDY

This study is not without constraints encountered. However the researcher is confident that their effect on the outcome is to a negligible level. These are:

- i. Access to the officers of the union and the release of the necessary data has not been cooperative enough.
- ii. Respondents. A lot of them are not willing to fill the questionnaires. Some that fill the questionnaires made avoidable errors in spite of its simplicity.
- iii. The time limit for the study was not enough considering how data will be obtained and other necessary steps to be taken.
- iv. The cost has equally been a constraint. These basically are the print and transportation costs.
- v. The study materials for research and research related on this study were rarely available.

1.7 **ABBREVIATIONS**

ITGLWF:	International Textile, Garment and Leather Workers' Federation.
LUF:	Labour United Front
NCSU:	Nigerian Civil Service Union
NECA:	Nigeria Employers Consultative Association
NLC:	Nigeria Labour Congress
NRWU:	Nigerian Railway Workers Union
NTUC:	Nigerian Trade Union Congress
NUT:	Nigerian Union of Teachers
NUTGTWN:	National Union of Textile, Garment and Tailoring Workers of Nigeria
NWC:	National Workers Council
SACTWU:	Southern African Clothing and Textile Workers Union
ULCN:	United Labour Congress of Nigeria.

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CHAPTER TWO

REVIEW OF LITERATURE

2.0 INTRODUCTION

Labour Relations is concerned with economic class conflict and its accommodation among the employees, the employers and the state. The interests of the employees are represented and protected by trade unions. In Nigeria, as with Great Britain, Trade Unions emerged and grew under unfavourable opposition, which makes the tendency to indulge in strike more than any other means of settling trade dispute very high.

2.1 THE CONCEPT OF LABOUR RELATIONS

In various studies and in different settings, more than one term have been used. Some use 'Industrial Relations,' others adopt 'Human Relations at Work', and others, 'Labour Relations.' In this study Labour Relations is adopted.

Labour relations evolved out of the historical circumstances of the British industrial revolution "...a process which began in Britain in the eighteenth century, with the first industrial revolution. It is topical, practical, and involves studying the working behaviour of a very large proportion of the people in any country, namely, the Labour Force" (Johnson, 1983). Following the breakdown of the manorial system and serfdom, the industrial revolution was followed by progressive formalization of work relationships by employment contracts entered between employers and employees. In practice, however, these parties were any thing but equal. The employers were driven by desire to maximise profit, while the employees, haunted by fears of un-employment and starvation, found themselves herded into mines, factories, ships, et cetera, to work long hours in severe conditions with poor pay.

Sustained joint suffering then bred a brotherhood of understanding, joint endeavour and mutual assistance, hence, the birth of trade unions as the most effective means of exacting and defending better terms and conditions from the employers. Given this background, Labour Relations discipline emerged as a study of an economic class conflict between employers on the one hand, and increasingly organised workers on the other. It is an inherent class conflict

But industrial conflict has not final or permanent victor as such. For both sides are mutually supportive. In an important respect the problems of Labour Relations derive out of how to organise production and share the returns of joint endeavour. The employers are intent upon maximising returns from their investments, while the employee is interested in how to maximise his own returns in the forms of wages and other benefits, and to minimise other inherent adverse work situations.

The issues of Labour Relations tend to shift from the question of the size and share of the proceeds of output to one of decision making: What and how much to produce, who to employ and dismiss, what benefits to institute, and who shall partake thereof. The problem is who shall make these decisions and how? Labour Relations is fundamentally concerned with a complex of power relationships and power sharing, economic and other decisions which affect employment, the conditions of employment and remuneration between management, the employees or their unions and the state. In terms of specific content, Yesufu (1984:6), identified the following as concerned with labour problems in all their ramifications:

- ❖ Employment problems and employment security;
- ❖ Conditions of work: hours of work, shifts, holidays, et cetera;
- ❖ Remuneration: level, frequency, methods of wage payments and wage fixing;
- ❖ Labour and employer grievances and disputes;
- ❖ Levels of production and efficiency;

- ❖ Safety, health and welfare at work;
- ❖ Social security: sickness and old age benefits, maternity leave, employment injury compensation;
- ❖ Employee development: trainings, upgrading and promotions.

On one hand, the student of Labour Relations is concerned with those institutions that assume responsibility for dealing with the above problems, namely, trade unions, employers' associations, labour administrative machinery of the state, and relevant machineries such as joint consultation, collective bargaining, labour courts and tribunals. On the other hand, he is concerned with investigating how the economic and physical conditions and the administrative policies created by the wages system affect the wage-earners, that is, their health and safety, their disposition to organise unions and the philosophy and ideals.

A study of Labour Relations embraces national, economic and industrial perspectives as well as the relations between the single firm and its employees. Johnson (1983) gave the summary of the characteristics of Labour Relations system as follows:

TABLE 2.1:

INDUSTRIAL RELATIONS SYSTEM	WORKERS CHOICE AND MOBILITY	LEVEL OF WORKER ORGANISATION	POWER OF NON-STATE EMPLOYERS	INTERVENTION BY STATE	ETHICAL NATURE OF LABOUR RELATIONS
Peasant Lord	Nil	Nil	Great	Nil	Paternalistic
Primitive market	Small	Nil	Great	Nil	Contractual
Small manufacturing	Medium	Small	Great	Small	Paternalistic/contractual
Lifetime commitment	Small	Medium	Great	Small	Paternalistic/contractual

Bipartite	Great	Great	Great	Medium	Contractual
Tripartite	Great	Great	Great	Great	Contractual
Corporatist-bureaucratic	Medium	Medium	Medium	Great	Contractual
Mobilizing	Medium	Medium	Small	Great	Inspirational
Socialist	Great	Great	Nil	Great	Inspirational/ contractual

2.2 LABOUR IN THE NIGERIAN ECONOMY

The pattern of Labour Relations and the forms assumed by the problems connected with it in Nigeria is influenced by such things as the size, history and constitution of the country. Nigeria is a large country both in its geographical area and in population. By the 1963 census figure, Nigeria, having an approximate geographical size of 923, 770 square kilometres, had a population of about 55.7 million. With 2.9 percent growth rate, the population is estimated to be about 86 million in 1977. Today, Nigeria's population is estimated to be over 130 million. The population of Nigerian consists of about 250 linguistic groups with the largest being the Hausas in the North, the Igbos in the east and the Yorubas in the west.

The degree of urbanization is very important from the standpoint of Labour Relations because of its relevance for labour distribution. Urban centres tend to have a strong locational pull for industries and commerce, thus, promoting large concentrations of labour. Although most of the people of Nigeria use to live in small towns and villages, the urban populations have now risen more rapidly than that of the general populations due to rural-urban migration.

In the 1950s, about three-quarters of Nigeria's employed population was engaged in agriculture, forestry, and animal husbandry, mainly on their own account. Since then the country has undergone rapid economic transformation. By 1975, agriculture accounted for about 64 percent of the country's labour force as against

75 percent in 1953. The production and export of crude mineral oil has become the dominant feature of the economy. The trend which has continued to date. However, for a long-term stable economy there is need for proportionate growth in other sectors such as manufacturing, service, transport and distribution, et cetera. This has not been the case in Nigeria. Industries in Nigeria today include cement, textiles, communication, food and beverages, et cetera.

2.2.1 WAGE EMPLOYMENT

An important and common characteristic of highly developed economies is the predominance of wage-earners within the labour force. In Nigeria, the number of wage-earners has been comparatively small because the practice was non-existent before the coming of the white man. This situation created extreme difficulty, up to 1930, in the recruitment of labor for paid employment. Another factor is the difficulty in transportation from one part of the country to another.

However, measures taken in using forced labour, and the opening up of the country through the construction of roads and communications assisted in bringing people into contact with the world outside their immediate homes, and in indicating new opportunities and creating new desires which could be satisfied only with money payments. In addition, both World War I and II played an important part in the development of wage earning employment in Nigeria as thousands were recruited into the troops and related activities.

As a result of an increasing willingness on the part of the population to accept paid employment, the shortage of labour experienced at the turn of the last century had been transformed into an apparent labour surplus. Wage and salaried employment can be analysed in several ways. Its main impact on Labour Relations depend on its size and structure, that is, its geographical dispersion, industrial and occupation distribution, sex and age composition, et cetera.

In 1938, the wage-earning population of Nigeria was estimated at 182,000. In 1959, it was about 440,000. In 1966, it was 1.23 million. In 1975, it was 2.8 million. While the total labour force has been increasing at just under 3 percent, that wage employment has been growing at over 6 percent since 1966.

2.3 THE STATE AND LABOUR RELATIONS IN NIGERIA

The role of the state in Labour Relations within the context of the political and economic tradition of the western countries which have been inherited by Nigeria has been that of much acrimonious debate. In that tradition, the prevailing social, political and economic philosophy at the time of the industrial revolution in the late 18th and 19th centuries was of 'laissez-Faire', which upheld the sacredness of the liberty of the individual. Under this philosophy the state should not intervene directly in the employment contract or in determining working conditions. It was believed that the interaction of the forces of demand and supply would set wage and prevailing working conditions at economically and socially acceptable levels for both employees and employers.

Today, the whole world is caught up in a creeping web of government intervention, regulation and control. In the advanced countries, bitter experiences of the two world wars, the miseries of the inter-war economic depressions and, increasingly, the demands for an articulate electorate, the pressures of organised labour, the compulsions of defence and the world ideological conflicts. The Nigerian environment is not less different. These are imperatives that have endowed the governments concerned with the right to extend their tentacles into practically every form of economic and social activities. In a developing country like Nigerian, the prevailing low per capita national income, and the urgent need for increasing economic diversification and industrialization, as emphasized in economic policies and the development plans, not only sustain but increasingly reinforce the logic of state intervention in economic and social relations.

2.3.1 STATE INTERVENTION IN LABOUR RELATIONS

State intervention in labour relations entails all the actions, direct or indirect, by means of which a government promotes, sustains or participates to influence or determine the conditions of employment and the relations between those directly involved in the employment contract. The reason for such intervention can be categorized into four, namely, economic, historical and international imperatives, obligations as dominant employer, and political and social.

(i) **ECONOMIC:** In a developing country like Nigeria, state revenues have become the major source of providing development finance. Therefore, the state acquires vested interest in the industrialization process, the success of which depends to a large extent on the efficiency of the industrial labour force and its relations with management, as well as its commitment to prevailing national economic policies.

(ii) **HISTORICAL AND INTERNATIONAL IMPERATIVES:** Intervention of government in Labour Relations in Nigerian is basically a function inherited from the ex-colonial regime. Also, it was often designed to fulfil international obligations, particularly to implement certain international labour conventions.

(iii) **OBLIGATIONS AS DOMINANT EMPLOYER:** Because the state constitutes the largest single employer of labour, it is compelled to take more than a passive interest in Labour Relations. It becomes the example of the standard for the regulation of employer and employee relations in other sectors of the economy.

(iv) **POLITICAL AND SOCIAL:** The state, as a guardian of the social conscience and welfare, feels compelled to ensure that working conditions are humane, fair and reasonable.

2.3.2 LIMITS OF STATE ACTION

While state intervention in Labour Relations is now generally accepted, there remain important limitations to the extent to which it can effectively intervene. Labour Relations constitute a most complex and profound form of human relations. The details and technicalities of the work situation from which problems and grievances emanate, and which constitute the regular concern of Labour Relations are too varied to be dealt with adequately and expeditiously by a central authority.

Daily work assignments, how much is to be done, what shifts and how much overtime; composition of work groups; seniority issues and questions of discipline; when, how and to what extent discretion should be exercised in the application and enforcement of work rules. These are all issues that can be effectively dealt with only by those directly involved. The state should therefore declare un-equivocally in its labour policy the limits within which it will in fact intervene. This will enable management and labour to realize the extent of their own responsibilities and to evolve the necessary strategies for meeting such.

2.4 LEGISLATION ON EMPLOYMENT CONTRACTS AND BASIC CONDITIONS OF WORK

In Nigeria, it is the state's policy that wages, the length of the working day or week, and associated conditions of work should normally be settled by the parties directly concerned, that is, employees and employers or management, without the interferences of any third party. However, ignorant or illiterate workers could easily be lured into dubious contracts and sign themselves away into virtual slavery. Employers whose main objective tends to be maximisation of profits, could care less about the physical conditions of their factories and establishments in their in-ordinate pursuit of investment economies.

For such reasons, it becomes the state's responsibility to lay down certain minimum basic rules as a sort of framework to govern the employment contract, as well as setting certain minimum standards under which work itself shall be performed. The desire to model colonial labour policy in Nigeria after the British system brought about the enactment of an array of legislations. Fashoyin (1992:86), identified the principle ones:

- i. Trade Union Ordinance, 1938
- ii. Trade Disputes (Arbitration and Inquiry) Ordinance, 1941
- iii. Labour Code Ordinance, 1941
- iv. Workmen's Compensation Ordinance, 1941
- v. Factories Act, 1945
- vi. Wages Boards Act, 1957
- vii. National Provident Fund Act, 1957

2.4.1 THE LABOUR DECREE (ACT)

The Labour Decree, number 21 of 1974, is the successor to the Master and Servants Act, 1917, the Labour Ordinance, 1929, the Forced Labour Ordinance, 1933, and the Labour Code Ordinance, 1945. It aims primarily at protecting employees against serious abuses. It is divided into four main parts. Part I contains general provisions relating to protection of wages, contracts of employment and terms and conditions of employment. Part II deals with recruiting of labour for work whether in Nigerian or abroad. Part III makes provision in respect of special categories of employees, namely, apprentices, women, young persons, and domestic servants. It also covers such issues as labour health areas, labour registration and employment exchanges, and forced labour. Part IV makes provision supplementarily relating to the keeping of records, rendition of returns, settlement of disputes, et cetera.

The detailed nature of the law require that it should be a constant reference companion of employers, trade unionists, and others concerned with labour

problems. But its complexity makes the problem of its interpretation essentially one for lawyers and experienced labour administrators.

2.5 ISSUES OF LABOUR RELATIONS

The web of Labour Relations is spun around the hub of employment contract. The traditional view of that contract is that it is an agreement between the individual worker and his employer which, in a democracy, at least should be freely entered into by both parties. With that, it is equally the case that the actual content of the contract, that is, the rate of pay, hours of work, even fringe benefits, are now essentially determined under a system of collective relations. The rise of trade unionism, collective bargaining, and the growing intervention of the state have had the effect of removing the initiative and settlement of the issues of the labour contract from the individual employee and employer.

2.5.1 FORMS OF INDUSTRIAL DISCONTENT.

Modern employment is carried out under very dynamic conditions. Hence, expectations of both employee and employer and the demands they make on each other are constantly changing. The ability and resourcefulness of both sides to adjust rapidly enough are stretched even to breaking point. This is a fundamental underlying cause of industrial discontent. Moreover, a situation that makes it even unique in an environment such as Nigeria is captured in this statement: “The developing countries as a group have been hit hardest by the world economic malaise. It is material to any detailed analysis of the current situation to distinguish between the various sub-groups of developing countries, which are suffering to different degrees and whose problems have somewhat different origins” (International Labour Office, 1985).

Industrial discontent may be latent, passive or active. When latent or passive discontent becomes active, it becomes a grievance. A grievance may be individual or collective. Group grievances if monitored and promoted in an organised way,

such as by trade unions, it becomes a trade dispute. Organised discontent, whether formally declared as a trade dispute or not, tend to result in some industrial actions, which may take one or more of the following forms as identified by Yesufu (1984:147-148):

- ❖ The ‘go-slow’; which is a deliberate cut down on the pace of work and, therefore, an organised form of restriction of output;
- ❖ The ‘over time ban’ has the tendency to raise the proportion of the fixed costs of production to total cost and, hence, not only to reduce output but profits also;
- ❖ The ‘sit-in’; in which the workers stage a virtual take over of the work establishment and ‘throw the management out of the factory and deny the owners the use of their property as a marketable assets’;
- ❖ The ‘work-in’; this prevents the employer from closing the factory or establishment;
- ❖ The ‘strike’ is the complete withdrawal of work or effort by the employees;
- ❖ The ‘lock-out’; this is the employer’s equivalent of the worker’s strike. It closes the establishment to the employees who are, therefore, forced into condition of temporary unemployment.

Other forms of industrial discontent are peaceful bargaining and grievance handling, boycotts, political action, sabotage, insubordination and physical attack, absenteeism, personnel turnover, et cetera.

2.5.2 COLLECTIVE BARGAINING

“The manner in which an employer and his workers meet to consider their problems may, generally speaking, take one of three forms which have been described as ‘deputation’, ‘joint consultation’ and ‘collective bargaining’” (Yesufu, 1962). Deputation is characteristic of an industrial undertaking where the management leadership tends to be autocratic. In joint consultation,

representations of employees are thought of in terms of their ability to contribute to matters being considered, rather than their bargaining strength.

Collective bargaining includes all methods by which groups of employees and the relevant employers come together to attempt to reach agreement in matters under discussion by a process of negotiation. Such matters are often regarded as constituting a challenge, which generates a relationship of competitive rivalry and the usual method of reaching a decision is that of compromise, while authority tends to be derived from the relative strength of the two parties involved.

The process is collective because it replaces the individual employee's usually feeble attempt to gain improvements for himself with the cumulative pooled experiences of the representatives. It is bargaining because at any one time the programme is adaptable to the practical situation, and there is a constant process of give and take of experience, views and positions. "It also implies mutual recognition of bargaining parties, and mutual concern for both the enterprise and the possible repercussions on the consumers, public or the economy if either of the parties became unreasonable (Otobo, 1986)

STRUCTURE OF COLLECTIVE BARGAINING

1. The level of bargaining: This refers to the point at which the parties negotiate. That is sectional, plant, company, regional, industrial, or national level.
2. The scope of bargaining: This refers to those issues of employment that are negotiable within the industrial parties.
3. The bargaining unit: The proportion of employees covered by the collective agreement.
4. The bargaining formalization: The written rules, procedures and organs for the bargaining.

5. The union security: The encouragement given to employees to join a trade union by management.

2.5.3 THE EMPLOYERS' ORGANISATION

Employers of labour have equally been accorded the same rights and privileges of organisation since the inception of trade union legislation in 1938. However, as in other places, the formal unionisation of employers has generally lagged behind that of employees. The competitive forces of the labour market weigh much more heavily upon the employee than upon the employer, and the latter's bargaining position is much stronger. Even with the rapid growth of trade unions of employees, most of the employers affected still did not show much interest to organise for collective relations with workers until the 1950s.

As late as 1945, there were only eight employers' organizations with a membership of 201, registered under the Trade Unions Ordinance:

- i. The Association of Master Tailors (Nigeria)
- ii. The Nigerian Mining Employers' Association
- iii. The Lagos Town Council (Development) Contractors' Union
- iv. Abakaliki Contractors' Union
- v. The Nigerian Society of Master Builders
- vi. The African Miners' Association
- vii. The Ondo Provincial Timber Contractors' Union

A number of important developments took place first in the 1950s, and then during and after the civil war (1967 – 1970), which served to a large extent to encourage the further formation of employers' associations. For instance, the regional governments entered the fields of wages determination for competitive political reasons. By 1976, a significant increase in the number of employers' associations, including those registered under the trade union law had occurred. A number of 25 with a membership of 3,141. However, an earlier important development in the

organisation of employers took place in 1957 with the formation of the Nigeria Employers' Consultative Association (NECA). It was purely a consultative body, and in that capacity renders advice continuously to its members.

2.6 TRADE UNIONISM

“The primary duty of every trade union is to represent its members and to protect their interests” (Mitchell and Corbett, 1973:88). The impact of trade unions in modern society has become pervasive, economically, socially and politically. However, there is much ignorance about the nature, objectives and role of these organisations. Even among the trade union officers or employers, the concept of trade union tends to be dictated by whatever happens to be the nature of the problems with which they are currently preoccupied. Basically, in discharging obligations on wage rates and employment conditions, unions carry out responsibilities that are interwoven with social, political and economic affairs.

2.6.1 DEFINITIONS AND OBJECTIVES OF TRADE UNIONS

Trade union is legally defined as, “any combination of workers or employers, whether temporary or permanent, the purpose of which is to regulate the terms and conditions of employment or workers”. This definition is however seen to be too restrictive and somewhat misleading. Firstly, an important aspect of Labour Relations is an attempt at equalisation of strength between employees and employers in matters of collective bargaining. Secondly, the ‘terms and conditions of employment’ must be viewed very widely if the role and character of trade unions are to be properly understood. Thirdly, for trade unions to regulate the terms and conditions of employment may suggest that they have power unilaterally to decide on or change such conditions. Fourthly, employees who take spontaneous collective action against employer may be protected, from the common law penalties of such things as tort.

However, the widely accepted definition has been from the academic perspective by Sydney and Beatrice webbs. It is “a continuous association of wage-earners for the purpose of maintaining or improving the conditions of their working lives”. This definition highlights continuity, employment and improvement in conditions of work.

In terms of its objectives and functions, a trade union may be defined as, “an association of employees for the promotion and defence of the terms and conditions of employment of their members including their standard of living” (Yesufu, 1984:92-93).

2.6.2 TWO VIEWS OF TRADE UNIONISM

Views on trade unionism are not identical in all countries. It varies from one country to the other. In this study, the two divergent views to be considered are the communist and the western perspectives.

THE COMMUNIST VIEW

The communist view is largely derived from the International Labour Office report on the trade union movement in Soviet Union, and other incidental works and official pronouncements. Under capitalist regime, it holds that apart from organising the masses with a view of improving material situation and conditions of labour in general, it is the duty of the revolutionary trade unions to unite, discipline, and educate the masses with a view to abolish capitalism and to progress toward the creation of a socialist regime. On the other hand, under proletarian regime, as soon as a successful revolution is achieved the trade unions are expected to streamline their activities so as to consolidate its gains. They must take up central position in politics to become the founder of the new society, and educate the masses and lead them to share in the government of the country.

THE WESTERN VIEW

This perspective is that it exists in order to protect and advances the interest of a defined group of employees who possess some special skills or other mark of distinction from the general mass of labour. It aims at securing better terms of employment and a higher status than would be possible if each man acted alone. Those who hold this view work toward creating for themselves a limited monopoly of labour. Thus, unlike the communist countries (and Sweden) where the total working population is organised into trade unions, only segments of the working population are organised in western countries.

2.6.3 FUNCTIONS OF TRADE UNIONS

Within the general context of its objectives, a trade union performs a number of specific functions which can be classified as economic, political, educational and social.

THE ECONOMIC FUNCTION

The primary concern of trade unions is with the terms and conditions of work, and this makes them essentially an economic organisation . Thus, a union oversees the rate of pay of its members in order to ensure they are adequate by reference to the cost of living and accepted living standards generally, as well as ensure fairness by comparison with the rates and scales of pay for employees in comparable employments. Also fundamental is the assurance of the source of the wage, which is job security. If retrenchment becomes inevitable, union tries to minimize its effect in terms of numbers to be retrenched and compensation for retrenchment. Closely related also is the assurance of income security. This implies that the wages of employees shall not be desecrated unduly either through unnecessary fines or delays in payment. The economic status of the employees is also a legitimate concern of the trade union. This is ensuring pay rise and upgrading for employees in the salary and income hierarchy.

THE SOCIAL FUNCTION

A trade union is an association of persons who are exposed to similar social experiences. It provides a convenient platform for an exchange of these experiences and opportunity for mutual assistances and co-operation. The particular pattern of social actions depends on the nature of the society, that is, its value system, culture and stage of economic development, as well as the degree of sophistication of employees and capacity of the union leadership. In Nigeria, the most distinctive aspect of the social and cultural heritage is the communal or mutual support system. Life's experiences were meant to be shared. Glad tidings were shared and everyone assisted in alleviating the problems of his neighbors.

THE EDUCATIONAL FUNCTION

The annual, district and local conferences provide opportunity for the rank and file to learn of the state of Labour Relations generally, as well as the specific problems of wages, the conditions of the national economy and the enterprise, as they affect the employee. Some unions organise general education classes for their members. Unions also provide newsletters and bulletins specifically designed to keep the members abreast with the activities of the unions, and of political, social and economic developments within the nation at large.

THE POLITICAL FUNCTION

While trade unionism derives essentially from economic roots, it is equally the case that the dividing line between economics and politics can be very blur. The principles and policies which underlie labour legislation, the need for the state to intervene in vital aspects of the life and work of the employee, for legislatures and governments to maintain a close and continuing alertness in what ones on in industry, these are all political issues which touch the employee closely. For this reason, trade unions all over the world are highly politically conscious. In Nigeria, although the working class has never succeeded in forming a viable labour party, the major parties have always been conscious of their immense political potential.

They have usually tended to woo the labour officials, adopting some as candidates at parliamentary and local elections.

2.7 DEVELOPMENT OF TRADE UNIONS IN NIGERIA

“Trade Unions generally emerge from the efforts of workers to seek an improvement of existing conditions through collective action. These conditions may relate to wages, hours of work, and other conditions of employment (Ananaba, 1969:10)

The organisation of persons engaged in a craft or trade is not a new phenomenon in Nigeria. Group activity of this sort is strongly rooted in the tribal structure with organisations such as that the hunters, blacksmiths, carvers and weavers, et cetera. Their main function is to organise mutual aid in cases of difficulty, and to regulate trade practices. The first evidence however of the rise of modern trade unionism is provided by the formation of the Nigerian Civil Service Union on Monday, 19th August, 1912. The inaugural meeting, attended by thirty- three persons, was at the instance of Mr. Henry Libert who was transferred to the Nigeria Civil Service from Sierra Leone. The union was not formed by a group of dissatisfied employees or for improvement of employment conditions. It appears its main reason was to match the existence of such institution elsewhere.

With the outbreak of the World War I in 1914, cost of living increased and from 1916 to 1919 the union successfully agitated for war bonus of 30 percent of basic salaries for African civil servant. Other grievance discussed includes discriminations in salary scales in favors of Europeans against African on same Jobs and frequent imposition of fines as a measure of disciplined. In 1931 the railway workers union and the Nigeria union of teacher were formed by a group of dissatisfied worker or for improvement of the existence of such institution elsewhere

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The passing of the Nigerian Trade Unions Ordinance in 1938 was followed by unprecedented organizational activities on the part of employees throughout the country. At the time of World War II, cost of living rose beyond the rise in wages. Also war propaganda placed a premium on labour, thereby making employees more conscious than ever before of their strategic position and potential power.

TABLE 2.2: THE DEVELOPMENT OF TRADE UNIONS BETWEEN 1940 AND 1976.

YEAR	NO. OF REGISTERED UNIONS	TOTAL MEMBERSHIP OF UNIONS
1940	14	4,629
1950	140	109,998
1960	347	259,072
1970	725	684,498
1976	990	673,030

In 1975, the labour leaders in the four central labour organizations, that is, the Nigerian Trade Union Congress (NTUC), the United Labour Congress of Nigerian (ULCN), the Labour United Front (LUF), and the National Workers Council (NWC) came together to form the Nigerian Labour Congress (NLC). And in 1978,

the then administration legalised 71 associations as recognised trade unions. Today any union not in the above 71 is illegal.

2.8 THE NATIONAL UNION OF TEXTILE, GARMENT AND TAILORING WORKERS OF NIGERIA

The modern textile industry in Nigeria typically represents simple import substitution industrialisation of the post-colonial state. The industry belongs to the so-called first generation. It was said to be the third largest in Africa as at 1980, next only to Egypt and South Africa. The oldest mill, Kaduna Textile Ltd was established in 1957. The industry produces some estimated 900 million metres of fabric that includes African prints, shirting, bed sheets, furnishing fabrics and towels, embroidery lace, garments, table and bed linen, guinea brocades, wax prints, java prints, jutes and fishing nets, as at 1990. The textile cities are Lagos, Kaduna, Kano, Asaba, Aba, Gusau and Port Harcourt, with Kaduna having relatively the biggest and oldest integrated mills engaged in spinning, weaving, and finishing process. It is therefore not surprising that the union was born in Kaduna. The city hosts the headquarters of the union.

2.8.1 BACKGROUND

The National Union of Textile, Garment and Tailoring Workers of Nigeria (NUTGTWN) is one of the registered twenty-nine industrial unions, which came into existence after the amalgamation of scores of house unions in 1978. With further restructuring of unions in 1994, the NUTGTWN is one of the 29 industrial unions affiliated to the Nigeria Labour Congress (NLC). It is the only union legally permitted to organise all junior employees in the industry. The right to form or belong to a trade union of choice is fundamental and sanctioned in the constitution of the federation.

2.8.2 OBJECTIVES

The objectives of the union as spelt out in its constitution are:

- i. Unionisation of workers in the textile industries
- ii. Regulation of relations between workers and employers and between the workers
- iii. Establishment and maintenance of just and proper hours of work, rates of pay, and conditions of service
- iv. Encouragement and maintenance of a high standard of production
- v. Advancement of the education and training of workers
- vi. Provision of benefits and other assistance to the members
- vii. Encouragement of workers' participation in the management of an undertaking
- viii. Protection and advancement of the socio-economic and cultural interest of the community; and
- ix. Such other objectives as lawful and are not inconsistent with the spirit and practice of trade unionism.

2.8.3 NUMERICAL STRENGTH

The union's numerical strength as at the delegates' conference in 2000 at Benin was 62,962. The current membership figures represent a decline from the peak membership of about 80,000 to 90,000 in the early 1980s. Potential membership is said to be about 300,000, assuming the textile industry operates at full capacity. Out of 200 textile mills, 113 are unionised. The decline in membership is attributable to the economic crisis of the 1980s and 1990s as most of the plants currently operate below installed capacity.

2.8.4 UNION GOVERNMENT

- (i) THE BRANCH EXECUTIVE: The bedrock of the union's administration is the branch executive committee, comprising of a chairman, secretary,

treasurer and six elected shop stewards. The committee offers leadership at the local level carrying the name of the factory.

- (ii) **ZONAL COUNCIL:** For effective co-ordination, the union grouped its branches into eight zones, namely, Ikeja, Oki, Isolo, Igalu, ABRIC, Nassarawa, Kakuri and Kano. Not less than 6000 members make up a zone. Each zone has elected chairman, secretary and treasurer.
- (iii) **CENTRAL WORKING COMMITTEE:** This is attended by all elected national officers, general secretary and his assistants. Its powers include appointment and discipline of officers, the latter subject to the approval of the delegates' conference.
- (iv) **NATIONAL ADMINISTRATIVE COUNCIL:** It meets quarterly and is presided over by the president and in his absence, a deputy president. Its functions include appointment of officers below assistant general secretary and personnel issues in general.
- (v) **NATIONAL EXECUTIVE COUNCIL:** Its members include national officers, zonal chairmen, and two representatives elected from within the council, the general secretary and his subordinates. It meets annually as decided by the central working committee, except there is an emergency. It is next to the delegates' conference.
- (vi) **NATIONAL DELEGATES CONFERENCE:** It is attended by branch delegates, national officers, and the secretaries. It is the supreme decision making platform.

The union is affiliated to the NLC, and the International Textile, Garment and Leather Workers' Federation (ITGLWF) in Brussels. It maintains active co-

operation with Southern African Clothing and Textile Workers Union (SACTWU).

2.8.5 MEMBERS' SOCIO-ECONOMIC CHARACTERISTICS

The concentration and the spread of employees reflect the diversity of the society with definite impact on the performance of an industrial union. Most of the employees in each city are from the surrounding states to these cities. The educated employees are privileged to read management releases and this category of employees can be good bargainers. In gender composition, textile work is synonymous with male job in Nigeria. Women constitute 5 percent of the total workforce in the industry. The biggest textile mill in the country, United Nigerian Textiles PLC (UNTPLC) employed 30 females out of 5000 employees in 1996. For a nationally co-ordinated union, diverse characteristics of the employees during peace and crisis times pose special challenges. (Aremu, 2001:17-29).

2.9 SUMMARY

The study of Labour Relations is concerned with trade unions, employers' associations and labour administrative machinery of the state, as well as the economic and physical conditions affecting wage-earners. In Nigeria, the practice of wage-earning was adopted with the coming of the white man, and since then government has intervene, regulate and control the activities of trade unions. Since the inception of trade union legislation in 1938, various unions and employers' associations have been active in the country's Labour Relations. Today, the Nigeria Labour Congress is the central labour organisation with the National Union of Textile, Garment and Tailoring Workers of Nigeria as one of its affiliates.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The issue of method often arises in scientific disciplines when researches are to be conducted. The essence of providing sufficient information on the research methodology employed in any study is to enable the reader of the report to evaluate the validity of the conclusions arrived at.

3.1 RESEARCH METHODOLOGY OF THE STUDY

There are various types and ways of classifying research methods. Some types of research methods are Laboratory, Historical, Survey, Experimental, et cetera. Some ways of classifying them include Basic and Applied, Experimental, Historical and Inferential research methods, et cetera. For the purpose of this study, the appropriate method adopted is the survey research method. Data is collected from a selected sample of employees within the scope of the study and analysed, with the result displayed in the subsequent chapter.

“Survey research focuses on populations or the universe. Data are collected from the population for intensive study and analysis” (Asika, 1991). The reason for it in this study is because the area of coverage is wide. It will be very difficult to study all the subjects in the population comprising of almost all employees in the textile industry; hence, a sample from the universe is selected based on a proper sampling technique. The selected sample shares some basic characteristics with the other members of the universe and this enables generalisation of findings.

3.2 POPULATION OF THE STUDY

This is the source from which we are going to collect data. Population is the totality of elements, subjects or members that possess a specified set of one or more

common characteristics. It is also referred to as the universe. It comprises of all conceivable elements or observations relating to a particular phenomenon of interest to the researcher.

The population in this study includes all members of the union, that is, the NUTGTWN. It is a discrete or finite population as all the subjects that constitute it can be counted. Other main characteristics of this population are:

- i. Employees below the position of a supervisor.
- ii. Employees that directly operate the machines and use other material inputs.
- iii. Employees who subscribe to union dues.
- iv. Employees who are direct beneficiaries of bonus and other fringe benefits.
- v. Employees who are eligible to contest election in the union given basic literacy level.

Moreover, these employees are also characterised by low level of education, predominantly male, barely meet their needs, reside in poor housing conditions and have to trek long distance to and fro the factories every day.

3.3 SAMPLE SIZE AND SAMPLING TECHNIQUE

“A sample is a part of a population” (Asika 1991). Sampling is simply the process of using samples instead of the entire population. The population under investigation is too large to have a complete survey, therefore only a sample will be studied.

The sample size for this study is 40. The sample size is informed on the fact that the members of the population share many similar characteristics such that extra accuracy may hardly be gained by testing more members. It also gives room for

thorough analysis and minimisation of undue cost. It helps reduce exertion of unnecessary effort and obtaining of quicker results given the period of the study.

The sampling techniques employed include both the Cluster Sampling and the Random Sampling techniques. The Cluster Sampling is targeted at the concentration of employees in the biggest textile mill in the country, United Nigerian Textiles PLC, Kaduna. This is because the activities and conditions of union members in this branch reflect what is obtainable in the other branches. The Random Sampling gives every member of the union in the above-mentioned branch an equal opportunity of being selected. The combination of the above procedures will help minimize sampling error.

3.4 INSTRUMENTATION

Generally, data can be classified as either Primary or Secondary data. The former being freshly collected and used for their intended purpose, whereas, the latter is initially collected for some other purposes. This study made use of both.

SOURCES OF DATA

The principal sources of data include Personal Investigation, Terms of Investigation, Questionnaire, Published Statistics and Historical Records. The sources of data in this research work are the Questionnaire and Published Statistics.

The Questionnaire is designed as a data collection schedule aimed at obtaining data relevant to the objectives of the study. It made use of the Scale, and Multiple-choices with Open-end questions. They are designed in simple language considering the level of education of most of the union members, and in ways that will make analysis easier. Only relevant questions were asked in order not to discourage the respondents by asking many questions. The Published Statistics are

obtained from the Textile Labour House at Kaduna where the national headquarters of the union is located.

3.5 METHOD OF DATA ANALYSIS

The data obtained from the primary source is translated into quantitative data as variables. These variables are presented in frequency counts that are analysed. Simple frequency distribution tables of types and numbers of responses translated into percentages are constructed and analysed.

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CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 INTRODUCTION

In this chapter, “the research analyst breaks down data into constituent parts to obtain answers to research questions...” (Kerlinger, 1973:134).

The data obtained are presented and analysed in the order of the objectives of the study. Where necessary, the secondary data are used to show relationships. The findings are accordingly drawn from the analysis of the data.

4.1 PRESENTATION AND ANALYSIS OF DATA

The returns and other relevant data collected are translated into quantitative variables and presented. The analysis is based on simple descriptive analysis of frequency distribution supplemented by percentages.

The research questions are stated one after the other with tables presented and analysis made accordingly, dividing the presentation and analysis into sections. However, at section III, two tables (4.3 and 4.4) are presented, analysed and compared with a secondary data (table 4.5) to show relationships. This is where the most pertinent data to the problem under investigation is analyzed.

I. RESEARCH QUESTION 1:

WHAT LEVEL OF ECONOMIC WORKING CONDITION SHOULD THE UNION ENSURE ITS MEMBERS ATTAIN?

TABLE 4.1: RESPONDENTS' EXPECTED LEVEL OF ECONOMIC WORKING CONDITION

OPTIONS	RESPONSES (NO.)	RESPONSES (%)
My needs only	10	25.0
Myself and close family needs	5	12.5
Myself, close family and any dependent	18	45.0
Others	-	-
No response	7	17.5
Total	40	100.0

Source: Questionnaire, 2005

From the table above, about 12.5% of the respondents expect to reach where they can cater for themselves and close family needs, 25% their needs only, and 45% themselves and close family with any dependent needs. However, there is nothing for the option 'Others' and a 17.5% lack of response. It follows that although a quarter of the union members desire to reach where they can cater for their needs only, close to half of them wish to attain where they can provide for their needs, that of family members and any other dependent. This is not inconsistent with the communal life style in African tradition.

II RESEARCH QUESTION 2:

WHAT IS THE PRESENT ECONOMIC WORKING CONDITION OF MEMBERS OF THE UNION?

TABLE 4.2: RESPONDENTS' ACTUAL LEVEL OF ECONOMIC WORKING CONDITION

OPTIONS	RESPONSES (NO.)	RESPONSES (%)
My needs only	4	10.0
Myself and close family needs	8	20.0
Myself, close family and any dependent	5	12.5
Others	-	-
No response	7	17.5
Total	40	100.0

Source: Questionnaire, 2005

About 10% of respondents can provide for their needs only, 12.5% and 20% are able to provide for their families (including themselves) and any dependent as well as themselves and close family needs respectively. About 40% admitted that they are unable to cater for even their own needs. No response for 'Others' and a 17.5% lack of response was recorded. These imply that the level of economic working conditions of the union members is such that 4 out of every 10 members cannot take care of their needs given their levels of income.

Note that in a related response (table not displayed) aimed at verifying the above, about 57.5% of the union members are not satisfied with their present economic condition. Only 15% are satisfied, with 2.5% being indifferent. This, however, reflects the socio-economic condition of a typical textile employee and the larger Nigerian society.

III RESEARCH QUESTION 3:

HOW HAS BEEN THE CONTRIBUTION OF THE END OF YEAR BONUS TO THE LIVES OF UNION MEMBERS?

TABLE 4.3: RESPONDENTS' SATISFACTION WITH BONUS ON THEIR LIVES

OPTIONS	RESPONSES (NO.)	RESPONSES (%)
STRONGLY AGREE	6	15.0
AGREE	13	32.5
UNDECIDED	3	7.5
DISAGREE	1	2.5
STRONGLY DISAGREE	10	25.0
NO RESPONSE	7	17.5
TOTAL	40	100.0

Source: Questionnaire, 2005

TABLE 4.4: RESPONDENTS' SATISFACTION WITH UNION PERORMANCE ON BONUS.

OPTIONS	RESPONSES (NO.)	RESPONSES (%)
STRONGLY AGREE	8	20.0
AGREE	12	30.0
UNDECIDED	2	5.0
DISAGREE	2	5.0
STRONGLY DISAGREE	9	22.5
NO RESPONSE	7	17.5
Total	40	100.0

Source: Questionnaire, 2005

Tables 4.3 and 4.4 show responses on the performance of Bonus and the Union respectively. The former reveals about 47.5% agreeing that end of the year bonus has improved their general economic welfare, and about 27.5% disagreeing on same. 7.5% and 17.5% constitute indecision and lack of response respectively. Obviously, almost half of the respondents who also constitute the majority are satisfied with the improvement bonus has added to their lives.

In the latter, 50% agree that the union has performed better in the aspect of bonus, whereas 27.5% did not. 5% and 17.5% are undecided and no response respectively. This has buttressed the above records indicating that union has done well over the years. These generally imply that although members of the union are living below what their economic conditions should be, they still acknowledge the positive contribution of bonus vis a vis the union to their lives.

TABLE 4.5: TRENDS OF BONUS IN TEXTILES WITHIN KADUNA METROPOLIS FROM 1994 TO 2000

S/NO	NAME OF COMPANY	1994	1995	1996	1997	1998	1999	2000
	KAKURI ZONE	(in %)	(%)	(%)	(%)	(%)	(%)	(%)
1.	Arewa Textiles	250	260	300	300	200	300	151
2.	Nortex Ltd	260	270	310	310	295	310	150
3.	Finetex Ltd	260	270	310	310	295	310	150
4.	Kaduna Textiles Ltd	235	245	285	285	255	290	150
5.	Chellco	180	195	220	220	220	250	150
	NASSARAWA ZONE							
6.	United Nigerian Textiles PLC	100%Plus 25kg bag of rice	260	300	300	290	320	150

7.	Supertex	100%Plus 25kg bag of rice	260	300	300	290	320	150
8.	Unitex	100%Plus 25kg bag of rice.	260	300	300	290	320	150

Source: Aremu, (2001: 115)

Note: The amount for the bonus is based on the percentage of basic pay of each employee.

From table 4.5, the trend had been that of increase except in year 2000 where all the companies dropped by about 50% of what was previously paid, which may be due to a reason common in the industry. Remarkably, almost all achieved a high rate in 1996 and 1997 with most of them paying not less than 300%. The peak is in 1999 for all the companies. On the whole, the performance of union in winning bonuses may be considered above average.

Comparing the above with tables 4.3 and 4.4 shows relationship. The above tends to support the claims by a good percentage of the respondents that they are satisfied with the contribution of the end of year bonus to their economic welfare and also that the union has performed better in winning bonuses for its members. The performance of UNT PLC is just a little above average making its representation yet suitable.

IV. RESEARCH QUESTION 4:

WHAT OTHER TYPES OF FRINGE BENEFITS ARE OF IMPORTANCE TO THE MEMBERS OF THE UNION?

TABLE 4.6: OTHER IMPORTANT BENEFITS TO RESPONDENTS

OPTIONS	RESPONSES (NO.)	RESPONSES (%)
Food subsidy	10	20.0
Free medical care	12	24.0
Increase in other allowances	28	56.0
Others	-	-
TOTAL	50	100.00

Source: Questionnaire, 2005

Note: Each respondent was not restricted to one option here, hence; the total is also affected.

From table 4.6, 56% of union members want increase in their allowances against 24% and 20% for free medical care and food subsidy respectively. However, there are other types of benefits, but these constitute the most pervasive types. And none of the respondents indicated any among the others. The desire expressed for increase in other allowances above the other benefits show how low members' economic conditions are.

V. RESEARCH QUESTION 5:

HOW CAN THE UNION ENSURE THE PROVISION OF BETTER ECONOMIC WORKING CONDITIONS?

TABLE 4.7: PROVISION OF BETTER CONDITIONS RESPONSES:

OPTIONS	RESPONSES (NO.)	RESPONSES (%)
Increase in salaries	23	30.7
Increase in other allowances	24	32.0
More bonus each year	8	10.6
Other benefit	17	22.9
Others	3	4.0
TOTAL	75	100.0

Source: Questionnaire, 2005

Note: 1. Each respondent was not restricted to one option here, hence; the total is also affected.

2. In the option 'Others', the three are Increase in basic pay, Death benefit and Accident benefit.

Form table 4.7, 30.7% suggest increase in salaries, 32% increase in allowances, 10.6% more bonus. These are also direct monetary rewards, yet buttressing the fact that incomes are low which directly affect economic conditions. About 23% suggested other benefits which are mostly non-monetary. In addition, 3 pointed increase in basic salaries, death and accident benefits.

4.2 FINDINGS

Fringe benefits are important source of income supplement to wage-earners. The most important type of fringe benefit in the Nigerian textile industry is the end of the year Bonus. The trade union (NUTGTWN), with branches in respective companies, is entrusted with the responsibility of negotiations on behalf of the employees, who are its members. Based on the data obtained and analysed within the scope of this study, the following findings are arrived at:

- I. The level of economic working condition that the union should ensure its members attain is where they are able to meet the basic needs of their families including themselves with any dependent.
- II. Presently, the condition of the members of the union is such that in every ten members, about four are not able to properly provide for their own needs, not to mention that of their families. This has resulted in a high rate of dissatisfaction among the members regarding their current conditions.

- III. The end of the year bonus has had positive contributions in improving the economic state of the union members. This also implies that the union has performed positively in the aspect of winning bonuses. Bonus is therefore one aspect of income that has done better in bringing relief to the economic difficulty experienced by employees in Nigeria.
- IV. Union members are interested in other fringe benefits such as food subsidy, free medical care and increase in other allowances. However, the most important to them are those with direct monetary reward such as increase in other allowances.
- V. Better economic working conditions can be provided by the union winning increase in salaries and other allowances, more of other benefits and more bonus each year. Also accident and death benefits need proper attention.

The emphasis on monetary rewards is directly a reflection of the low level of union members' economic working conditions. This equally is not inconsistent with the situation in the wider Nigerian society.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

The entire study is summarized with particular attention on the methodology and the findings from the data analysed. The conclusions are drawn from the findings and the recommendations are based on the conclusions with focus on the feasible areas.

5.1 SUMMARY

Labour Relations is fundamentally concerned with the complex of power relationships and power sharing, economic and other decisions, which affect or emanate from employment, conditions of employment and remuneration, among management, the trade unions and the state. The concern of the study is on the performance of the NUTGTWN in improving the economic working conditions of its members through fringe benefits. Hence, it aims at finding out the condition that members need to attain, the present conditions of the members, the contribution of the end of the year bonus in improving the economic conditions of the union members, other types of fringe benefits relevant to the members and ways the union can ensure improvement in its members' economic lives.

The Nigerian Labour Relations practice was born from that of the British. The practice of wage earning was virtually non-existent before the coming of the white man. However, since the formation of the first trade union in 1912 (NCSU), the state has intervened in various aspects of Labour Relations practice. One significant area is that of labour legislations which commenced with the trade union ordinance of 1938. Basically, industrial discontent, which may be latent, passive or active, normally leads to collective bargaining, which is a process involving compromise so as to accommodate other party's needs. Trade unions

perform economic, social, political and educational functions. The NUTGTWN is one of the registered 29 industrial unions, which came into existence after the amalgamation of scores of house unions in 1978. It aims at unionisation of workers in the textile industry and it is affiliated to the NLC and the ITGLWF in Brussels.

The methodology adopted in this study is the survey method, which focuses on populations. The population of this study includes all members of the union. The sample is drawn using the Cluster sampling and Random sampling techniques. Both the questionnaire and published statistics as sources of primary and secondary data respectively were used in obtaining data relevant for the study.

All the relevant data were analysed by means of simple descriptive analysis of frequency distribution supplemented by percentages. It is found that the end of the year bonus has been a source of improvement in union members' lives, with the union doing well in winning bonuses. However, the ability of the total income of each member to take care of at least his basic needs is not yet realised. The union can still do better by focusing on winning more financial rewards, whatever they are called, for its members.

5.2 CONCLUSIONS

Although the end of year bonus has contributed in improving the economic welfare of the union members, there is a level of economic condition that the members needed to attain. This is where they are able to meet their basic needs, with that of family members, which may include one or two relatives. This should be the focus of the union considering the reality that its members work for their companies virtually all through the day and all days in the week, thus, there is hardly any alternative source of income.

Presently, only a few are able to take care of themselves and their families. A lot are not able to. Approximately four out of ten. This situation generates dissatisfaction, which in turn affects the performance of employees and the consequent level of productivity. This situation is not common in the textile industry only, but an actual portrayal of the under-developed nature of the society.

However, end of the year Bonus as an important fringe benefit in the textile industry has also been an important succour in improving the economic state of the union members. The union has successfully won relatively high percentages of Bonus over the years. In the aspect of winning fringe benefits such as the Bonus, the NUTGTWN as a trade union has had a good performance in its Labour Relations practice. But Bonus is just one source of the total compensation of the union members, hence, an effort by the union in improving the others will be of tremendous impact on the economic state of its members.

Union members are generally interested in all forms of fringe benefits. But the types they are most interested in are those that take the form of direct monetary rewards. This is because the cash will enable them purchase whatever type of need may be important to them. Thus, increase in other allowances or bonus is of higher priority to food subsidy or even medical care.

It follows that the union should focus on winning more direct monetary compensation issues in the initiation of negotiations with management. On the whole, an average employee may be satisfied with union performance on fringe benefits, but on his economic state he is far from satisfaction. If the union exists for the employees, it need to make endeavour at ensuring other forms of compensation are improved upon.

5.3 RECOMMENDATIONS

From the foregoing, the following recommendations are put forward:

- i. The Union should have, as a topmost goal attaining an economic state where its members are able to meet their basic family needs adequately. This may be in form of strategies aimed at achieving yearly objectives.
- ii. Consistent with the above, the union should monitor the economic condition of its members regularly. Indices both within and outside the industry appropriate with its members may be developed and used. The research department is to be actively involved in that.
- iii. It should not relent in championing more bonuses for its members annually.
- iv. In bargaining issues of fringe benefits, its targets should be on those benefits that are directly monetary in nature.
- v. It should also emphasise on winning other forms of monetary compensations such as the basic pay and allowances.
- vi. The members of the union should be given orientation and training by the union on how to optimally utilise the income they are receiving, and the members of their families such as their spouses be engaged in income generating activities.
- vii. The officers of the union should also be given proper education and development on issues ranging from honesty in representation, to proper ways of management both of union government and the organization.

APPENDICES

APPENDIX A

THE GROWTH OF THE NUTGTWN

YEAR	NUMERICAL STRENGTH	MEMBERSHIP (+/-)
1980	75,000	
1981	63, 000	-12,000
1982	50, 000	-13,000
1983	49,000	-1,000
1984	46,000	-3,000
1985	45,000	-1,000
1986	46,000	+1,000
1987	50,194	+4,194
1988	50,000	-194
1989	50,000	-
1990	50,000	-
1995	55,000	+5, 000
1996	60,000	+5, 000
2000	62,000	+2, 000

Source: Aremu,, 2001:96

APPENDIX B

Department of Business Administration,
Faculty of Administration,
Ahmadu Bello University,
Zaria.

The NUTGTWN,
Textile Labour House,
Kaduna.

QUESTIONNAIRE ADMINISTRATION

I am a student of the above named institution and as part of the programme requirements for the award of the degree of Master of Business Administration, I am conducting a research work on “The Practice Of Trade Unionism And The Improvement Of Economic Working Conditions In Nigeria”. I have chosen your establishment for a case study.

Kindly assist in answering the following questions. Your honest answers will help greatly as the result of the study may be of positive contribution to the organisation. All responses shall be treated as confidential. I am grateful for your cooperation.

Yours faithfully,

MUSA, Stephen

QUESTIONNAIRE, 2005.

Please, assist by ticking (✓), or filling (where necessary) what you feel.

1. From the money I receive, I want to be able to properly take care of, at least
 - (a) My needs only
 - (b) Myself and my close family needs
 - (c) Myself, my close family and any dependent
 - (d) Others (specify).....

2. Presently, I can properly take care of
 - (a) My needs only
 - (b) Myself and close family needs
 - (c) Myself, my close family and any dependent
 - (d) None of the above
 - (e) Others (specify).....

3. From what I am now receiving, I am satisfied
 - (a) Strongly agree
 - (b) Agree
 - (c) Undecided
 - (d) Disagree
 - (e) Strongly disagree

4. Bonus has helped in improving the condition of my life over the years
 - (a) Strongly agree
 - (b) Agree
 - (c) Undecided
 - (d) Disagree
 - (e) Strongly disagree

5. Union has tried in winning bonuses over the years
 - (a) Strongly agree

- (b) Agree
 - (c) Undecided
 - (d) Disagree
 - (e) Strongly disagree
6. Apart from bonus, I like another type of benefit
- (a) Yes
 - (b) No
7. If (6) is yes, tick one or more
- (a) Food subsidy
 - (b) Free medical care
 - (c) Increase in other allowances
 - (d) Others (specify).....
8. Union can help improve workers' lives by winning (tick one or more)
- (a) Increase in Salaries
 - (b) Increase in other allowances
 - (c) Other benefits
 - (d) More bonus each year
 - (e) Others (specify).....
 - (f)
 - (g),

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