INDUSTRIAL RELATIONS AND TRADE UNIONS IN NIGERIA:

A CASE STUDY OF AHMADU BELLO UNIVERSITY, ZARIA

BY

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

AUGUST, 2002

DECLARATION

I hereby declare that this project is my work and has to the best of my knowledge never been published before. All works consulted have been duly acknowledged by way of bibliography.

_____	_____	_____
Name of Student	Signature	Date

The above declaration is confirmed

_____	_____	_____
Name of supervisor	Signature	Date

CERTIFICATION

This project entitled industrial Relations and trade unions in Nigeria: A case study of Ahmadu Bello University, Zaria by Dambazau Isa Bello meets the regulations governing the award of Degree of Master of business Administration (MBA) of Ahmadu Bello University, Zaria and is approved for its contributions to academic knowledge.

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Head of department	Signature	Date
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Dean of Post Graduate	Signature	Date

DEDICATION

This project is dedicated to the loving memory of my late parents

Alhaji Muhammad Bello Dambazau OFR

Hajiya Hajara Bello Dambazau

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My profound gratitude goes to God Almighty whose unnumbered guidance led to the successful completion of the project.

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ABSTRACT

Nigeria is blessed with resources human, material and natural resource. Nevertheless, inspite of the abundance of all these resources, there are unemployment, low per capital income, lower standard of living, low domestic savings etc. The developed economy's like the united states, great Britain, China to mention but a few embarked upon rapid industrialization which hinges on a cordial labour management relations thus bringing out the best input from both sides.

This study therefore, is a token contribution towards attaining this aspiration as it tries to explain approaches that will lead to tracking of barriers that lead to labour management conflict in Nigeria.

The research is divided into five chapters, chapter one starts by explaining the relevance of the study, it goes further to explain the statement of the problem, the hypothesis and methodology limitations that hindered the smooth conduct of the study were equally enumerated.

The second chapter embodies the literature review which discusses the meaning of industrial relations generally, then it goes on to examine the history of industrial relations in Nigeria and also political activities of unions in Nigeria.

Chapter three delves into the historical background of Ahmadu Bello University, Zaria.

Chapter four present data analysis obtained from the interview conducted. Finally, the fifth chapter focuses on the conclusions goes to prove the hypothesis

put forward in the beginning of the study, the second part of this chapter goes further to make some observations and also gives some suggestions and recommendations on the industrial relation system in Nigeria. Emphasis is also laid on government as the controller of the entire social system and therefore the catalyst that induces people to act in the socially accepted direction. Its is also the wish of the researcher that further research be carried out in this area.

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ABBREVIATIONS

NLC	-	Nigeria Labour Congress
AFL-C!U	-	America Federation of Labour Congress of Industrial Unions
WFTU	-	World Federation of Trade Unions
NIC	-	National Industrial Court
IAP	-	Industrial Arbitration Panel
NECA	-	Nigeria Employers Consultative Association
FTU	-	Federation of Trade Unions
NLRB	-	National Labour Relations Board
ICFTU	-	International Confederation of Free Trade Unions
ASUU	-	Academic Staff Union of University
SSANU	-	Senior Staff Association of Nigeria University

CHAPTER ONE

INTRODUCTION

INDUSTRIAL RELATIONS AND TRADE UNIONS IN NIGERIA

1.1 Background OF THE STUDY**:**

Nigeria has undergone a lot of changes from the time of its creation to the present day. It evolved from being a satellite, dependent almost exclusively agricultural economy into an independent, dynamic oil-based and rapidly industrialized economy with a growth rate in real term of between 8% and 12% p.a.

This development has greatly enhanced the size of the wage earning population. The wage earning population has grown form a meager 200,000 in 1938 to over 3 million in 1978 and well over 20 million in the year 2000. Industrial relations therefore evolved to take care of this new industrialization of the economy. Imoisili, I.C (1984:73)

The history of labour-employer relations in Nigeria has been that of a series of conflicts that led to many unpleasant consequences. There have been strikes that resulted into confrontation between the workers and law enforcement agencies; there were mass dismissal of workers, imprisonments of their leaders and even in certain cases workers were shot at by security forces.

However, industrial conflict has no final or permanent victor as such. For both sides-employers and workers depend on each other. In an important respect the problems of industrial relations derive out of how to organize production and share the returns of their join endeavour. The employers are intent upon optimizing the returns from their investments, while the workers are interested in how to maximize their own returns in the form of wages and other benefits and to minimize the unpleasant aspects of work such as hours of work, working conditions, accidents etc. accordingly. An important lesson of industrial relations history has been the need for a major change of perspective, which would emphasize co-operation and minimize conflict between the parties in order to maximize output so that by increasing the size of the "cake" both sides could get a lager share.

In view of the importance of the need to have a good industrial relations climate for production to be sustained and growth of the economy, we shall study the system of industrial relations operating in the country. The study shall examine in particular the role of unions in industrial relations and the reaction of management in Nigeria to unions. The study shall also examine the facilities provided for the settlement of disputes between the union and the management.

1.2 THE OBJECTIVE OF THE STUDY

The objective of this study is to examine critically the problems of personnel industrial relations and how trade disputes could be managed with a

view to identifying their positive and negative contribution, considering the much greater responsibility and task the staff assumed in contemporary times, and where applicable, suggest remedial measures. The study will also seek to find out what causes incessant strike actions.

1.3 SIGNIFICANCE OF THE STUDY

The success of any organisation depends largely on the performance of its workforce. Based on this fact, most personnel managers have endeavored to apply affective personnel policies on how best workers could be motivated to give maximum out-put to achieve set goals.

The significance of this study will bring into focus the extent to which good management and union relation will improve staff and management relationship, thereby preventing trade dispute.

1.4 STATEMENT OF THE PROBLEM.

The problem of personnel motivation needs to be re-examined bearing in mind, the huge responsibilities and tasks assumed by the staff in contemporary times, and proffer solutions where applicable. In view of this, there is need to know the types of incentives that motivate staff, and the different level of needs and aspirations of each staff, both academic and non-academic respectively.

Observations have proved from pre-independence in 1960 to date that Nigeria has witnessed chains of industrial actions as a result of trade disputes. This has affected the socio-economic development of the country in general as

there has been continuous decline in workers commitment to work, change of profession and complete non-challant attitude to work.

Constant criticisms such as management phobia, delayance in payment of salary and fringe benefits, delayed promotions, bad conditions of service etc, therefore moved the researchers' desire to investigate the causes and proffer solutions.

1.5 **HYPOTHESIS**:

The following are the basic assumptions:

(a) Monetary reward or payment alone does not constitute enough motivation or incentive to workers for them to offer their maximum productivity.

(b) Collective bargaining is a consequence of worker's agitation for improved condition of service.

(c) Absence of good management and worker relationship causes strike trends.

1.6 **SCOPE AND LIMITATIONS**

This study covers the entire work force of Ahmadu Bello University (ABU), and it is restricted to its geographical structure. The time range for this study will cover 1990 to 2001.

The scarcity of time, finance and other resources at the researchers disposal, makes it impossible to embark on comparative studies of various institutions simultaneously, hence, necessitating the choice of Ahmadu Bello University (ABU) Zaria, as a case study.

1.7 RESEARCH METHODOLOGY

In order to make a precise objective analysis, both the primary and secondary sources of data collection were employed.

(1) Primary Sources

The collection of data in this area consists of structured and unstructured interview administered on a sample population of workers (senior and junior) who were the target population.

(2) Secondary Sources

Selected secondary sources have been used to obtain information. This includes the use of official records such as condition of service, files, edict, circular and non-officials as books, newspapers and magazine.

1.8 DEFINITION OF KEY CONCEPTS

ORGANIZATION- - A large organized body of person (employees) or an establishment. Abiodun, M O(1961:13)

EMPLOYEES - Workers employed to carry out specific functions for wages/salaries in an organization. Abiodun, M O (1961:13)

LABOUR - Workers as a class skilled or unskilled. Davidson, R. B (1977: 105)

MANAGEMENT - Group of individuals or managers entrusted with the Administration of an organization. . Davidson, R. B (1977: 105)

COLLECTIVE BARGAINING -It is negotiation by representative of a firm(s) with representative of workers (union leaders) regarding all matters appropriately connected with industrial relations to achieve a collective agreement. Fashoyin, T (1980.221)

COLLECTIVE AGREEMENT - These are products of collective bargaining. Dr. Ngu, S.M (1999 :91)

JOB REGULATION - These emerge from substantive rules of collective bargaining and are job related rules as pay, hours of works, length of annual leave. Fashoyin, T (1980.221)

BARGAINING FORM - Ways in which an agreement or a set of agreement is recorded i.e whether written formally signed or unwritten Lockwood, D (1987:109)

BARGAINING LEVEL - This describes the levels at which collective bargaining is conducted within an organization or industry. Ubeku (1983 :172)

TRADE DISPUTE/CONFLICT - **A dispute or conflict could be any difference between employers and workers or between workers and workers which is connected with the employment or conditions of work of any person Ubeku (1975:224).**

INDUSTRIAL UNION - **This takes all workers of a particular industry. (Decree31,1973)**

GRIEVANCES - **A grievance can be any discontent or dissatisfaction whether expressed or not, arising out of anything connected with work. Fashoyin,T(1993:123)**

JOINT CONSULTATION - **This concerns itself with matters that are outside the scope of collective bargaining. This could grow out of the need intricately in running of the organization. Kayode, M.O (1973:138)**

CHAPTER TWO

LITERATURE REVIEW

2.1 WHAT IS INDUSTRIAL RELATIONS?

The term industrial relations are used in two ways. In the more inclusive sense it refers to all the relationships between managers and employees within industry and in the community, in a more restricted sense it refers only to collective relations between unions and employers. But others are involved in industrial relations besides unions and employers" Ananaba.W(1969:17)

The area of study and practice concerned with the employment function in modern public and private enterprise, this function involves workers, unions, managers, governments and the various publics". Barbash, F (1964:121).

The maintains that the industrial relations system is one of rules which appear in different guises. In legislation's, collective agreements and arbitration awards, social conventions managerial decisions and accepted custom and practice. Flanders, A (1965:49)

The whole web of human interactions at work, which is predicated upon, and arises out of the employment contract. Yesufu T.M(1980:23)

The scope of industrial relations thus embraces relations and interactions between the employers or management and employees,

either as individuals or as groups, between the supervisor and the worker(s) and between the worker and his trade union. The interaction between trade union and another union or federation of unions and between the union's management and the state are equally of central importance and fall within the purview of industrial relations.

Industrial relations in concerned with labour problems viz:

(a) Employment problems and employment security

(b) Conditions of work: hours of work, shifts, holidays etc

(c) Remuneration: level, frequency, methods of wage payments and wage fixing.

(d) Labour and employer grievances and disputes

(e) Levels of production efficiency,

(f) Safety, health and welfare at work,

(g) Social security; sickness and old age benefits, maternity leave, employment injury compensation.

(h) Employee development: training, upgrading and promotions.

Organization that deal with the above problems are: the trade unions,

employers organizations, the labour administrative machinery of the state. There are also the relevant machinery for collective machinery, joint consultation, labour courts and tribunals.

2.2 HISTORY OF INDUSTRIAL RELATION IN NIGERIA

Labour relations came into Nigeria with the coming of the colonial

Government hither to the people were mostly self employed farmers and independent craftsmen who carried out their business on a family basis.

The arrival of the colonialists brought wage employment for the first time into the country. This unlike in the western industrial countries where unionism started as a result of industrialization of the economy, in Nigeria the genesis of labour relation is in the public sector of the economy.

Thus the first union to be formed was the civil service union in 1912. Later, with the construction of the railway line from the north to the south, the

The formal control of trade unions came in 1938 with the passage of the trade union ordinance. This acted as a control against union proliferation employers union including* the motor transport union. These were followed in 1931 by the railway workers union and the Nigerian union of teachers (NUT). The aim of all these unions was to obtain better terms of employment for their members. But trade unionism as known today was still at its infancy at that time.

The formal control of trade unions came in 1938 with the passage of the Trade Union Ordinance. This acted as a control against

union proliferation because it requires that a union be registered before it can negotiate with an employer or take industrial action.

The most militant union during this period was the railway workers union. In 1939, it held a meeting where it was decided to press the demand for a cost of living award (C.O.L.A). The members accused the chief mechanical engineer of the Nigeria railways Mr. W.G.W. Wilson as being responsible for the poor conditions of employment of workers in the mechanical section, they therefore demonstrated for his removal. The agitation of the workers became so serious that he had to lock out some members of the union at the Ebute Metta workshops. Although the man was later removed, the workers did not relent. Led by Michael Imodu, a delegation was sent to the government consequently, the bridges committee was appointed to look into the C.O.L.A. question. Following the recommendation of the committee, a substantial cost of living award was made to all workers. Because of his role during the agitation, Imodu was arrested on 23rd January 1943 under the defense regulations and detained. Following the end of the war he was released. He returned to Lagos on 2nd June 1945 amidst cheers and jubilation of the workers. Imodu became a hero and so started his career as a trade union leader. Cohen, R (1970:303)

The active role-played by the railway workers union led by Imodu made the government to take labour matters more seriously. In 1942 the department of labour was established and staffed by senior administrative officers. In the same year the trade disputes and Arbitration ordinance and the workers compensation ordinance were enacted. By 1942, the atmosphere was quite favorable to collective bargaining. As a result, the unions within the government establishments in order to strengthen their position merged into the African civil service and technical workers union. Other unions merged to form the federated trade union of Nigeria the F.T.U soon drew up plans for consultation with the department of labour on labour matters and the protection of workers against discrimination. This gave the federation much support and popularity and in 1943, a conference of all trade unions was convened and from that meeting was born the trade union congress of Nigeria.

By 1945 the only labour movement was the T.U.C the congress received tremendous support from workers such that it felt strong enough to demand a cost of living increase over the awards made in 1942. The government refused. This resulted into the famous 1945 strike, which lasted for 45 days. The strike paralyzed the economy. The government declared the strike illegal because the notice of 21 days required by the then defense regulations before a strike, was not given

by the union. The president of the T.U.C realized this, so he then advised for the suspension of he strike so that the notice can be given. However, the executive council will have non of that. As such he had to resign. In August 1945 after the government has promised to look into the demand, the strike was called off. The government later granted substantial cost of living awards.

The next year a convention was called where a new president was elected for the T.U.C. this was the genesis of splits in Nigeria trade union movement.

The trade union congress, African Civil Servants Technical Workers Union and the Nigeria National Federation of Labour came together to form one central union which became known as the Nigeria Labour Congress. One main factor which brought the trade unions together was the shooting of Enugu coal miners at Iva valley on 18th November 1949. They felt that their salvation is in unity. However in 1953 another trade union, the All-Nigeria Trade Union Federation came into being. A split also occurred in 1957 over the question of affiliation to I.C.F.T.U. by 1959, there was agreement to come together again under the name T.U.C, But by 1960 there was another split as a result of whether to affiliate to I.C.F.T.U. or W.F.T.U. In 1962 there was a meeting to try to patch up but the attempt also failed. The left wing formed the Independent United Labour Congress.

In addition two other central bodies, the Nigeria Workers Council and the Labour Unity Front came into existence. This resulted in 4 central labour unions all recognized by the Federal Government. But by the 1973 Trade Unions Decree the recognition was withdrawn. By 1974, the unions tried to come together to form the Nigeria Labour Congress. This did not materialize. Ubeku, A.K(1981:170)

However the Murtala-Obasanjo regime achieved the unification of the unions. The Nigeria Labour Congress emerged as the only central labour organization for the country. The smaller house unions were restructured into 42 industrial unions. This was done through Decrees 21 and 22 of 1978.

Prior to this development, most of the unions were small house union which were relatively weak vis-à-vis the management. It should be noted that some of the firms did not like unions. They therefore did all they could to discourage their formation. Where this is not practicable, they prefer to deal with small house unions, which can be more easily manipulated. But with this restructuring of unions along industrial lines, the unions gained more power. Management can not now toy with the workers conditions and go free with it.

2.3 POLITICAL ACTIVITIES OF UNIONS IN NIGERIA

Trade unions were originally formed for improvement in the terms and conditions of employment of workers in Nigeria. However, political activities later on crept in. This was not due to the ambition of the then trade union leaders of the time but rather to the circumstances. At the start of unionism, Nigeria was still under colonial rule very few Nigerians were in the legislature and even those few were not in a strong position to "attack" the government on economic and political issues. People were therefore left with two alternatives on which to attack the colonialists; namely the trade unions and newspaper. A number of present day politicians therefore either started as journalists or as trade unionists. Ubeku, A K(1981:162).

Trade unions therefore sought representation in the Government, which they consider not in the interest of the workers and the Nigerian people. Apart from the state, the other major employers of labour in industry were expatriates mostly British. These companies were thus also associated with colonialism. As such even though the struggle was for the betterment of the lot of the working classes, it was impossible during the colonial era to divorce the economic activities of the companies which always had political under tones.

After 1960, however following the independence of Nigeria, the emphasis changed. There were no longer the colonialists. However, different issues arose. The trade union leaders saw and still see themselves as socialists; while the

ministers in their government owned houses and cars typified capitalists. The struggle was therefore turned against this group. They condemned laws, which they considered not in the interest of the people, and they organized political demonstrations some of which were done under the umbrella of the economic well being of the workers.

The 1964 strike is a case in point.

However, with the intervention of the military in 1966, the trade union did not remain completely silent. Even though there was no active party politics, trade unions remain a strong pressure group. Their opinions were not treated with levity by the authorities. They had general meetings with government, giving the government advice on how best to deal with workers problems and those of the generality of Nigerians. Even during the second republic from 1979 to 1983, they still remained prominent but because of the restriction on the use of party funds for furthering political activities, trade unions did not take part in politics directly. Those members that wanted to do so had to resign and join political parties. With the demise of the second republic, the trade unions still retain their position as champions of the masses. They sought audience with the head of state and presented their opinions on solution to help salvage the economy.

Considering the condition of the economy where we have rising prices and escalating unemployment as a result of factory closing down

due to lack of raw materials, a union leader Alhaji Aruna Agboni Khena of the (NAPWU) Nigeria Ports Authority Workers Union called on the Nigeria Labour Congress to mount pressure on the Federal Military Government to stop the indiscriminate retrenchment of workers, so as not to worsen the unemployment situation in the country.

2.4 THE ROLE OF TRADE UNIONS IN INDUSTRIAL RELATIONS

A Origin of Unions

Industrial relations as we have seen is the relation between workers collectively and their employers, the state providing regulations for the smooth carrying out of the process. The means through which the workers carryout this relationship is the trade union.

Unions originated mainly in Great Britain and the United States in the late 18th and early 19th centuries as associations of workers using the same skill. However, it should be noted that there is no connection between trade union and medical craft guilds, for the later were composed of master craftsmen who owned capital and often employed several workers. The early unions were formed partly as social clubs but soon became increasingly concerned with improving wages and working conditions primarily by the device of collective bargaining. Progressing from trade to trade within the same city or area, the clubs

formed local associations because, they carried on their main activities on a purely local level, were almost self-sufficient. With industrial development however, local associations sooner or later followed the expansion of production beyond the local markets and developed into national unions of the same trade. These in turn formed national union federations.

B What is a Trade Union?

The trade unions decree, NO 31 of 1973 defines a trade union as "any combination of workers or employers whether temporary or permanent. The purpose of which is to regulate the terms and conditions of employment of workers. Whether the combination in question would or would not part from this decree be an unlawful (combination by reason of any of its purposes do or do not include the provision of benefits for its members"

Trade unions are therefore the unique means where by men and women in employment can themselves decide how their interest can best be furthered. Work people have the right to combine to form their own organizations through this means advance and protect their interest.

C Justification of Trade Unionism

Because of the dictionary that exists in the interest of employers and workers, conflict is inevitable in their relations. The employer's

interest is in getting the most from labour at the lowest possible cost. Unlike the workers are interested in decent returns for their labour.

Workers have learned that if they go to see their employers singly nothing can be achieved in terms of protecting themselves from the harmful acts of employers (such as arbitrary dismissals) or in securing better work conditions. The worker soon finds himself utterly powerless and at the employers mercy. The prospect of a discharge from work hangs over him perpetually. The worker's position is one of complete dependence on his wage, which means his job, but the job can be given or taken away at the whim of the employer. Hence the worker is completely dependent on the employers goodwill towards him. This means the worker is not a free man, he has to serve his employer or he will starve without unions, few contracts of employment are even discussed, still fewer are reduced to writing. The workers get employed in most cases by the employer's announcement of his wage rate and his authorization to report to work. The employee may not be told the company policy regarding work assignments, overtime, transfer, promotion, demotion, sick leave, discharge, loyal, vacation, seniority, right and discipline. This is the situation under individual bargaining. In this situation there is no consultation of the employees wishes, no request for his opinion, no interest in his reaction and no opportunity for him to protest. Both policy and

administration in personnel matters are strictly uniteral, authoritative and often arbitrary.

But in unity, the worker is no longer powerless in relation to his employer. In facing up to the employer as one strong united force, a worker can now meet the employer as an equal. He can recover his dignity as a worker, who after all is actually a person who exchanges his labour for an honest living. He no longer feels like a slave, utterly dependent on his master's goodwill. What is more, he regains some control over his life and its conditions. No longer will he just have to accept what the employer dishes out, he can oppose him and even propose and advance ideas and decent terms of working conditions and negotiate with the employer over them. He can now effect the kind of life he leads. With unionism, firstly there is a full and complete exploration of the employers policies, conducted by an independent and suspicious third party (the union) secondly. The employers personnel policies are made explicit in writing, with emphasis on the rights of the employees, the subject matter which was formerly omitted in even the cases that employers furnished manuals of information.

D What is Collective Bargaining

Collective bargaining is the exercise in which workers, through their trade unions, try to reach an agreement with their employer's on

wages payable and other benefits, which they will enjoy in exchange for their labour.

The matters taken up at collective bargaining differ from country to country and from industry to industry. But basically it is the same kind of bargaining that takes place when one man tries to sell a house or a car to another man. The seller tries to get as high a price as possible, while the buyer wants to buy as cheaply as possible and the two cannot agree, there will be no sale in the case of the union and the employer, the workers may refuse to sell their labour. If they do so, industry services cannot function.

The word "collective" means together or in a group. Workers form trade unions to bargain collectively with employers because they realize that an individual worker has no power to bargain with his employer. What do trade unions in the world have the broad common objectives of protecting and improving the economic and social interests of their members. In Nigeria and other developing countries trade union objectives extend beyond this narrow recent. The developing countries are undergoing a process of rapid change. This implies the building of a new and better way of life for all the people and not merely those in large-earning employment.

The basic objective of trade unions in the developing countries therefore include the following:

a. To train the material living standard of the workers and farmers as far and as fast as the economy of the country can allow;

b. To create the skill, stable and secure workforce required to operate a steadily expanding production of national wealth;

c. To create a community of workers which is conscious of the dignity of labour and the importance of its role in the nation-a community without concern for race-tribe, religion and political belief-to which all workers are loyal and which they feel at home;

d. To give self-confidence and self-respect to the workers as individuals.

e. To eliminate ignorance and illiteracy which hold the workers in developing countries prisoners in their own countries and let them enjoy that human dignity which free trade unions believe to be the inalienable right of all men.

f. To build, for the fulfillment of these objectives, strong trade unions which are conscious of their responsibilities to the workers and to the nation as a whole.

2.5 THE ROLE OF THE STATE IN INDUSTRIAL RELATIONS

A good industrial relations is a necessity for a nation to develop economically. Industrial relations could be defined as an act to regulate the terms and conditions of employment of workers. This

definition encompasses, job description; welfare; laws and regulations which guide both the employer and the employee.

Nigeria inherited a system of industrial relations from the colonialists, which was based on the employee's determination to maximize his profit by exploiting the workers to the utmost. He considers the workers as nothing but imputs towards his productive endeavour just as raw materials and capital. He is therefore bent on minimizing such costs not caring whether the workers are getting a fear return for their efforts. However, there are now efforts at making progress towards better industrial relations. But this does not mean that the new system is radically different from what was inherited. Nevertheless it has some elements of modern industrial relations, which is based upon the mutual acceptance and general respect among the two parties (employer and worker).

With the adoption of modern industrial relations based on mutual respect, Nigeria has witnessed a profit-evation of unions, whose major aim is to bargain for better conditions of service for the workers. The number of unions in Nigeria is estimated at around 2,000. However, most of them are ineffective in pursuing their objectives. There is very little published literature on unions in Nigeria. This is attributable to the fact that successive governments did not believe in the importance of unions for better industrial relations. They (unions) were considered

as confrontational and the union leaders trouble makers by the government. The governments therefore did not encourage workers to unionize. The government's hatred for trade unions came to the open when the Nigeria labour congress (NLC) came into existence in 1975, the federal government refused to accord it recognition. The government had wanted to appoint an administrator to take over the affairs of the new body, which was merger of four competing central labour organizations. Two trade union educational institutions were closed down the same year on Government order.

It was in later years with the recognition of trade union importance that the Federal Government gave more attention to trade union activities. There has also been a rapid increase of awareness among workers of the importance of collective bargaining which has led to the Federation of many workers such as Nurses, Doctors, Teachers, Engineers, Dockworkers, University Staff etc. All in the name of better conditions of service and greater output. Decrees have therefore been enacted by the Federal Government of Nigeria to guide both workers and employers in their industrial relations.

The origin of trade union Decree can be traced back to 1938, when the country was yet under colonial rule. This document continued to guide Nigeria's workers and employers. However, with the recognition of its inadequacies a new Decree was enacted in 1973,

which came into effect in 1974. This is still being used to date, but with amendments and repeats. The Decree contains several important provisions which guide the worker in his relation with his employer; his right and limitations and the rights of the employers, and general conditions of contractual employment.

Conditions of Employment:

The Decree provides a guideline for general employment of a worker. Also the information to be given him by the employer on the conditions of his employment. This is treated in section 7 subsection (1) of the 1974 Decree. Not later than three months after beginning of a worker's period of employment with an employer, the employer shall give to the worker a written statement specifying;

a. The name of the employer or a group of employers and where appropriate of the undertaking by which the worker is employed.

b. The name and address of the worker and the place and date of his engagement.

c. The nature of employment

d. If the contract is for a fixed term the date of expiry of the contract.

e. The appropriate period of notice to be given by the party wishing to terminate the contract.

f. The rate of wages and method of calculating therefore and the manner of periodicity of payment of wages.

g. Any terms and conditions relating to:

i. Terms of work or

ii. Holiday and holiday pay

iii. Incapacity for work due to sickness or injury including any provision for sick pay.

iv. Any special condition of contract

A close look at these provisions shows that the worker is supposed to know all about his relations to his employer. However, the question is how many employers fulfil these requirements'. So many people get employed without much information about their jobs apart from their wages and hours of work. The main victims here being the unskilled and semi-skilled workers.

Apart from legislative practices, it is difficult to asses the Government's true view of its role in enhancing the welfare of the labour force. The Murtala-Obasanjo regime, which took over from Gowon in 1975, has shown particular interest in the welfare of workers. At present a more equitable income distribution policy of trade union movement. The Adebiyi Tribunal of inquiry was set up in 1976 to look into the structure, functions, finance and the leadership of unions.

In addition, in order to minimize the political influence of foreign governments or organizations of Nigeria trades unions, the Government banned the affiliation of Nigeria's trade unions with foreign trade union organizations with the exception of those dedicated to the development of a Pan-African trade union movement. In this regard it should be noted that affiliation with foreign trade unions such as the world Federation of Free Trade Unions (WFFTU) was a major factor militating against the formation of a single unified central trade union organization in Nigeria in the past. This was however achieved in 1978 with the formation of the Nigeria labour congress (NLC) as the only central labour organization for the country. The policy of the Mohammed-Obasanjo regime was therefore mainly directed towards strengthening the Nigeria trade union movement through internal re-organization and the elimination of external divisive factors and the education of the leadership of the trade unions through the establishment of a government financed trade union institute in Kwara State.

Towards the Future**: Procedural aspects**

The government should ensure that in every plant a disputes procedure is laid down. This can be achieved by constant inspection to ensure conformity. The absence of this will cause poor bargaining which is reflected in strikes, work- to-rule, lockouts, dismissals etc and

will lower workers moral, increased labour turnover rates and malaise as a result of the premptory nature of decisions. The aftermath of the Udoji awards highlighted the inadequacies of the complaints machinery in many firms.

The nature of intervention of by the industrial Arbitration panel, (IAP) should be changed to exploit more fully the potential educational benefits inherent in such exercises. A complaint often voiced is that the reports of the tribunal do not make explicit the reason for their decisions. There is therefore no accumulation of precedents to which reference may be made for clarification in new cases.

Substantive Issues:

There is a clear need for trade union recognition by employers. This is in the interest of both the employer and the workers.

Unions should be encouraged to amalgamate along industrial lines for grater effectiveness. There is a definite advantage in having bigger unions.

The leadership of trade unions should be made to see the need for relating demands for pay rises to increases in productivity.

2.6 THE ROLE OF MANAGEMENT IN INDUSTRIAL RELATIONS

For good industrial relations climate to prevail, there is the need for cooperation between workers and management so as to reduce

areas of conflict. A good industrial relations climate is a sign since gue non for continual survival and prosperity of the enterprises.

The area with the greater potential for stress and conflict within business organizations is that of labour relations. It should be realised that companies do not normally devote their energies to conflict reduction at all costs. It is important for instance, that management not sign a contract with a union that world impose internal constraints making it impossible to remain competitive in the industry, even if by doing so, continuing labour force and high levels of employee satisfaction could be guaranteed. The primary objective then of a good industrial relation policy is to attain the least internal conflict and stress possible while at the same time maintaining maximum control over all aspects of human resources utilization and productivity. Firms that have devoted themselves to internal conflict reduction almost exclusively, without adequate concern for the external realities of the market place and a competitive economy have often committed themselves to give away so much as make continued survival impossible. Flanders, A (1952:251)

In the case of Nigeria, the supply of labour is often far in excess of the demand. The level of unemployment is in the triple digit. The employer therefore has a large pool from which to choose. And since supply is greater than demand, the price will obviously be low. The

employer is thus placed in a higher bargaining position vis-a -vis the workers. Because of this basic inequality, the government intervenes in the relationship of stipulating certain conditions and guidelines that seek to better the bargaining power of the workers. In relation to management.

The attitude of management to unions in the early years of Nigeria's industrialization had been hostile in majority of the cases. They tried as much as possible to discourage the formation of unions in their organization.

However, more enlightened managers now consider unions as partners in progress. The unions are made to understand that the survival and progress of the enterprise is to their own benefit also, should the firm fold up, then both the management and workers stand to loose. As such they should consider themselves as partners in progress. The attitude of the management will determine whether the union will cooperate with it.

2.7 HISTORICAL BACKGROUND OF TRADE UNIONS IN NIGERIAN UNIVERSITIES.

As a result of the grievances of teachers (lecturers) and their counter parts of the non-teaching staff the workers embarked to form a union which will protect and fight for the rights of its members where

such rights are violated or infringed. The union was to fight for the cause of its members and these causes are economic, moral and political.

Economic causes relate to want of proper adjustment of wages to the cost of living. Moral causes relate to working conditions and failure on the part of employers to provide adequate measures for the welfare of the workers political causes emanate from differences in ideology and unwillingness of the employer to recognize the worker's importance.

In view of the above, in the early 1960's Association of University teachers was formed which later metamorphosed to Academic Staff Union of Universities (ASSU). And with the passage of time the non-teaching staff of the universities also formed their own association known as the Senior Association of Nigerian Universities (SSANU).

The membership of these trade unions is somewhat automatic the moment a person is employed as a senior staff into the university community either teaching staff for ASSU or non-teaching staff for SSANU, unless the person otherwise chooses to resign membership.

Both trade unions are headed by a president at the national level followed by a vice-president, secretary, and treasurer. The National body after being formed and registered by the Federal Government now formed branches in various universities both federal and state

universities by charter. At the University level the both unions are headed by a Chairman followed by a Secretary and treasurer and in some cases other members are appointed at the discretion of the Chairman to head certain units of the union when the need arises.

2.8 UNIVERSITY TRADE UNIONS AND THE FEDERAL GOVERNMENT- AN UPDATE.

The University trade unions and the federal government have been at logger-head as far back as the formation of these trade unions and this is mainly due to the refusal of the federal government to honour and implement reached agreements with the university trade unions as we have seen times without number, which is usually the bone of contention of most strikes embarked upon by the unions. As we have seen in the recent past the Federal Government reached an agreement with the Academic Staff Union of Universities (ASUU) in order for ASUU to call off their strikes last year (2001) but until now the federal government is yet to implement these agreements fully which has resulted in ASUU going on warning strike, after which they threaten to go on strike indefinitely, until their demands or agreements are implemented wholly. One of such demands agreed upon by the Federal government and ASUU is the recall of unjustly sacked University of Ilorin lecturers numbering about forty (40), which the federal government has refused to honour.

The same problem of lack of implementation of agreements is also trhe case between the Senior Staff Associations of Nigerian

Universities (SSANU) and the federal government reached previously; this is sometimes due to lack of continuity in government, the moment a new minister or new government comes in, the previous agreements reached with the unions are abrogated or abridged.

Presently, as at the time of this research the unions are convening a crucial meeting to decide the next line of action; as the federal government tends to be adamant.

CHAPTER THREE

3.1 HISTORICAL BACKGROUND OF AHMADU BELLO UNIVERSITY (ABU)

The establishment of Ahmadu Bello University (ABU) was based on the following constituted legal foundation: "There shall be in Nigeria a University to be known as the Ahmadu Bello University, the universities of which are hereby constituted, a body corporate which shall have perpetual succession and common seal and may sue and be sued in the name of the said University (Ahmadu Bello University Law, No. 26 of 1962 (Part II) and Ahmadu Bello University Decree 22 of 1975 (Part II)".

Ahmadu Bello University (ABU), was therefore established in Zaria on 4th October, 1962, based on the enacted law quoted above. The physical structures of the University at that initial stage were the main campus in Samaru, inherited from the Nigerian college of Arts, Science and Technology, founded in 1955, the Samaru Agricultural Research Station established in 1924, as Division of the Northern Ministry of Agriculture, the Kongo Campus, inherited from the Clerical Training Center, founded in 1957, which later became the Institute of Administration, the Shika Stock Farm, at shika established in 1928. The only component of A.B.U. located outside Zaria in 1962 was the Abdullahi Bayero College in Kano, developed from the defunct Ahmadu Bello College, and subsequently, gaining autonomy as Bayero University in 1978.

The preceeding month before independence in October, 1960, the Ashby Commission on post school certificate and higher education appointed by the Federal Government in 1959, recommended that a University should be established in Zaria to serve the interest of the then Northern Regions Government requested the British Secretary of State for Commonwealth Relations, to send a delegation, headed by Sir, Alexander Carv-Sauders, arrived in April 1961 and in the same month issued its recommendations on the scope and activities of the University.

In April 1961, a law establishing a provisional council of the University of Northern Nigeria was passed by the legislature of Northern Nigeria, and the provisional council established in November, 1961 under the chairmanship of the Honourable shettima Kashim, now Sir Kashim Ibrahim (A member of the Ashby Commission who later became Governor of Northern Nigeria and visitor to the University. Sir Norman Stanley Alexander, and a professor in physics at the then College University, Ibadan was appointed the first principal (later Vice-Chancellor) in July 1961, and assumed office in November.

The University was named after Sir, Ahmadu Bello (1901-1966) Sardauna of Sokoto and Premier of Northern Nigeria, who as the fiorst chancellor, performed the opening ceremony on October 4, 1962.

The period also witnessed the proliferation of various units located in different parts of the Northern States,. Mainly through a process of adoption of institutions which had been previously managed by the Northern Regional

Government. Thus, for example, with the establishment of the Institute of Health in 1967 and the Faculty of Medicine in the same year, came the take over of General Hospitals in Zaria and Kaduna, as well as the Orthopeadic Hospital in Kano, as Teaching Hospitals. In the following year, 1968, the Malumfashi Hospital was opened for the same purpose under the Institutes Management. Though the same process of adoption, the Colleges of Agriculture in Samaru ad Kabba, previously managed by the Northern Regional Government, were handed over to A.B.U in 1968. In the following year, 1969, the Livestock Unit in Kaduna followed, while in 1972, the College of Agriculture in Bakura was established, first with a temporary site in Samaru, but later transferred to its permanent site in 1975. The management of these Agricultural Colleges was transferred from the Institute of Agricultural Research to a newly created Division of Agricultural Colleges in 1971.

The creation of the Institute of Education in 1965 similarly brought about the take over, from the Northern Regional Government, of the Advanced Teacher's Colleges in Zaria and Kano. Other regional Units, which came under the control of A.B.U. in the first decade of the institution's history, were associated with the research activities of the Institute for Agricultural Research. These were located in Kano, Mokwa, Yandev and Ngala, although some of these closed down or handed over to some other organisation, in a process of cost-saving rationalization around 1985.

Apart from new Agricultural Research Stations set up t Kaduna and Danhassan both on the Kano River Irrigation Project Area, the only significant regional unit that has been added to A.B.U since the first decade of its existence has been the Abubakar Tafawa College at Bauchi. This unit became part of A.B.U. in October, 1984, following the Federal Government's decision to merge the former Federal University of Technology Bauchi, with Ahmadu Bello University.

The University was opened with only four faculties: Agriculture, Engineering,. And 426 students. Under the successive Vice-Chancellorship of Professor Nurman Alexander (1961-1966), Professor Ishaya Audu (1965-1975), Professor Iya Abubakar (1975-1978), Professor Oladipo Akinkugbe (1978-1979), Professor Ango Abdullahi (1979-1986), Professor Nayaya Mohammed (1986-1991), Professor Daniel Saror (1991-1995), Sole Administrator Major General Mamman Kontogora Rtd. (1995-1999), and Professor Abdullahi Mahadi (1999-todate).

Ahmadu Bello University increased in size, scope and the dept of Academic work. By a degree (the Ahmadu Bello University (Transitional) provisions Decree 1975) the University was taken over by the then Federal Military Government, and now enjoys the status of a Federal University.

Presently, the University have 12 Faculties, 74 Departments, a Post Graduate School, Five Institutes, Division of Agricultural Colleges, Demonstration Secondary School, and a Staff Primary School.

There are about 1,269 academic staff, 1,836 senior non-academic staff, and 4,097 junior non-academic staff, which gave the total staff force of 7,202 in Ahmadu Bello University, Zaria.

3.2 HISTORCAL BACKGROUND OF TRADE UNIONS IN AHMADU BELLO UNIVERSITY.

Ahmadu Bello University has two trade unions, which are the Academic Staff Union of Universities (ASUU) and the Senior Staff Association of Nigerian Universities (SSANU).

Academic Staff Union of Universities was formed by charter as a result of the formation of the national body after due approval by the Federal Government in the early 1960's. Academic Staff Union of Universities, Ahmadu Bello University, chapter came into existence in 1980. The A.B.U chapter of ASUU is headed by a chairman subordinated by a Secretary, Financial Secretary and Treasurer although the chairman is allowed to create units. E.g. logistics units, public relations unit etc and equally appoint members to head such units; these heads of units are called Exco-members. The A.B.U. chapter of ASUU was chaired by George Kwanashie (1980-1983), Dr. Yahaya Abdullahi (1983-1984), Dr. Abdullahi Mahadi (1984-1988), Dr. Tanimu Abubakar (1991-1994), Mr. Z.K.A Bonat (1994-1997), Dr. Magaji Garba (1998), Mr. Tajudeen Y. Surakat (199-2001) Dr. Usman Ladan (2002 – date).

Senior Staff Association of Nigerian Universities was formed long after the formation of ASUU, this was when the non-academic senior staff felt it was high

time they too had their own union to fight for their rights, express their grievances and press home their demands. As a result the Senior Staff Association of Nigerian Universities was formed at the national level after due approval by the Federal Government. The ABU chapter of SSANU was thus formed by charter.

The ABU chapter is headed by a chairman, subordinated by the Secretary, Financial Secretary and Treasurer. At times other units are created by the chairman e.g. logistics unit, public relations etc and headed by members called exco-members.

3.3 STAFF RECRUITMENT AND DEVELOPMENT IN A.B.U.

One of the most crucial primary objectives of the university is the issue of staff recruitment and development.

"Membership of the University shall be open to persons of either sex and no discrimination should be made or test imposed on the ground of religious belief, political views, racial or tribal origin, place of birth or residence."[6]

The above provision of the Ahmadu Bello University law completely sums up the recruitment policy of the University. It clearly spells out the open and neutral stance of the University and emphasizes its secular status. The recruitment of academic staff may follow one or two processes. The first is the recruitment (on contract or tenure) of persons with higher degrees or requisite skills to fill the middle or top echelons of the academic hierarchy. Those employed through this process may either be indigenous or expatriate persons.

The second process is the recruitment of the University's own excelling first degree holders into low positions of academic staff hierarchy as graduate assistants. Those employed through this process are then trained to acquire higher qualifications through internal staff development programme. Only indigenes of Nigeria are eligible to be recruited through this second method.

The recruitment of all staff (i.e. senior and junior) into the departments and other units is carried out in conjunction with the University's Establishment Office. In case of senior academic staff, each department considers the application forwarded to it, and at times conduct interview to ascertain the qualifications and suitability of the applicants, before recommending to the Establishment office appropriately. The policy of the University is to recruit junior staff from the immediate locality as much as is practicable. It therefore follows that most of the junior staff in the Faculties come from the catchments area of the University. The appointment of junior staff is handled exclusively by the Establishment Office, which merely posts these to departments according to need and availability. Research centres. Institutes, Units and companies recruit their own staff relatively in pursuit of their specific objectives.

The University requires the most skilled personnel in all fields to conduct teaching and research, and also to offer other support services. The university also takes responsibility for developing high-level manpower for other institutions and organisations around the country. The University has at its disposal, a replete of avenues for

senior staff development. These include overseas study leave/fellowship, study leave within Nigerian and internal staff development programme. The choice of any of these options may depend on a number of factors including availability of funds. The University has made internal arrangements for the development of its junior staff. The courses of training for junior staff which are located on both Kongo and Main Campuses usually take place in the evenings.

3.4 CAUSES OF STRIKE ACTION IN A.B.U.

There are many causes of strike action in Ahmadu Bello University. Some Nigerian authors and foreign authors have identified the causes of trade dispute in their own views. T.M. Yesufu argues that in Nigeria "the claim by workers to participate in management has as yet neither become loud, nor sustained, nor articulated. The experience of direct union participation has been limited to union representation on Boards of some public corporations... Hardly any of the public corporations established since 1960 incorporates the principle of union representation or participation inmanagement".

Also according to S.N. Methrotra, "the causes of trade disputes are grouped into economic, moral and political". Economic causes relate to want of proper adjustment of wages to the cost of living".

There are also conflicts connected with the system, of reward of labour in cash or in kind or both, and with working conditions including

working hours. Some disputes according to him have moral causes and these include disputes related to working conditions and failure on the part of employers to provide adequate measures for the welfare of the workers both inside as well as outside the establishment. Political causes according to him emanate from differences in ideology... Some dispute with political content relate to matters about union solidarity to trade union jurisdictions, to demarcation of functions in terms of appointment of work, recruitment of labour, representation of workers in the settlement of working conditions. The unwillingness of the employer to recognize the union and its leadership is another cause of a political nature.

According to Agwu AKALA the fundamental causes of industrial disputes is maladjustment of individual people. To him, "a small portion of employees in every organisation is chronologically dissatisfied, regardless of whatever effort is made to please them as they are emotionally maladjusted". 11 "ill-designed or ill-adviced and misinterpretation of politics of the management constitutes another major source of employees dissatisfaction, leading to industrial unrest".. In the case of A.B.U, both staff and students have embarked upon one strike action or another to press for their demands. There was a case where the then Vice-Chancellor, Professor Ango Abdullahi was accused of approaching matters with high-handedness' in 1986.

Student went on strike and demanded for his removal from office. It was so serious that two students lost their lives. Another case was when another Vice-chancellor, Professor Nayaya Mohammed was accused of embezzling University's fund, Academic Staff Union (ASUU), A.B.U. branch went on strike and called on the federal government to investigate the matter. Another issue was in September, 1992, when Academic Staff Universities (ASUU) National body, demanded that there should be disparity between teaching staff and non-teaching staff in terms of their take home pay. Academic Staff Union of Universities (ASUU) felt that their salary should be greater than that of the non-teaching staff, the situation almost caused open confrontation between teaching and non-teaching staff, at last ASUU went on strike in September, 1993. There was another instance in 1995, where non-teaching staff went on strike to press for payment of their hazard allowance. Another instance was in October 1995, when some staff members of A.B.U. formed association called Northern element Coalition (NECO). The association demanded among others that non-core-Hausa states indigenes should cease to function as head in any capacity in the University. It lead to disturbance of public peace and order in the campuses, and many valuable properties were destroyed. The federal government had to intervene. In January, 2001, the non-teaching staff of A.B.U., both senior and junior, embarked on local

strike, pressing for the full implementation and payment of arrears of examination and field trip allowances. In the same vein, the Academic Staff of Universities (ASUU), on April 2, 2001, embarked on another national strike, the objective of which was to get the Federal Government to sign and convincingly begin the process of implementation of an Agreement it had reached with ASUU on 18th December, 2000. These and many others are causes of strike actions in A.B.U.

3.5 MANAGEMENT OF TRADE DISPUTE IN A.B.U,

There is usually a procedure adopted by both management and workers in settlement of disputes arising from grievances in any organisation. When the management and workers find it difficult to make a compromise, a third party will voluntarily be approached to help solve the problem, collective bargaining is always resorted to in Nigeria generally. When collective bargaining becomes necessary, a machinery is usually set up which normally comprises of the management and the workers, that is, industrial union representative and group of employers who enter into discussion on behalf of respective members. On all matters relating to wages, hours of work and other terms and conditions of employment as specified and such other matter relating to terms of employment may be agreed upon from time to time.

Both the government and the joint industrial monitor the trend and quality of negotiations and ensure that they are effected. They also form part of the machinery of collective bargaining.

Another form of negotiations normally involves the union and the A.B.U's management. The negotiation on general conditions and terms of services holds, attracting representatives from Ministries of Education, Health, Science, and Technology and National Universities Commission, national board for colleges of education (Research Institutes and University Teaching/Specialist Hospitals have no commission or board), Committees of Vice-Chancellors, Rectors and Provosts.

CHAPTER FOUR

4.1 PRESENTATION AND ANALYSIS OF DATA

The usage of structural and unstructured interviews, as means of data collection, was strictly designed for the staff of the Ahmadu Bello University, Zaria, being the focus of the case study. The interview was divided into three main parts. The first part dealt with the opinion of staff on the causes of strike actions in Ahmadu Bello University, the second actions to the University, while the last part of the interview sort for the opinion of the staff on how to arrest the causes of strike actions in Ahmadu Bello University, Zaria.

SECTION A

The following responses were gathered as expressed by respondents based on the questions asked about the causes of strike actions in Ahmadu Bello University.

S/No	Question	No. Of Respondents	No. Of Respondents	Yes	No
1	Unfairness in payment of Salary & Wages?	100	100	90	10
2	Non-reward for extra-hardworking staff?	100	100	60	40
3	Lack of rapid promotion?	100	90	70	20
4	Lack of higher training opportunities?	100	100	25	75
5	Dissatisfaction with management styles & policies?	100	80	60	20
6	Are there gratuities & pensions for the staff on retirement?	100	100	95	5

7	Are there quarters for all members of staff?	100	100	0	100
8	Is there present, cordial relationship with Co-workers?	100	65	60	5

SECTION B

The following responses were expressed by the respondents based on the question asked about the effects of strike actions in the organisation (Ahmadu Bello University)

S/No	Question	No. Of Respondents	No. Of Respondents	Yes	No
1	Are there staffs who have left A.B.U. due to effects of Strike?	100	90	74	16
2	Over-extension of academic session?	100	60	60	0
3	Are existing staffs overloaded with work?	100	80	65	15
4	Given the opportunity will you leave A.B.U. for another organization?	100	100	65	35

SECTION C

The following were the expressed opinions by the respondents on what could be done to arrest the causes of strike actions, as well as the modes to be applied to settle subsequent trade disputes with the management of Ahmadu Bello University, Zaria.

(1) Mental emancipation of all staff of the University, to love and protect one another irrespective of sex, tribe, religion, and culture, by the administration.

(2) Establishment of management/staff forum so that issues affecting members could be ironed out occasionally.

(3) Payment of salary and incentives that are similar to their counterparts in other tertiary institutions, and other companies, such as the oil companies.

(4) Providing all necessary facilities and amenities in the Libraries, classrooms and laboratories. And sufficient accommodation to both staff and students respectively.

(5) The Federal Government to provide fund adequately and regularly to the university and to appoint honest and prudent managers as Vice-chancellors, of the University, who also has the welfare of both staff and students at the Centre of his heart, as well as the focus of his administration.

(6) Finally, that collective Bargaining should be used as the best approach to settle trade dispute between the staff and management of the university. This goes to confirm our earlier assumption that collective bargaining is a consequence of workers agitation for improved condition of service.

4.2 THE NEED FOR MOTIVATION

The face-to-face interview provided a coincidental forum for staff to express their individual view on the relevance of motivation theories. They emphasized that some incentives such as promotion, training and fringe benefits need to be revisited. That the issue of leadership should be seriously looked into to bring about a lasting peace in the campus. They also maintained that motivation performance should be radically improved, as well as the usage of collective bargaining for settling trade disputes between staff and management was highly inevitable.

CHAPTER FIVE

5.1 SUMMARY

The study examined the industrial relations and Trade Unions in Nigeria using Ahmadu Bello University as a case study. A subject of this matter is very difficult to exhaust as scholars and practitioners are still in search of solutions to the ensuing problems. However, with information available, one has been able to identify some problems confronting members of staff of Ahmadu Bello University .

The need for directing, guiding and motivating the personnel of an organisation towards achieving the desired goals of that organisation, while at the sometime helping them individually or collectively to achieve their own aspirations can not be over-emphasized and this should be the focal point of the administrators who handle such responsibilities of managing the work force.

In this study, chapter one gave us the background idea of what this case study would look like. It introduced the basic objectives behind the

Choice of the topic and laid out basic assumptions that would be used in the cause of this study.

Chapter two contained an extensive review of related literature as well as, the theoretical framework f the subject matter.

Chapter three reflected the historical background, objectives, growth and academic development of faculties, units and companies of Ahmadu Bello University since its inception in 1962. Our attention was drawn to staff recruitment and development, student enrolment, staff and student welfare, causes of strike action, and management of trade disputes in A.B.U.

In chapter four, a detailed scholarly recognized research methodology was outlined for approaching our defined problem. The research method employed the usage of structural and unstructured interview as means of data collection, from which a careful analysis was made as regards the causes; the effects and solutions to incessant and subsequent strike actions in the University. Disputes are usually managed by the trade unions using collective bargaining, on the part of the management; it employed methods for management of trade disputes such as calling for negotiation and collective bargaining between the trade union and itself.

5.2 RECOMMEDATIONS

It is note worthy that industrial peace and harmony is a necessity under a stable economy. The attainment of this stratum during the industrialization process of a developing nation like Nigeria is not an easy task. In the light of some of the available theories and observations made in this study, the following possible recommendations are hereby proffered for implementation.

(A) The three levels of government in A.B.U. should put in more effort at the macro level to ensure that there is stability in the political system, improvement in the economy and security for life and property in the University, where all these exist in an environment, staff will expand all their effort to achieve individual and organisational goals.

(B) Professionals should be allowed to continue to engage in private practice and provide consultancy services, so long it does not conflict with their primary responsibility as University staff. This will give some satisfaction in the practice of their professional callings.

(C) Individual attitudes for instance should be expanded to increase the level of tolerance and to appreciate the cultural attributes of others. This way, mutual and peaceful coexistence will be enhanced. Effective avenues (institutional and non-institutional) should be established and the existing ones developed in order mould the attitudes of Nigerians towards many issues. Also productivity should be emphasized rather than wealth.

(D) Salaries and wages are known for satisfying physiological, as well as psychological needs such as recognition and a sense of accomplishments. There should be constant review of

University salaries, at least annual salary adjustment to reflect inflationary trends. Fringe benefits for comparable status should be as far as possible in all sectors of the economy. This will make staff have a sense of equity and fair play.

(E) The Nigerian workers should desist from seeing strike actions as the most effective means of expressing their grievances and meeting their demands from the organisation, instead, a more agreeable method that would not only satisfy both management and unions interests, but that which would also put the societal welfare into consideration should be exploited in addition to proper round table negotiation.

(F) The importance of funds to any organisation cannot be over-emphasized. This is because funds are very essential both for purchasing needed services and parts and for settling salaries and other entitlement. The Federal Government should therefore provide adequate funds to Ahmadu Bello University to be able to carry out their day-to-day activities.

(G) Communication and dissemination of information between the University work force and the management concerning their welfare is highly inevitable. The management should also improve their means of communication so as to publish in

black and white, their efforts and weak points in trying to meet the demands of its workers. This will help minimize suspicion of staff against the management as well as a "gate-keeper", i.e. hindering the workers to know what is approved for them by the Federal Government.

(H) The Federal Government should monitor strictly the activities of the National Universities Commission (N.U.C.), on behalf of the Universities. This will ensure immediate disbursement of funds meant for Universities by N.U.C., in order to avoid subsequent strike actions by Universities staff.

(I) Another suggestion is that, since an organization's efficiency depends to some extent on how well it train its members, it is hereby suggested that A.B.U. should embark on sending all categories of staff for training unconditionally.

(J) The University authority should as a matter of urgency settle sick bills of its employees and members of the families.

(K) All the libraries in A.B.U. should be updated with current books and journals in all fields. This will provide an increase base for efficiency in the institution.

(L) All the necessary arrangement should be made to ensure that job content and job requirement is relevant to area of interest of individual staff. A situation in which staff are involuntarily

assigned to carry out duties contrary to their areas of specialty does not give the staff a good chance for sustained interests and enthusiasm to do the job.

(M) The union leaders should be allowed to evaluate the workers purchasing power and assess the impact of inflation on service condition within a given period of time in order to come out with reliable proposal for direct negotiation.

(N) Employers of labour should always endeavour to fulfil their own part of agreements reached with workers in order to avoid loss of manpower, leading to loss of revenue, poor employer/workers relation and a fall in productivity.

(O) Government should in the enactment of labour laws endeavour to resolve the overlapping jurisdictional scope of industrial unions in order to minimize the inter-union crisis attracting court actions and waste of public fund on litigations.

(P) Finally, further research should be conducted to provide follow-up studies with a view to comparing the relationship between the findings of this investigation and those of later investigations on the relationship between significance and application of motivation theories to the recent strike trends in Nigeria.

5.3 CONCLUSION

In conclusion, it is pertinent to mention that in order to ensure high productivity something concrete has to be done on the leadership style of Ahmadu Bello University, it is a very serious situation.

As mentioned earlier, the workers who had contributed most, should obviously expect the commensurate reward from the organisation of theory operations, that is, self-direction and development are essential factors for personal commitment. In order to achieve the best results both the management and the employees are ensured with high productivity, better human relations, and achievement of the objectives, aspirations and industrial peace in the organisation. It is therefore hoped that management of Ahmadu Bello University will strive to improve on all areas having deficiencies as enumerated in this research.

Finally, it will be appropriate to consider the workers as partners in progress and make them fully integrated in the organisation, while the management expectation from the workers should be higher productivity, efficiency and loyalty.

APPENDIX

STRUCTURED INTREVIEW QUESTIONS

SECTION A:

1. Unfairness in payment of Salary & Wages?
2. **Non-reward for extra-hardworking staff?**
3. Lack of rapid promotion?
4. Lack of higher training opportunities?
5. Dissatisfaction with management styles & policies?
6. Are there gratuities & pensions for the staff on retirement?
7. Are there quarters for all members of staff?
8. **Is there present, cordial relationship with Co-workers?**

SECTION B

1. Are there staffs who have left A.B.U. due to effects of Strike?
2. Over-extension of academic session?
3. Are existing staffs overloaded with work?
4. Given the opportunity will you leave A.B.U. for another organization?

SECTION C

What in your opinions by the respondents on what could be done to arrest the causes of strike actions, as well as the modes to be applied to settle subsequent trade disputes with the management of Ahmadu Bello University, Zaria? Express freely please.

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