TITLE PAGE

LABOUR RELATIONS IN THE NIGERIAN PUBLIC SECTOR: "A CASE STUDY OF NIGER STATE"

BY

MWAFOR, MICHAEL EZAKA
MBA ADMIN/17142/ 98/99

A PROJECT SUBMITTED) TO THE DEPARTMENT OF BUSINESS ADMINISTRATI0N; FACULTY OF ADMINISTRATION, AHMABU BELLO UNIVERSITY,
IN PARTIAL FULFILLMENT OF THE CONDITIONS
FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION
(M.B.A.)

OCTOBER, 1999

CERTIFICATION

This thesis entitled Labour Relations in the Nigerian Public Sector: A case study of Niger State by Nwafor Michael Ezaka meets the regulations governing the award of Degree of Master of Business Administration (MBA) of Ahmad u Bello University, Zaria and is approved for its contributions to Scientific knowledge and literary presentation.

Mal. Dalhatu Bashir

1. INTERNAL EXAMINER DATE: 4/8/2001

2. EXTERNAL EXAMINER DATE: 25/12/2001

Professor M. A. Zakraden

Head
Dept. of Business Administration
Ahmadu Bello University, Zaria

3. HEAD OF DEPARTMENT DATE: 29-4-2002

10 JUL 2004

PROF. M. A. CHADO

4. DEAN POST-GRADUATE SCHOOL DATE:

DIGITIZED

SYNOPSIS

This research work focussed on labour relations in the Nigerian Public Sector with a particular attention to Niger State.

The researcher's concern is the labour relationship in the public sector owing to the fact that government is the largest employer of labour but has been experiencing low productivity in spite of its intervention in the labour affairs since 1978.

This informed the need to explore what the relationship between employers and the employed are in the nation's public sector with a view to making or suggesting ways of making the public sector compete favouraly with the private sector in every aspect.

So the researcher wants to investigate and see the role effective labour relationship can play in the nation's public sector.

To do the work that will bring the desired result, the researcher divided the topic into five chapters.

Chapter one after introducing the work went on to state the problem to be investigated. The objective of the study was also mentioned in the chapter.

Hypothetical statement both Null and Alternative were also made in the chapter to help guide in the research. The relevance of the work was also shown here in the chapter.

Chapter two dealt much on the works of others on this area or topic. It also defined the three major terms in the work; labour, relations and public sector.

The parties in labour relations are identified here too and the Niger State experience discussed in the chapter also.

Chapter three is where the method to be used in the collection of data and writing of the thesis are stated.

Chapter four, here the collected information or data are presented and discussion on them are made.

Last is chapter five, which contains the conclusion and suggestions.

DEDICATION

Devoted to my dearly beloved wife, Sister Josephine Nkechi Nwafor.

ACKNOWLEDGEMENT

A good number of individuals, groups, people and union, made this work a possibility and will be a sacrilege on my part if I fail to acknowledge their invaluable and immeasurable contributions to the work and the programme in general.

Top on the list of individuals is my thesis supervisor Dr. P. D. Bagobiri who in spite of his numerous engagements within and outside the University gave me a constructive supervision and read through the whole work to ensure that it is of an acceptable standard for an (MBA programme) designed to meet up with the challenges of business dynamics especially as we are entering into the next millennium and here the work is a huge success today. Thank you, Sir, for imparting that gift of academic excellence in you to me in your lectures and in this work.

You are an inspiration to me. I have much to acknowledge in you and may I also use this forum to plead with you by he mercies of God not to leave academic environment. If I have my way, I would have advised the government to do everything possible to keep the likes of you in the Nigerian Universities to help develop the ones that are actually in the Universities for what Universities are meant for. I acknowledge your inputs not only to A.B.U. but to the nation at large and beyond. May the good God who deposited that in you preserve you to the end soul, spirit and body. Amen.

I urge you through this medium to continue to serve God and humanity with those gifts in you. Thank you, Sir, once again, I appreciate your academic inputs in me and hope to continually meet with you and your likes in life for academic brace-up.

My special thanks and regards also goes to Alhaji A. M. Abu-Abdissamad, the Head of Department of Business Administration and Dr. (Mrs) J. D. Nwasike for their academic prowess and their practical way of imparting knowledge which I for one benefited much in their lectures. Others are Mr. Akpan, Mallam Sani A. Abdullahi the Co-ordinator of MBA programme and the entire members of staff of the department.

Precious regards also will I not hold back from my Head of Department in my place of work, Mallam Mohammed Yusuf Gana for his kindness, love, advices, openness and ever ready to help me in every issue ever since I started work under him and all the members of staff of the department for their unalloyed co-operation with each other in the department which has made it possible for several of us to go for further studies.

The immense contribution of my brethren in the Charismatic Renewal Ministries, Niger State Chapter and the Charismatic Students Fellowship, Kongo Campus in prayers that made both the course work and this research work a reality is worthy of recognition.

Not forsaking also the love and prayers of Bro. Andrew Akume, the Coordinator of Post-graduate Students Fellowship, Bro. James Runni and other brethren in the fellowship.

Chapel of Salvation, my place of fellowship also sustained me by their prayers throughout the time of the programme.

Campbell's family did not neglect their duty in prayers that kept me as the programme lasted.

The generosity of the management of Niger State Polytechnic under the leadership of Dr. Francis N. Gana the Rector is acknowledged in this thesis as well.

I am also indebted to the Niger State Chapter of Nigeria Labour congress for their cooperation in supplying all the necessary information I needed for this work.

Finally, I sincerely thank Mr. Charles Denedo, a course and roommate and all that contributed in one way or the other to make the programme and this work a success.

TABLE OF CONTENTS

	Title Page	I
	Certification	II
	Synopsis	III
	Dedication	V
	Acknowledgement	VI
	Table of contents	IX
	CHAPTER ONE	
1.0	Introduction	1
1.1	An overview of Labour Relations in the Public Sector	2
1.2	Statement of Problems	5
1.3	Research Methodology	5
1.4	Objectives of the Study	5
1.5	Scope of Study	6
1.6	Hypothesis (NH & AH)	6
1.7	Significance of the Study	6
1.8	Limitation	7
	Footnotes	8
	CHAPTER TWO	
2.0	Introduction	9
2.1	Literature Review	10
2.2	Definition of Labour and Public Sector	24
2.3	Labour Relations in Nigeria	27
2.4	Parties Involved in Labour Relations	30
2.5	The Emergence of Labour Relations in the Industry (Public Sector)	31
2.6	Employee Union	34
2.7	Conflict in Industry (Public Sector)	36
2.7.1	Industrial Conflict	37
2.7.2	Forms and Manifestation of Industrial Conflict	38
2.7.3	Causes of Conflict in the Industry	40
2.7.4	Causes Independence of Job	42
2.7.5	Causes that are Dependent on the Job	43
2.7.6	Conflict in Industry Nigeria Experience	43
2.8	Conflict Management in Nigeria (Tools)	45
2.8.1	Deputation	47
2.8.2	Joint Consultation	47
2.8.3	Collective Bargaining	48
2.8.4	Statutory Means	48
	Footnotes	52

	CHAPTER THREE	
3.0	Research Design and Methodology	54
3.1	Research Method	54
3.2	Data Collection/Instruments Used	55
3.3	Sources of Data	56
3.4	Instruments for Data Discourse (Theoretical)	57
	CHAPTER FOUR	
4.0	Data Presentation and Discourse	58
4.1	Introduction	58
	CHAPTER FIVE	
5.0	Summary of Findings, Conclusion and Suggestions	64
5.1	Summary of Findings	64
5.2	Conclusion	65
5.3	Suggestions	65
5.4	Appendix	66
5.5	Bibliography	67

CHAPTER ONE

1.0 INTRODUCTION

An observer of the functioning of industrial relations in Nigeria will undoubtedly recognize a better labour relationships in the private sector compared to the public sector as evidenced by less strike action in the private sector.

An explanation for this situation certainly requires a research into the Nation's public sector, which then informs this research work.

To start with, this chapter is divided into eight main sections and footnotes namely:

1:1 An overview of labour relations in the public sector

1:2 Statement of Problem

1:3 Research Methodology.

1:4 Objective of the study

1:5 Scope of study

1:6 Hypothesis (NH & AH)

1:7 Significance of the study

1:8 Limitation and footnotes.

Section 1:1 gives an overview of what labour relations has been all these while in the nations public sector irrespective of several government interventions. Labour relations problem in comparison with the private sector and its aftermath on the nation's economy is discussed in section 1:2.

However, section 1:3 discusses the sources of material for the study, which was basically primary and secondary material as will be seen in the section.

Section 1:4 points out the intention of the study while section 1:5 draws the boundaries of the work. Hypothetical statement to guide against deviation is made in section 1:6. In section 1:7, the importance of the study is made known

Finally, section 1:8 is expressed the problems encountered in the course of the work and footnotes followed suite.

1.1 AN OVERVIEW OF LABOUR RELATIONS IN THE PUBLIC SECTOR

The lack of a glaring result of government intervention on labour relations especially on the public sector over the years that made Tayo Fashoyin in his book titled **"INDUSTRIAL RELATIONS IN NIGERIA"** the second edition to be precise, to state thus:

> "Despite major advancements in labour and management relations in Nigeria during the past decade, there persists considerable distrust and antagonism among the participants, a situation which puts to question the extent to which the major labour reforms of the 1970s have been understood and internalized by industrial relations actors and other participants,[1] is responsible for this work".

This distrust or fracas has strained lalbour relations in Nigeria and the reason is not far fetched. The parties in labour relations: the government,

management and the workers lack the proper understanding of the social reformists approach to labour relations.

While the government tends to be more inclined to Karl Marx's view in relating to the workers by seeing Marx as somebody who has told them what is in the mind of the workers and so has to regard their relationships as a marriage of convenience and has to always be subjective in their dealings with the workers to avoid the advice of Karl Marx to workers, the workers on the other hand has a mix up of Karl Marx (especially some of the labour leaders) and Sidney and Beatrice Webb approach in relating to the governments and the management.

So far these strangulating relationship that has persisted between the government and the workers to stop, there is need for proper and comprehensive understanding of the social reformists approaches to labour relations.

And since relationship and conflict is inherent in human nature, there is need for accommodation while agitating for maintenance or improvement of working condition on the side of the workers. Then the government should also change their classical view of the workers as just a factor of production employed on their own stance and so need no special attention or preferencial treatment from other factors of production.

Sidney and Beatrice Webb's approach in labour relations is a strong and convincing guide even as the work progresses and the researcher

strongly advocate it to ensure a friendly and sincere labour relations in Nigeria for high productivity in the public sector.

Meanwhile, it is pertinent to explain the social reformists approaches as it has been the bedrock of this overview.

Prominent in this circle are Sidney and Beatrice Webb and Karl Marx.

Their basis of argument and agreement was "that the views of classical economist such as Adam smith, Rev. Malthus and David Richardo who concerned themselves with the problem of labour, though in the limited extent that labour was seen as a factor of production and did not see a sufficient difference between labour and other factors to explain the complex nature of labour input into production but failed to recognize the agonizing and traumatic experience of labouring class, which they argued could be ameliorated by the institution of trade unionism"[2].

However, the Webbs and Marx differed fundamentally in their frame of analysis as well as in their ideological perspectives, on how to bring about change.

While Karl Marx saw trade unionism as revolutionary agents for changing the social order, Sidney and Beatrice Webb believed that trade unions could serve as effective institutions for material benefit of workers.

Details of this will be seen in chapter two in the literature review column.

Meanwhile, there are objective and subjective aims of this work. Objectively, it is to fathom the best way to improve productivity in the public sector through labour relations in Niger State and subjectively, to build on the findings to achieve industrial harmony in the nation's public sector.

1.2 STATEMENT OF PROBLEM

There is poor labour relationship in the Nigerian public sector as evidenced by low productivity compared to private sector.

1.3 RESEARCH METHODOLOGY

For an academic work like this, there is need that it be presented in a manner that conforms with the academic standard. And for that to be a reality, sufficient and adequate information is inevitable.

In presenting the work, the researcher made use of primary and secondary data but mostly from secondary sources reason being that much study had been done on it.

"The primary source is the case study of labour unions in the State.

The secondary data comprises other literature on Nigerian industrial relations, articles on labour relations, unpublished work or study on labour relations with particular references to the sections that focused on the public sector".[3]

1.4 OBJECTIVE OF THE STUDY

The aftermath of the work at the end of it will be a solution to the ever earring labour relationship in the Nation's public sector.

1.5 SCOPE OF STUDY

The study is limited to a period of 1985 to 1998 and was carried out within Niger State which comprises Bida, Suleja, Minna and Kontagora.

Particularly, the major study was done at Minna the capital city of the state owing to the fact that all the headquarters of all the branches of labour unions in the state are at Minna.

1.6 HYPOTHESIS (NH & AH)

To guide against deviation and the achievement of the objective of the research, there is need for a hypothetical statement thus:

H0 = The labour relationship in the Nigerian public sector is not encouraging to enhance high productivity.

Hi = The labour relationship in the nation's public sector is encouraging to enhance high productivity.

1.7 SIGNIFICANCE OF THE STUDY

The relevance of this work cannot be overstated. Beside, its primary reason as one of the pre-requisites for the award of M.B.A. degree, there are lots of other benefits the study has provided thus:

i) It serves as basis for further academic research.

ii) It gives the government and the labour unions the true picture of their relationship and its side effects on the public sector.

iii) It is also an available data or information to work with by both the government and the labour body etc.

1.8 LIMITATION

In the course of the research work, there were some hitches or problems encountered and were as follows:

i) Lack of documented information on what labour relationship(s) was in the state for the period studied.

ii) The reluctance of some of the labour leaders to disclose some information they considered too secret to be made known to a work like this.

FOOTNOTES:

i) Tayo Fashoyin: Industrial Relations in Nigeria: Development and Practice (Second Edition) P. 1

ii) Ibid P2.

iii) Dr. P. D. Bagobiri: The unpublished (Ph.D) Work on Labour P2.

CHAPTER TWO

2.0 INTRODUCTION

This chapter is divided into eight main sections and sub-sections to be able to harness properly the views of others on the subject:

2.1.0 Literature review

2.2.0 Definition of labour and public sector

2.3.0 Labour relations in Nigeria

2.4.0 Parties involved in labour relations

2.5.0 The emergence of labour relations in the public sector.

2.6.0 Employee union.

2.7.0 Conflict in industry

- 2.7.1 Industrial conflict
- 2.7.2 Forms and manifestation of conflict
- 2.7.3 Causes
- 2.7.4 Causes independent of the job
- 2.7.5 Causes dependent of the job.
- 2.7.6 Conflict (Nigerian experience)

2.8.0 Conflict management in Nigeria (tools)

- 2.8.1 Deputation
- 2.8.2 Joint consultation
- 2.8.3 Collective bargaining
- 2.8.4 Statutory means.

The chapter, among others, discussed generally on the works of others on labour relations in section 2.1. Definition of labour and public sector is the matter in section 2.2 while section 2.3 centred on labour relations in Nigeria.

However, parties involved in labour relaions are discussed in section 2.4.

Section 2.5 is where the emergence of labour relations is discussed. Section 7 took care of conflict in industry where as the final section, section eight centred on the management of conflict and the tools.

2.1 LITERATURE REVIEW

Earlier on in the work, it was pointed out that several studies and works has been carried out as well as books written on the subject.

This, then calls for the review of such works and books.

A review of works, studies or books of this sort is so important, owing to the fact that the subject is of a dynamic nature and deals with human beings who are also prone to dynamism. And so an update of the current issues relating to the subject is inevitable.

This part of the work is then to review such previous works, studies and books and compare them with the current issues on the subject to enable accurate recommendation to be made at the end of the work.

First on the list of books to be reviewed is the work of FEMI ABORISADE [1] titled "NIGERIA LABOUR MOVEMENT IN PERSPECTIVE".

In His work, the author tends to be revolutionary and emotional in his approach to labour issues and sees the approach as most suitable to workers in driving home their demand.

To support His stand on the issue the more, he quoted the work of Leon Trotsky "The History of the Russian Revolution" thus "To understand the causal sequence of events and to find somewhere in the sequence one's own place that is the first duty of revolutionary. And at the same time it is the greatest personal satisfaction possible for a man who does not limit his tasks to the present day"[1] (P1).

References will still be made of the study as progress is made on this work.

Next is T. M. YESUFU'S[2] work, He recognized the dynamism of the subject and had a book written on it titled "The Dynamics of Industrial Relations: THE NIGERIAN EXPERIENCE" from where I took the second shot of the review.

Yesufu, divided the studies or book into four parts. In part one, He defined the scope of and attempted to remove some major misconceptions about the subject of industrial relations, and also examined the background and development of wage employment in Nigeria. Part two dealt with the role of the state in industrial relations policy, and the organization and functions of the federal ministry of labour. In chapters IV and v of this part, he summarized the provisions of all the major labour legislations in Nigeria.

The nature, importance, development and role of trade unions and employers' associations.

Part three, took care of the analysis of some of the basic issues and problems of industrial relations, including personnel management, collective bargaining and joint consultation, workers' participation in management, and industrial discontent.

Chapter VII in this part stressed extensively on the wages problem, with special reverence to the changing character of wages policy and the wage structure since the civil war.

Equally, discussed but in chapter VIII of the part is the important problem of labour productivity with the provision of an assessment of the Nigerian's work performance. He also discussed some of the factors, which affect performance and provided guidelines for raising productivity at the enterprises level.

Lastly, in part four, he did the assessment of industrial relations performance, systems itself, and offered suggestions for improving the trade unions, management, and the role of the state, with a view to making the system more effective and thus promoting industrial democracy in Nigeria. He did this with a felt need that whatever may have been the deficiencies of the system in the past, industrial democracy, suitably adapted and structured to reflect local circumstances, still provides in the long run, the surest way to arouse labour commitment, effect good, if not completely

harmonious relations in industry and sustain more rapid economic development.

I wish to say without reservation that Yesufu's work will go along way to cutting a large proportion of the body of this work or thesis owing to the fact that it has most of the relevant information needed for the work.

In the last part of His work, the assessment and suggestions he advanced will not only encourage rapid economic development but high productivity in the public sector that is capable of justifying the government as the largest employer of labour in the real sense of it not theoretical.

Next, on the line is Dafe Otobo's[3] work labeled (FURTHER READING IN NIGERIA INDUSTRIAL RELATIONS".

The work is a combination of experts' contributions on industrial relations.

The experts and their works are Dr. Jimi Adesina[4]. He discussed critical theoretical and methodological issues in the first two chapters of the book. His contribution is very much relevant on the area of conducting investigations and research in the field of industrial relations.

Dr. Paul bagobiri[4] is another contributor. He wrote on the area of strikes in Nigeria and that is in the ninth chapter of the book where he outlined the changing pattern of industrial action in the private sector. Dr. Bagobiri stressed that "strikes are not withering away as claimed by some less perceptive observers"[6].

Another contribution came from Dr. Sola Fajana[7], who did that in the tenth and final chapter of the book. He wrote on the disturbing role of the police in conflict regulation in industry. According to Dr. Sola Fajana, "several other security organizations are being drawn in by some employers and management". He sees this as an ominous development that should be discouraged, if not prohibited for the end shows up the partiality of the state and government in industrial matters or affairs while undermining industrial relations institutions in the country" [8].

Dr.Otobo[9] who is the chief actor, mad His contribution in the third chapter of the book on the area of a relative new development in Nigerian Industrial Relations, namely the attempts by senior staff associations to put together a central or an umbrella organization.

His interest and emphasis is on the rise, formation, and development of a central body specifically meant to watch over the interests of a stratum of white-collar employees the senior staff.

According to Otobo, "workers organizations had been in existence in the public sector since the mid 1870s in the crown colony of Lagos which was occupied and ruled by Britain from 1862" [9]. Most of these organizations short-lived, he stressed, and were not well managed on a regular basis and could not receive official encouragement either till early 1930s when Britain had begun to colonize Nigeria as a whole and a sizeable wage labour force had emerged." [10].

Mr. Henry is another contributor in the fifth chapter of the book. He offers the official position on why trade unions must audit their accounts and submit them punctually to his person as the Registrar of Trade Unions. According to Mr. Henry, "Trade Unions arose as a collective response of working people exposed to the economic deprivations of an inhospitable society and an exploiting industrial and commercial elite"[11].

And the accountability he talks about is the one to the government on behalf of union members owing to the fact that He has a run-down on the legislation or decrees covering these matters which should be of some, practical value to students and practitioners.

On the current development in labour relations, Dr. Otobo[12] addresses in the sixth chapter the travails of organized labour under Structural Adjustment Policies in Nigeria since 1986, and then of the politics surrounding the determination of a new national minimum wage in the seventh chapter, while discussing the role played by public sector unions in this process in the eight chapter. These three chapters, he said could be said to cover most developments in industrial relations since the 1980s.

Another review is the work of Dr. P. D. Bagobiri12; Ph.D. thesis work. Though focused on the private sector which relationship exist too it is imperative therefore to be reviewed.

In page 31 of His work, the researcher gave four reasons why he focused on the private sector thus, first "He said that the private sector in general is a significant part of the economy and, thus, deserves special

attention in its own right. For instance he pointed out that from 1960s to date, it accounts for about one third (1/3) of the country's wage earners. The public sector, which of course is the focus of this work account for the rest he stated.[14].

Second, he made comparison to the public sector and pointed thus, less has specifically been written on industrial relations, in the Nigerian private sector pointing out specific areas such as collective bargaining disputes procedures, and industrial action"[15].

Thirdly, He mentioned that with respect to the reforms, the change from house to industrial unionism tends to represent more of a fundamental structural change in the private than public sector. Thus, he said seems relatively more important and, perhaps, easier to detect and assess the impact of this on private than punblic sector industrial relations" [16].

The review of this part of the work is so important in the sense that irrespective of the fact that not much has been written on industrial relations in the private sector, yet, there exist more industrial harmony in the sector. Hence a challenge to the public sector.

The work of Tayo Fashoyin 17, titled "INDUSTRIAL RELATIONS IN NIGERIA" comes next to limelight for review.

In the introductory aspect of the work, Fashoyin expressed dismay on the persistent considerable distrust and antagonism among the participants, a situation which he said has put to question the extent to

which the major labour reforms of the 1970s have been understood and internalized by industrial relations actor and other participants.

Fashoyin also made a comparison of industrial relations of the classical economist views of Adam Smith, Reverend Malthus and David Richardo with the views of the social reformers like Sidney, Beatrice Webb and Karl Marx.

According to him the classical economist of the 19th century were concerned with the problem of labour but in a limited extent that labour was seen as a factor of production18.

In effect, he said those economists saw insufficient difference between labour and other factors to explain the complex nature of labour input into production.

However, the views of the social reformers succeeded the classical economist views at the end of the 19th century. They saw the classical economists as being conservative about labour.

Sidney Beatrice Webb and Karl Marx according to Fashoyin 19, agreed that the view of the classical economist did not recognize the agonizing and traumatic experience of the labouring class which they argued could be ameliorated by the institution of trade unionism.

The implication of the view of the social reformers is that the relationship between the labouring class and the management is not a good one and the only way it could be addressed is through the institution of trade unions.

Webbs by his view defined trade union as "a continuous association of wage earners for the purpose of maintaining or improving the conditions of their working lives.[20].

Meanwhile, Webbs and Marx differed fundamentally in their frame of analysis, as well as in their ideological perspectives, on how to bring about change for a balanced and cordial relationship between the management and the laboring class.

"For Marx, improvement in the conditions of the labouring class could be achieved through the antagonizing role of trade unions, while the ultimate goal would be the displacement or overthrow of the capitalist mode of production and subsequent installation of the proletariat leadership. In other words, Marx's view of trade unions is as revolutionary agents for changing the social order.[21].

In contrast, the Webbs believed that trade unions could serve as effective institutions for the material benefit of the workers but did not endorse a violet change of the social order in the manner of a revolution.

Rather a trade union should be constructive in their relationship with the management.

Another work reviewed is that of DAVID FARNHAM 'UNDERSTANDING INDUSTRIAL RELATIONS" The work provided a comprehensive introduction to British industrial relations which a lift could be borrowed in managing industrial relations in Nigeria.

David and John divided the work into parts: part one focused on the background of industrial relations and amongs the things discussed here is the labour markets and the economic context.

The "Labour Market they said in (Page 3) influences a variety of industrial relations institutions and practices"[23]. These they continued include: working practices; personnel management; collective bargaining; wage levels and structures; terms and conditions of employment; and the recruitment; selection and retention policies of employers.

When the labour market changes, all these aspects of employment and employment relations begin the painful process of adjustment. In turn, the labour market is affected by the general level of economic activity, changes in the level of unemployment and technological change. Other factors they mentioned that influences the labour market include: the birth-rate; the number of men and women willing to work and seeking work; and the output of educational and training establishments. Part two focused on the institutional framework. Amongs the issues discussed here and worth reviewing is the management of industrial relations.

How managements handle the complex organizational and human resources problems arising in industrial relations is a debatable and contentious issue.

On the one side, in small-scale enterprises for example, a relatively unstructured and adhoc approach may be adopted. On the other hand, there is a tendency for industrial relations and employment matters to be

standardized and administered bureaucratically in large private and public enterprises even if, as one early study concludes, strike incidence appears to be linked with standardization and formalization of management practices especially with both "formalization in industrial relations" and "facilities for shop stewards".[24] (P. 71). It also seems possible according to another study, that "if personnel managers foster steward organization and centralize decisions then they may well stimulate industrial action".

"Industrial relations in the chemical industry" is a joint work of C. Gill, R. Morris and J. Eaton.[25]

In page 229 of the book under the topic "The chemical Industry in perspective", the emphasis was on the sub-institutional factors in industrial relations; this they said does have the merit of clarifying the activities of the parties within chemical industrial relations in the same way as Dunlop's systems approach.

However, they recalled that many industrial relations writers have pointed out that the systems approach tends to be static rather than dynamic, and serves to deflect attention from the complex inter-relationship between the chemical industry and other industries.

Another book reviewed here is the "Contemporary Problem in Nigerian industrial Relations" edited by Ukandi G. Damachi and Tayo Fashoyin.

The work is a collection of contributions of different writers on labour relations. Amongs the contributors is A. K. Ubeku who wrote on the role of the state in industrial relations.

In his contribution, he pointed out under government labour policy before 1968 its stand on labour issues thus:

> "Government re-affirms its confidence in the effectivness of voluntary negotiation and collective bargaining for the determination of wages. The long term interest of the government, employers and trade unions alike would seem to rest on, the process of consultation and discussion which is the foundation of democracy in industry.[26]

In the same vein, the first year following independence, the Federal Ministry of labour, in its annual report, was able to state:

> "The principle of collective bargaining between employers associations and the trade unions have been widely accepted in this country a normal way of settling wages and other conditions of employment"[27] (P. 23).

Ukandi and Fashoyin made it very clear that until 1968, industrial relations policy in Nigeria was essentially one of voluntarism. Then came the civil war and the government determined to maintain national unity and to prevent distractions; in other to ensure that restless unions did not subvert national development objectives, enacted policies, which allowed it a substantial voice within the industrial relations system.

Not surprising, they said these policies have had profound effects on the entire Nigerian Industrial Relations system since the end of the civil war.

The contributors, in several ways not only highlighted some of the dilemmas of industrial relations but have also suggested solutions. For instance, Damachi blames industrial disputes more on internal factionalism and policies within the unions and calls for a more functional machinery of dispute settlement.

Abel Ubeku in the same vein suggested a less intimidating system of disputes settlement.

Ananaba Wogu, "The Trade Union Movement in Africa"[28] is another literature reviewed. In page 13 of the work where discussion on Nigeria started, the author was more or less concerned about the metamorphosis or the grouping and the regrouping of trade unions, and affiliation.

These movement or exercise later cumulated to a total of 983-registered trade union in Nigeria by January 1976 representing a membership of about 800,000.[29]

This he said was ascertained after the Registrar of trade unions had taken action in keeping with the provisions of the Trade Unions Decree No. 31 of 1973 to ensure that his register was a record of bonafide trade unions.

Contrary was the former trade union law that authorized the registration of all sorts of groupings in so far as they satisfied the definition of a trade union as specified in the law.

The definition was loose and broad-based, and covered organizations of wage earners, self-employed craftsmen, employers' organizations and even petty traders. At the end of 1972, there were 1,032 registered 'trade unions' in the country of which 783[30] representing 665,615 members could be said to be genuine trade unions.

Majority of them, however, were ineffectual plant unions whose membership was limited to the employees of a particular company, government ministry or public corporation. The reason for this is partly historical and partly the failure of union leaders to evolve an organizing pattern which would achieve strength.

In spite of the perennial divisions, which had seriously sapped the energy of the Nigerian trade union movement, the unions occasionally displayed some strength and unity. An example is the joint Action Committee (JAC) set up in 1963 to prosecute the claims for wage increase. The JAC organized the general strike of June 1964, which paralyzed the economy for thirteen days. In 1971 the four national centers formed the United Committee of Central Labour Organization (UCCLO) which pressed the pay claim leading to general wage increases for workers following the recommendations of a commission of inquiry headed by Chief Adebo.

2.2 DEFINITION OF LABOUR, RELATIONS AND PUBLIC SECTOR

The first section of this chapter x-rayed the works of others on the topic and some mentions were made of some terms, which became imperative for them to be explained or defined for a better comprehension.

Such terms and their definitions or explanations are the major concern of this section.

LABOUR: People employed by different organizations or institutions be it private or public address them either as workers or employees.

In the public sector (the government), they are more or less addressed and called workers whereas the private sector generally calls them employees.

In a lecture delivered by Dr. P. D. Bagobiri of ABU – Zaria, he explained worker and employee thus:

> "Worker as anybody that is involved in doing something that is useful. It could be self employed or employed by some other person; he emphasized while employee is seen to be somebody that is engaged by another and works under a contract of service"[37].

However, labour in its technical usage refers to all those with the capacity to work or engage in some useful activity irrespective of whether or not they are so engaged i.e. it comprises working and non-working people.

RELATIONS: This connotes some interactions, a way in which one person or thing is related to another but mostly applied or used in a situation of less intimacy or personal associations or friendships.

In this work, it is used to explain labour relating to people. There must be interactions between the management and labour and has to do with behaviour actions.

T. M. Yesufu [32], has this to say that effective production, however, increasingly depends upon the management of and cooperation between, groups of employees whether in the office or on the shop floor. The effect of the interaction between individual workers, within the group or between the groups themselves, is of vital importance. The extent to which they work in cooperation or in conflict, in making demands upon the employer, or in their conduct of inter-union relations, profoundly influences the atmosphere of production, the level of output, and the well being of the entire national economic system.

This he said that the original concept of industrial relations, as a question of relations between employers and organized workers, is too narrow.

For this reason other terms have at times been used in an attempt to over come the narrowness of the original conceptual framework which confined industrial relations to problems of interaction between employers and organized workers. In the compendium, the new industrial relations for example he said the contributing authors use the terms 'industrial relations', 'human relations at work and labour relations' interchangeably.

Precisely, labour relations or industrial relations may be defined briefly as "the whole web of human interactions at work, which is predicated upon, and arises out of the employment contract.

It is also concerned with the complex of power relationships and power sharing the economic and other decisions which affect or emanate from employment, the conditions of employment and remuneration between management, the employee or trade unions and the state.

PUBLIC SECTOR: In page 31 His (Ph.D.) thesis work, Dr. P. D. Bagobiri provided an accurate explanation of public sector by the explanation of private sector.

Hence, public sector then, here is meant those industries or sectors of the economy where the government (federal, state, and local) is the sole dominant employer. In other words, it particularly includes the civil service and other government agencies or departments, which constitute the public sector.

In the 149th page Otobo's work[33], in an institutional terms defined public sector of an economy as being generally held to be synonymous with those areas of socio-economic activities where there is some or a predominance of public or state investment in the production and distribution of a variety of goods and services, including such bodies or organs that are concerned with the general administration and regulation of the economy public administration and local government would thus also be included he added.

2.3 LABOUR RELATIONS IN NIGERIA

Labour relations in Nigeria stated first in the public sector of the nation's economy, which continues to be a model to the private sector.

It has undergone through so many developmental stages; economically, politically and socially, its origin can be traced as far back as when forced labour under the colonial administration was the order of the day.

Nigerians had a wrong notion about labour during the days of the colonial masters. The perception was that a slavery where anybody working for someone else is perceived as a slave or not being brave.

This hampered labour relations until after 1978 labour ordinance when such conservative view about labour began to give way to a more dynamic view.

Economically according to "T. M. Yusufu"[34] the economic depression that followed the Second World War made it more imperative for people to seek for paid employment as immediate means of survival.

This he said "gave way to compulsory labour on any significant scale and, today, there is no doubt that the acceptance of paid employment is essentially voluntary".

Many workers were also found to seek paid employment because they had no sufficient money to set up business on their own account, and thought that they would be able to save money to do so after a spell of such employment.

On the social ground, some forces are at times found compelling. An employee of African timber and Plywood limited according to "T. M. Yusufu"[35] page 18 of his book 'the dynamic of industrial relations: THE NIGERIAN EXPERIENCE" left home to find work elsewhere because his father had been continuously persecuted by the village chief, while most of his brothers and sisters had been killed by witchcraft.

Another he said had come to find a dowry, and would he said, go back home soon to get married. But he would rather not let his supervisor know about this, because the latter considered him to be a good worker, and had been very nice. Another man (worker) in a railway workshop from the eastern part of the country was also quoted as saying he left home only because most of his companions had done same.

"Tayo Fashoyin"[36] in his book "INDUSTRIAL RELATIONS IN NIGERIA" in page 9 presented it to be a pattern of relationship that tends to indicate the actors' perception of leadership, seniority and authority different from that of western industrial societies. The African system of social relations is strongly rooted in paternalism, and this is taken to the workplace where organization of work, largely based on western values is different. Paternalism, he emphasized should be seen beyond its negative connotation, but as an inevitable aspect of social relationship in an African setting.

Paradoxically, the reaction of the expatriate or Nigerian manager very often does not fit this pattern of social expectation in workplaces. In

consequence, if the expatriate manager, who is often ignorant of the cultural values of his or her subordinates, fails to appreciate this cultural imperative, his or her supervisory ability is automatically called to question.

In the same vein, the Nigerian manager who is often enticed by western ideas and values, and thus rejects or dismisses the cultural undertone of human relations within the system, is equally likely to experience the same fate as the expatriate. In both cases, the manager may conclude, obviously erroneously that workers' protests, whether individually or collectively have been masterminded with the aim of sabotaging the organization or undermining his or her leadership position.

In most cases, what the workers expect is certainly different from what western management principles offer. He wants a manager who recognizes him while he concedes to the manager seniority or leadership. This expectation is not necessarily or entirely motivated by or based on material reward, but the worker does want to be recognized and treated with human considerations rather than as an object of commodity.

The manager who succeeds in recognizing these expectations generally achieves a harmonious relationship at work.

From the foregoing, I wish to share with the views of Tayo Fashoyin, on the need to build an organization in order to enhance industrial harmony. And that will have to be emphasized much on the Nigerian employment spells.

Otherwise industrial relations in Nigeria and Africa at large will continue to be a marriage of convenience.

2.4 PARTIES INVOLVED IN LABOUR RELATIONS

Labour relations is predominantly a relationship, between the employers and the employees in the production process.

The two major parties in the relationship are the management (employer) and the labour (employee or worker).

The management to achieve a corporate goal must employ labour. And for the realization of the corporate goal, there must be a relationship between the parties that can encourage productivity. This informed the emergence and growth of the labour sector.

The relationship becomes formalized with the evolution of trade unions, which signifies employees' concerns, as a group about those aspects of work that directly affect them. In other words, the formation of a union serves as a means through which employees through their representatives participate in the determination of their terms of employment. A recognition of this interest on the part of the employer not only ensure relative industrial peace, but also shows that both labour and management are committed to the survival of the enterprise.

Dunlop in his own view, sees industrial relations as an area of relations between three principal actors – workers and their organizations, managers and their organizations and governmental agencies concerned with the work place and work community[37]. These actors develop a web of

rules governing their relations in the workplace and work community in an industrial relations system. According to Him, he "web of rules consists of procedures for establishing rules, the substantive rules, and the procedures for deciding their application to particular situations[29].

These actors are seen in industrial relations as a sub-system in a larger industrial society.

The larger society in turn provides the external environment which influences industrial relations actors and institutions.

The Dunlop's view of the parties in labour relations is broader than the first one mentioned as just a relationship between labour and the management.

But rather include the environment where the two parties do their businesses, which has to cooperate with them for harmonious relationship that is capable of engendering productivity.

As earlier on pointed out, the survival of any organization depends solely on the cooperation between these parties.

2.5 THE EMERGENCE OF LABOUR RELATIONS IN THE INDUSTRY (PUBLIC SECTOR)

The emergence of labour relationships in the public sector can be traced back to the period of British industrial revolution of the 18th and 19th centuries. This was as a result of progressive formalization of the work relationship in the form of the employment contract supposedly entered into between free and equal individuals: the worker and the employer (T. M.

Yesufu P.3). On the one hand there was the employer (usually the entrepreneur in the private sector and the government in the public sector).

The second party to the employment contract – the worker – had nothing but his labour services to offer.

In the circumstances of this unequal match, with the employer at an vantage position, more often than not, by an inordinate desire to maximize profit, and the worker haunted by fears of unemployment and starvation, large numbers of men, women and even children found themselves working under terrible conditions to be able to survive (Yesufu P. 3).

Sustained joint suffering however breed a brotherhood of understanding joint endeavour and mutual assistance, and it is not surprising that workers in the circumstances described, soon found it necessary to organize into trade unions as the most effective means of both exacting and defending better terms and conditions from the employers. As the 19th century wore on, trade unions acquired wider and more effective powers and became an accepted institution within the industrial structure. The unions' resort to the strike weapon, and their demand to substitute the collective bargain for the feeble effort or complete surrender of the individual worker in dealings with the employer, served, among other things, to complicate what had hitherto been considered a matter of free individual contractual relations between both parties. It is in this context that the term "industrial relations" evolved to connote the many facets of

the employer-worker relationship in conditions precipitated by the new industrialism (Yesufu P. 4).

As the trade unions have grown in size and given rise to the development of branches and federations across the frontiers, not only of the firm, but of industries, firms or their representatives felt the need to organize into employers' or industrial associations and federations – all concerned with the conditions of employment of their workers and development of joint policies and logistics in their relations with the trade unions.

However, effective production, increasingly depends upon the management of, and cooperation between, groups of employees whether in the office or on the shop floor. The effect of the interaction between individual workers within the group, or between the groups themselves, is of vital importance. The extent to which they in cooperation or in conflict, in making demands upon the employer, or in their conduct of inter-union relations, profoundly influences the atmosphere of production, the level of output, and the well being of the entire national economic system.

Good and effective labour relations would, therefore, be held to exist in an enterprise, industry or country, to the extent that there is the greatest possible understanding of labour problems, and acceptable and effective means are established to tackle the problems continuously by both management and employees as well as the state, and the relations between them are such as to promote and maintain productive efficiency.

2.6 EMPLOYEE UNION

The formation of employee unions at various levels in the public sector became inevitable to be able to create and maintain a harmonious industrial relationships amongs workers and between employers.

Workers as a result of some exploitative tendencies of some (most) employers found it necessary to organize themselves into trade unions as the most effective means of both exacting and defending better terms and conditions from their employers.

This trend has not developed as far in developing countries, including Nigeria, as is the case in the more industrially advanced countries such as the USA or Great Britain. Nevertheless, even in Nigeria, the economic pace is dictated by the government and the large corporations – and the terms and conditions of service set by them not only influence them mutually, but also determine the standards, which the small enterprise and the single employer must conform to or at least aim to attain.

While the single employer has always been economically stronger than the worker in terms of bargaining the terms of employment, the position of the modern corporation and the state is even more overwhelming. It has emphasized the need today even more than in the past, for workers to organize as a means to influence effectively the employer and the conditions of employment. Having risen to that challenge, the stage of industrial relations in the modern world has come to be largely dominated by the interplay of trade unions, on the one hand, and

employers' organizations on the other. It is they who set the pace, the tempo and to a great extent, the framework, within which the other aspects of the industrial relations drama are enacted. A study of industrial relations has accordingly become to a large extent, a study of trade unions and employers' organizations (T. M. YESUFU P. 89).

Employee unions are basically divided into two types: industrial (vertical) unions and craft (horizontal) unions (T. M. NMADU 1999 P. 210 & 211).

INDUSTRIAL (VERTICAL) UNIONS

This comprises all workers in a particular company or industry regardless of occupation. It is a mixture of skills and lacks the homogeneity of the crafts. It is an advantage in terms of negotiation with the employer, at least he knows he is dealing with only one union.

And has the disadvantages of unskilled, semiskilled and highly skilled labours combined in one union. This normally breeds internal clashes of interest. The skilled will always demand some thing higher than the unskilled in terms of pay, yet the skilled are in the minority and the union leadership is put in a difficult position of backing this up with the economic force of all. The clash is not one that is or will be easily

possible different organizations depending on how many crafts are represented in the company or industry.

2.7 CONFLICT IN INDUSTRY (PUBLIC SECTOR)

Every human system is potentially conflict bearing. In deed conflict is a natural and inevitable part of human social relationship. It is ubiquitous, occurring at all levels of society – intra-psychic, intra-personal, intra-group, intergroup intra-national and international (Laue 1990). Modern industry for the benefit of labour and management and for the development of the society but place is often threatened by conflict. This is because of the polarity of interest that exists between employers and employees that make up the industry. For instance, the employer or entrepreneur requires and deserves return on his entrepreneurial investment, while the employee or labour deserves reward for his skills, talents and energy. Definitely, there exist some adversarial relations between management and unions that is counter productive in organizations. But it is argued in literature that conflict yields some benefit to organizations (Ikpeze, 1999). The fact that conflict is inevitable and that conflictional relationship is experienced in the industry at one time or the other, whether conflict is destructive or productive is definitely not the problem. The problem is why it occurs and how it is managed for the attainment of the goals and objectives of the industry. The question then is, what is/are the roles of employee union in industrial conflict resolution. Bearing in mind that the causes of conflict are

complex and frequently linked with several other issues that cannot be immediately apparent to the observer (Otobo: 1987).

2.7.1 INDUSTRIAL CONFLICT

Kornhouser and Ross (1954, P 13) define industrial conflict as 'the total range of behaviour and attitudes that express opposition and divergent orientations between individual owners and managers on the one hand and working people and their organizations on the other". The expression industrial conflict is used synonymously with the term trade dispute (Ajuzie, 1999).

One may ask, what then is a trade dispute or an industrial dispute?

T. M. Yesufu 91985 P. 147) defines a trade dispute in non legal terms as "a disagreement between a trade union and an employer or a group of employers following failure of the one side to meet the demand of the other for the amelioration of a grievance or grievances". Legally however, (the Trade Dispute act of 1976) defines a trade dispute as "any dispute between employers and workers and between workers and workers which is connected with employment or non employment or the terms of employment and physical conditions of work of any person". It is important to note that industrial dispute can arise in any business, trade or occupation and organization providing employment for people. The disputant may be the trade union or the employers. And one of the disputants must at least be a body of men, acting in a collective manner and not individually. Suffice therefore to distinguish a dispute at work involving an individual and a

trade dispute. The former is better described as a grievance. However, the collective sense of industrial dispute does not mean that the demand occasioning it must be made collectively. One person who is a workman can raise a dispute individually on behalf of a group. Also, an industrial dispute may arise not only between labour and employers, but also between two unions or group of unions.

However, the term is more commonly used to refer to conflict between employers and workmen.

2.7.2 FORMS AND MANIFESTATIONS OF INDUSTRIAL CONFLICT

Industrial conflict assumes different forms under different circumstances. The form of expression is determined by a complex mechanism of economic, political, technical, managerial and psychological factors. They may come as organized and unorganized conflict (Otobo 1987) and may manifest in more than a single outlet.

ORGANIZED CONFLICT

This refers to a conscious strategy of change in the situation which is identified as the source of conflict. Organized industrial conflict tend to result in some industrial action which may manifest itself in some or more of the following forms as outlined by Yesufu 91985 P. 148).

i) **GO SLOW:** This is a deliberate cut down on the pace of work

ii) **WORK TO RULE:** working normal pace to guarantee minimum efficiency and or normal profit.

iii) **OERTIME BAN:** Refusal to work extra hours thereby raising the proportion of the fixed cost of production to total cost and hence reducing output and profit.

iv) **SIT IN:** The workers throw management out of the factory while being in charge temporarily.

v) **WORK IN:** The employer is prevented from closing the factory or establishment. It does not only strike at the employers property rights, thereby stopping him from reducing the properties value, but it also uses the property to continue manufacturing in the workers' interest.

vi) **STRIKE:** This is a complete withdrawal of work effort by the employees, thus forcing the employers to close the establishment.

vii) **LOCKOUT:** A lockout is the employers equivalent of the workers strike. The establishment is closed to the employees who are therefore forced into temporarily unemployment. This is because the work contract is bipartite. Management can also express a form of conflict.

viii) **DAY OFF OR RETRENCHMENT:** This is the refusal by an employer to continue to employ any number of persons employed by him. It is used as an employer's sanction against the workers in an industrial dispute (Akpala)[39].

ix) **THE UNORGANIZED CONFLICT:** In this type of conflict, a worker responds to the situation in the only way open to him as an

individual, that is by withdrawal from the source of discontent or individual sabotage, indiscipline. Unorganized expressions are not often regarded as conflict by the persons in the situation (Otobo 1987). Where unorganized conflict becomes wide spread, it can have the same effect on the efficiency of an enterprise as organized action. And if the situation deteriorates badly or becomes endemic, locating and dealing with the individualized cases can often be more difficult than dealing with collective industrial actions. Unorganized conflict may manifest as follows:

1. High labour turnover
2. Absenteeism
3. General inefficiency
4. Unwillingness to work
5. Sabotage

2.7.3 CAUSES OF CONFLICT IN THE INDUSTRY

Literature has not agreed on a single theory that seeks to explain conflict in the industry. Jackson (1987 P. 155)[40] has for instance reviewed three theoretical concepts that seek to explain conflict in the industry namely, the Human Relations School, the technological School, and the Marxist School of thought. This in fact agrees with our stand that conflict is not single homogenous entity.

While the human relations school seek to explain conflict in industry as arising from a failure of industrial organizations to provide a

satisfactorily social environment for the employee, poor communication, failure to recognize man as a social being but rather an economic being; the technological school which has a link with the human relations school emphasizes the dehumanizing aspect of assembly line technology on social relationships at work.

The Marxist view lies in economic rather than the social sphere. The Marxist argue that the problem of conflict in the industry lies in the division of economic resources and the existence of a capitalist class. They see labour as being alienated by the capitalist restricting the freedom of the worker and treating him as a commodity. An attempt to increase wages they argue will not overcome alienation but would rather make the worker a better paid slave. They see the solution to the labour problem only in the overthrow of capitalism.

Generally speaking, the reasons for industrial conflict are manifold and it is sometimes difficult to distinguish one from another. At best cause can be distinguished from a minor one.

However, Mehrotra is said (Akpala 1987) to have grouped the causes of conflict in industry into economic, moral and political.

Some causes are independent of the job and still others are related to other job. The representation is as follows:

ECONOMIC: Economic causes of industrial dispute related to want of proper adjustment of wages to the cost of living. Related to this is the difficulty of evolving a definite wage policy and want of stabilization of

prices at a point, which would maintain employment at the highest level and stabilize cost of living. There are also conflicts connected with the system of reward of labour and with working conditions including working hours.

MORAL AND POLITICAL CAUSES: Some disputes relate to working conditions and failure on the part of the employers to provide adequate measures for the welfare of the worker both within and outside the establishment.

Political causes emanate from differences in ideologies. One's ideology for example may advocate that workers must strive to stop the employer's exploitative powers.

Some disputes with political content relate to matters about union solidarity to trade union jurisdiction, to demarcation of functions terms of appointment of work, recruitment of labour, representation of workers in the settlement of working conditions.

Also the refusal of the employer to recognize the union and its leadership is another cause of political nature.

2.7.4 CAUSES INDEPENDENT OF JOB

These are causes of industrial conflict that exist elsewhere but are related remotely or immediately to the job. On such cause is maladjustment of individual people. Chronically dissatisfied and emotionally maladjusted workers may put up some degree of unconscious hostility aroused by some features of the work, supervisions or management.

2.7.5 CAUSES THAT ARE DEPENDENT ON THE JOB

Job related sources of friction are the management system, which is manifested in the organizations policies and practices and the personalities of line executives and supervisors with whom the workers relate with daily. Ill-designed or ill-advised and misinterpretation of policies of the management constitute a major source of employee dissatisfaction, leading to conflict.

2.7.6 CONFLICT IN INDUSTRY (NIGERIA EXPERIENCE)

Industrial conflict in Nigeria has generally been manifesting particularly in the form of strike actions. It is on record that in the year 1946/1947, Report disputes to the Federal Ministry of Labour (as was required by law) were about sixteen (16). The number of such disputes continued to increase annually.

Of course, there were other trade disputes that did not enter the records of the federal ministry of labour as they were not reported or apprehended by the commissioner for labour (Sonubi).

In all case of trade disputes in Nigeria, they are decidedly not mono causal. As it is elsewhere in the world, most of labour discontent and strikes in Nigeria are the same and related to various aspects of wage (irregular payments) illegal deduction etc), wrong dismissals, poor conditions of service, hostile management etc. Of course there are others that tend to be peculiar to Nigeria, such as claim in respect of "bush" allowances and Christmas bonuses (Yesufu, 1984, 190). On the general, the causes of labour

disputes in Nigeria constitute an interesting mixed grill. A quarterly report by the Federal Ministry of Labour well back in 1965 showed that majority of the trade dispute had to do with "provision of improvement of fringe benefits and grievance were generally "packed". The subject, for example includes refund of rent to catering employees occupying corporation quarters in Eastern Nigeria and rent allowance to others who were not provided with free quarters, payments of overtime, meal, shift, bush, leave and height allowances, Christmas bonus, grant of loans and advances to employees and demands for check off systems and severance pay.

Other subjects included grading, demand for wage increase recognition of disputes, alleged victimization of workers for trade union activities demands for leave and medical facilities, rations housing accommodation and supply of protective clothing (Yesufu 1984).

Writing on Trade Dispute in Nigeria between 1966 – 1971, (Sonubi) also reported the January 1968 trade dispute involving the National bank of Nigeria as touching on many issues that were involved such as implementation of agreements, upgrading of certain employees, appointments, promotions, loans and advances, housing allowances accident free bonus for drivers and insurance of their lives conversion of daily paid workers to permanent establishment, security of employment, overtime rates, increased leave allowances, Christmas bonus, medical facilities, scholarship, sickness and reorganization of management.

In the recent past, the Academic Staff Union of Universities of Nigeria (ASUU) embarked on an industrial strike from august, 22nd 1994 to 23rd January, 1995. There were numerous reasons that were given for the strike action some of them were:

i) Lack of respect for the memorandum of agreement signed between ASUU and the federal government n September 1992.

ii) Lack of adequate funding for universities.

iii) Non-implementation of the =N=1.2billion annual stabilization for a period of two years.

iv) Political demand for the immediate termination of military rule.

v) Poor conditions of service.

vi) Removal of two vice chancellors of the University of Abuja and that of the Federal University of Technology, Minna for their dictatorial style of leadership.

These few cases and the wide range of interest of the workers in employment relation's show that trade dispute normally involves more than one issue.

2.8.0 CONFLICT MANAGEMENT IN NIGERIA

By whatever cause(s) and in whatever form and between whichever of the industrial relations actors, a complete industrial relations system will normally provide for some schemes for settlement of industrial dispute. There is no one perfect way of solving industrial conflict. And because of

the complexities of industrial conflict, there are lay down procedures for handling the disputes.

An employee who feels aggrieved against manager or supervisor or against the company or organization as a whole is an unhappy employee and cannot work effectively. He becomes depressed his morale becomes low and as a result his efficiency drops. It can therefore be seen that job satisfaction at work in terms of all the circumstances that surround the job is the key to high moral and productivity. Unless grievances are handled systematically and with apparent sympathy and patience placed at the right level by the right people they can lead to disruption of work and huge wastage of human and material resources.

Industrial conflicts or disputes may be resolved by the means and use of deputation, joint consultation, collective bargaining, mediatory organs or conciliatory activities all excepting "deputation" involve intensive negotiation. In each of these cases, with the exception of "deputation" as indicated above, both the management and the trade union leaders have vital role to play in achieving industrial harmony, even after both have had some disagreement on industry matters. The industrial union leaders must therefore be skillful negotiators with impeccable character to secure the best for their union members during the bargaining exercise. The best for their union members demonstrate such responsible leadership in respect to management without compromising the interest of their rank and file

followership. They must be conversant with the existing laid down procedures for resolving the industrial conflicts.

MEANS AND PROCEDURES FOR RESOLVING INDUSTRIAL CONFLICT IN NIGERIA

The means of resolving industrial conflict can take any of these forms as mentioned earlier on: deputation, joint consultation and collective bargaining.

2.8.1 DEPUTATION

This means is used in situation where the management or the workers, or both, are still unenlightened and inarticulate, and where the workers are still ineffectively unionized if at all. In such situations, the management tends to be autocratic at best benevolently despotic. While the workers' group may be invited, or permitted, to express its views upon some points at issue, these may or may not necessarily affect the ultimate decision. "The methods of making the decision amount to dictation; the sense of responsibility for it is not shared by the meeting and the deputation leaves with the feeling "he has decided". (M. T. Yesufu 1982 P. 136 – 7).

2.8.2 JOINT CONSULTATION

This is defined by T. M. Yesufu as meetings between management and workers in which the approach to matters under discussion is primarily functional – where the groups represented are thought of, not in terms of bargaining strength, but in terms of their work and their ability to contribute to matters being considered. There is an assumption of coalescence of basic interests and objectives between the parties concerned. The method of

reaching decisions, or recommendations, becomes that of integration. The main task is joint consultation is to exchange information and consider suggestions or proposals on a basis not so much of divergent but merely of differing view points, and repercussions of likely results.

Discussions in a joint consultative committee are conducted, so to speak, in a depersonalized way, and, therefore, lead much less to emotional tensions; and a sense of responsibility is shared by those taking part in the meeting for the implementation the decisions reached.

2.8.3 COLLECTIVE BARGAINING

This is the most popular means or procedure in resolving industrial crisis in this modern time. It is the methods by which groups of workers 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 parties involved. "Each side yielding here and gaining a point there." Then the end result has the more practical strength of both points of view, it is richer and more pointed to the job of production than if it had developed on a narrower or less realistic base.

2.8.4 STATUTORY MEANS

The procedures consist of successive stages through which the union leaders must take the trade disputes. He must follow the stages in the order

laid down by practice as discussed above and by law. If they fail on these stages management may gain some advantages with possible adverse repercussion on their union members.

In a situation whereby practices laid down cannot help in industrial resolution, there are laws to help out.

Industrial conflict resolution in Nigeria now is governed mainly by the trade disputes decree No. 7 of 1976 (as amended) and trade disputes Decree cap 432 of 1990.

Trade disputes decree No. 7 of 1976 (amended) which came into force on January, 1976 sec. 3 (I) recognizes any existing mode of resolving industrial conflicts which might have been evolved and mutually agreed to both sides of the industry prior to the occurrence of the industrial disputes. Such machinery must first be invoked and it is only after it has failed or where it does not exist that the parties (union, and management) should within seven days take the dispute to a mediator who is acceptable to both parties (union and management).

If the mediator fails to reconcile the parties within 14 days either of the parties is expected to make a written report to the commissioner of labour setting out the area of disagreement and describing all that had been done to reach a settlement. Where the commissioner on receiving the report feels that the mentioned procedures has not been fully utilized he may direct the parties in writing setting out what steps they should take to secure settlement.

If the conciliators effort are unsuccessful, he is expected within 14 days to submit to the commissioner a report together with a memorandum of the terms of agreement signed by the representative of the parties as from the date of signature, the terms and conditions are binding on the employers and workers concerned even where the conciliator is unable to effect a settlement of the dispute he must report accordingly to the commissioner within 14 days.

The commissioner should now refer the dispute to the industrial arbitration panel (1AP) within 14 days of receiving the conciliators report. An industrial arbitration tribunal constituted by the chairman of industrial arbitration panel (1AP) then goes into the matter thoroughly. Both parties have ample opportunity to present their case with a right to legal representation.

An Arbitration may consist of a sole arbitrator or a single arbitrator assisted by assessors. They can also be an arbitrator made up of more than one arbitrator but the decree requires the chairman or the vice chairman of the 1AP to preside over the proceeding of such an arbitration within 42 days, an arbitration, however constituted, must send its award to the commissioner as a recommendation but the award must not be communicated to any one else.

After receiving the award, the commissioner issues it out to the parties concerned with a notice allowing 21 days within which objections to award may be forwarded to the commissioner. It should also be made clear

in the notice that in the absence of any objection made to the commissioner during the specified time the award will be confirmed by him. Where no objection is received within the time limit the commissioner publishes in the Gazette a notice confirming the award which then becomes binding on both parties as from the date of the award.

In a situation where one or both parties raises objection to the award, the commissioner is required by the decree to refer the dispute to national industrial court whose decision on it is final.

Moreover, sec. 12 of the trade dispute decree 1976, empowers the commissioner to refer disputes direct to the national industrial court in certain cases, namely where the worker concerned is engaged in essential services or where the circumstances of the disputes make inappropriate a reference to an arbitration tribunal.

The national industrial court is made up of a president and four (4) other members. In addition to the settlement of the industrial disputes the courts jurisdiction includes interpretation of collective agreement or the terms of settlement of any trade disputes as embodied in any memorandum following the intervention of a conciliator.

Conclusively, conflict is inevitable in any human set up and also a complex phenomenon and is caused by so many varied issues usually inseparable from each other. It also has so many ways of expressing itself and it is managed by so many approaches.

FOOTNOTES:

i) Femi Aborisade – Nigeria Labour Movement in Perspective.

ii) T. M. Yesufu – The Dynamics of Industrial Relations: THE NIGERIAN EXPERIENCE.

iii) Dafe Otobo and Co – Further Readings in Nigerian Industrial Relations.

iv) Dr. Jimi Adesina – Further Readings in Nigerian Industrial Relations.

v) Dr. Paul Bagobiri – Further Readings in Nigerian Industrial Relations.

vi) Dr. Sola Fajana – Further Readings in Nigerian Industrial Relations.

vii) Dr. Otobo Dafe – Further Readings in Nigerian Industrial Relations.

viii) Mr. Henry – Further Readings in Nigerian Industrial Relations.

ix) Dr. P. D. Bagobiri – Ph.D thesis work (P. 31)

x) Tayo Fashoyin – Industrial Relations in Nigeria.

xi) David Fanham and John Pimlott – Understanding Industrial Relations.

xii) Ibid

xiii) Ibid

xiv) C. Grill, R. Morris and J. Eaton – Industrial Relations in Chemical Industry.

xv) Ukandi G. Damachi and Tayo Fashoyin – contemporary Problem in Nigerian Industrial Relations.

xvi) Ibid.

xvii) Ananaba Wogu – The Trade Union Movement in Africa.

xviii) Ibid

xix) Ibid

xx) Dr. P. D. Bagobiri – Class lecture.

xxi) T. M. Yesufu – The Dynamics of Industrial Relations: the Nigerian Experience.

xxii) Otobo Dafe – Further Readings on Nigerian Industrial Relations.

xxiii) T. M. Yesufu – The Dynamics of Industrial Relations: the Nigerian Experience.

xxiv) Ibid

xxv) Tayo Fashoyin – Industrial Relations in Nigeria (P. 9).

xxvi) Dunlop.

xxvii) T. M. Nmadu (1999) .

xxviii) Akpala

xxix) Jackson (1987)

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

This chapter is divided into four (4) main sections in order to address the various components of the chapter as below:

Section 3.1, the method used in the research work is the main focus of the section.

Data collection and instruments used is the main discussion of section 3.2.

Section 3.3, explained the sources of data used in the work as comprising the primary and secondary sources.

Finally, section 3.4, explained the instruments used in discussing the data collected.

3.1 RESEARCH METHOD

The researcher adopted the survey, observation and interview methods in carrying out the study. These methods presuppose the use of both secondary and primary data generated from the field with the aid of oral interviews, observations and some documentaries from the labour office in the state. The topic of study once again is "LABOUR RELATIONS IN THE NIGERIAN PUBLIC SECTOR: A CASE STUDY OF NIGER STATE".

3.2 DATA COLLECTION/INSTRUMENTS USED

For the needed relevant information to be collected, the researcher used the underlisted methods:

i) Personal interview on some labour leaders in the state.

ii) Survey method,

iii) Observation method

PERSONAL INTERVIEW: The research had to use the personal interview method to enable him get the needed information direct from the source (the primary source).

In the course of this work, the following people were interviewed, S. M. Muyi, the Secretary General, Nigerian Labour congress (NLC) Niger State chapter, Mal. Gambo Isah, the Secretary General: Nigerian Union of Local Government Employees (NULGE) Niger State chapter, and Mal. Labaran Garuba, the Scribe of the state chapter Nigerian Union of Teachers (NUT) who was unavoidable absent at the time of this work but some documented information was made available from his office though his secretary even though there were on strike then. This at the end substituted for face to face interview.

OBSERVATION: The researcher not satisfied with the outcome of the interview, went on to observe in the work places, office, and public places within the Minna town to actually ascertain what the labour relationship is in the state.

In the course of this exercise, it was discovered that there exist a relative mutual labour relation in the state as there are evidences around such as labour commuter buses in the state provided by the state government in conjunction with the labour unions. Prompt payment of workers' salaries and other allowances etc.

3.3 SOURCES OF DATA

The researcher relied principally on two sources of data for the project. The sources are:

i) Secondary and

ii) Primary data

SECONDARY DATA: As the name suggests, these information were those already in existence mainly in published form.

They are found in textbooks, magazines, journals, newspapers, business papers presented by scholars in seminars, workshops, symposia etc.

There were those other works that were collected and collated by past researchers and authors for projects that are closely related to the thesis under consideration.

PRIMARY DATA: This is one of the sources of information used in this work. Primary data is the original information direct from first hand source. It is normally collected and developed by researchers mainly from questionnaire administration, personal interview and observations.

3.4 INSTRUMENTS FOR DATA DISCOURSE

Owing to the nature of the information collected and the means through which it was collected, the researcher did the analysis theoretically.

CHAPTER FOUR

4.0 PRESENTATION AND DATA DISCOURSE

INTRODUCTION

The pattern of industrial relations and the forms assumed by the problems connected therewith tend to differ from one state to another in accordance with the prevailing economic, social, cultural, religion and political conditions.

Niger State is not an exception in relations to all these factors as one of the states in the northern region of the country where religion tends to influence the social life of the people much.

However, the state is the case study of this project and all the information gathered in relation to the work is presented and analyzed here in this chapter.

Niger is a large state in terms of geographical land mass and is made up of four major zones as earlier on mentioned: Bida, Minna, Suleja and Kontagora. These areas were covered through their representatives.

4.1 PRESENTATION AND DATA DISCOURSE

For an effective and proper work to be done on the labour relations in the state, it is imperative that a research has to be conducted on some of the labour unions and leaders in the state.

The unions and leaders researched on were the Nigerian Labour congress (NLC) Niger State Chapter, Nigerian Union of Local government

Employees (NULGE) and the Nigerian Union of Teachers (NUT) Niger State chapter.

In an interview conducted on the state Chairman of NLC through the Secretary General of the congress, Mal. Labaran Garba and S. M. Muyi, showed that there is no documented information with regard to what the relationship has been between the state government and the labour union in the state.

This prompted the researcher to ask the interviewee (the Secretary General) why such lapses. In response, the secretary S. M Muyi said that it is not lapses perse in the sense that relationship is something that you can feel or infer from the outcome whether it is cordial or not but it cannot be touched or quantified. Thus, it is impossible to document a feeling or interaction.

Then this became a leading to another question on what has been the relationship between the government and the labour in the state.

In an answer, S. M. Muyi (the Secretary) agreed with the view of T. M. Yesufu on the dynamism of labour relations. That the relations between the labour and the state government has been fluctuating sort of.

In the past he said, especially during Babangida and Abacha era, it was like the mouse and cat relationship where the labour leaders are always on the run and hiding. Assertively he said you don't dare mention labour in those regime in the state, or else you will be found no where but will be facing incarceration.

But the opposite is the case now as he limited himself to the present situation in the state. Emphatically, he told me he can't predict what tomorrow will look like.

Hence labour relations is as dynamic as man, talk more of African where the concept has not actually been understood or are still being mixed with African traditional way of work ethics.

To substantiate his claim the more, about the dynamism of labour in general, and the state in particular, he affirmed that for now, they don't have any problem with the government (state). The government he said, has given them (labour) their rightful position in every area in the state.

He pointed out some evidences to buttress that there is cordial and mutual relationship existing between labour and the government as follows in the present administration.

First, Recognition of Labour: The state government has accorded a due recognition to the state chapter of labour and hence involves it in government policy formulation and implementation.

This is a healthy development and an encouragement since labour is not only to agitate for improvement in the working condition of its members but also to help the government in realizing their corporate objectives) through the active involvement in government programs by the working class.

Second, Democratic Approach to Labour Issues: The state government tend to be very democratic in relating with labour now by way

of always willing to enter into dialogue with the labour in all issues that pertain to the welfare of the labouring class.

This in its own way has gone to boost the productivity of the state since the voice of labour can now be heard and regarded as far as its welfare and other issues are concerned.

Third, Sponsorship of Labour Programs: There has been sponsorship of labour force development programs like seminars, symposia and workshops by the state government.

This is also a welcome development and enhances or fortifies the relationship for laudable achievements for both parties.

Fourth, Transportation Services for Workers: Through financial assistance by the state government, the state branch of (NLC) has been able to provide buses for workers or labour in the state that now has ameliorated the problem of transportation services in the state especially for the labouring class. Laudable achievements like this can only be possible in an atmosphere of mutual understanding amongs parties involved.

Fifth, Labour Involvement in Screening Exercise: The government involved the labour union in the recently concluded screening exercise to flush out ghost workers in the state civil service. The government with the cooperation of the labour union realized millions of Naira and determined the exact workforce of the state. This also is quite commendable and a good signal of labour relations.

Sixth, Taskforce Involvement of Labour: The control of petroleum products in the state are now jointly done by the state and the labour unions to ensure effective distribution and sale of the product.

Lastly, the government has recently demanded for an action plan from the labour, which they have prepared and sent to the government for consideration.

Notwithstanding all the foregoing achievements or signs of cooperation between the labour and the government, there is the problem of not reaching into an agreement over the issue of minimum wage that has lingered for quite sometime now and still unresolved.

Mal. Gambo Isah is the Secretary General of the Niger State Chapter of Nigerian Union of Local Government Employees (NULGE) who was also interviewed.

His responses to the questions fielded to him were not quite different from the ones provided by the state secretary general of Nigerian Labour Congress (NLC) S. M. Muyi excepting a little variation and additions.

On what the relationship between the government and the labour is, when he was asked, he added that they are better understood by the assistance the government has given to the labour so far on the areas of rehabilitating some union offices, carrying labour along in the discharge of their legitimate duties to the people, prompt payment of workers' salaries excepting primary school teachers which he said is a national problem. Freedom of labour leaders to air their views. All these relationships, he said

has been extended to the local governments administration irrespective of their party affiliations. The council chairmen are so friendly with the labour unions and their officials and the government at large.

Mal. Gambo affirmed that these cordial relationship is as a result of the understanding that now characterize the labour government relations which was totally absent in the past when labour officials are always in the hiding.

On the side of the labouring class in the state, he stated that workers now report to their duty post without being compelled and productivity has increased tremendously to the amazement of the government.

Mal. Labaran Garba is the secretary general of the state chapter of Nigerian Union of Teachers (NUT). Coincidentally, this research work fell into the strike period of the union and thus hampered the provision of the needed information.

Based on the foregoing it could be deduced without fear of contradiction that there exist industrial harmony in the state for now.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

INTRODUCTION

This is the last chapter of the work and it is divided into three main sections:

Section 5.1 is the summary of findings while sections 5.2 and 5.3 are conclusion and suggestions respectively.

Appendix and bibliography marked the end of the work.

5.1 SUMMARY OF FINDINGS

It is quite obvious that labour relations in the public sector of the Nation's economy is not as encouraging as it is in the private sector of the same.

This is evidence by less strike actions as it has become a character in the public sector especially in this recent times.

In Niger State, any way, from the finding of this work, the situation is not different especially during the reign of Babangida and Abacha.

Recently, from Abubakar's administration, there was a heave of relief on the labour relations in the state and there are evidences as presented and discussed in chapter four (4) of the work.

So, Niger State since Abubakar's administration to the present reign of Obasanjo has been enjoying mutual labour relationship. This has brought about increase in labour productivity in the state.

5.2 CONCLUSION

Based on the findings, I wish to conclude that there exist mutual labour relationship in the state and let the tempo be sustained.

5.3 SUGGESTIONS

In addition to the mutual relationship that exist between the government of the state and the labour, I therefore recommend or suggest the following still:

i) The sponsorship of labour workshops, seminars, symposia etc. by the government should be made more elaborate to include a wider body of the unions in the state.

ii) Heads of some parastatals who still perceive labour union activities in the state negatively should be made to correct such perceptions and cooperate with the representatives of the unions in the various establishments.

iii) The leadership of the National body of labour unions in the country should have to be made to embrace the views of the reformists (Beatrice Webbs and Co) in their approaches to labour issues in the country.

iv) Both the government and labour should do away without hesitation, Marxist approach to labour relationship in both state and National levels.

AHMADU BELLO UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION

Tel: 069-32734
Telegram: INSTITUTE ZARIA.

Sole Administrator:-
Major General Mamman Kontagora (Rtd)

Head of Department:-
A.M. Abu-Abdissamad
MBA, B.Ed. (Maths), LDME (A.B.U.)

INSTITUTE OF ADMINISTRATION
P.M.B 1013
ZARIA, NIGERIA.

Your Ref: _____

Our Ref: DBA/MBA/EX/11/03A

Date: 10th September, 1999

TO WHOM IT MAY CONCERN

LETTER OF INTRODUCTION

Mal/Mrs/Miss/Mr. NWAFOR, Michael Ezaka - G98BAF7071 has completed the course work leading to the award of the Degree of Master of Business Administration (MBA) in this University. He/She is currently undertaking a research study entitled

LABOUR RELATIONS IN THE NIGERIAN PUBLIC SECTOR: A CASE STUDY OF NIGER STATE.

For this purpose, we urge you to assist him with the necessary data and information he requires . The department has given instruction to the students that data and information so obtained should be kept in strict confidence and should be used only for the purposes of research.

We would be very pleased if permission is granted and the above named student given as much assistance as possible.

MAL. SANI A. ABDULLAHI,
Co-ordinator, MBA Programme
For: Head, Department of
Business Administration

COORDINATOR
M.B.A. PROGRAMME
DEPT. OF BUS. ADMIN
A. B. U. ZARIA

BIBLIOGRAPHY

1. **Aborisade, Femi** – Nigeria Labour Movement in Perspective (The Effeective Company, Lagos, 1992).

2. **Ananaba, Wogu** – The Trade Union Movement in Africa (Nigeria, 1982)

3. **Bagobiri, Paul** – Labour Relations in the Nigerian Private Sector; A Case Study of Kaduna State (Ph. D Thesis.....)

4. **Damachi, U. G. & Tayo Fashoyin** – Contemporary Problems in Nigerian Industrial Relations (Development Press ltd. Lagos, 1986).

5. **Dickinson, A. W.** – Industrial Relations in Supervisory Management (Nelson & Son Ltd, Britain, 1967).

6. **Fashoyin, Tayo** – Industrial Relations in Nigeria (Development and Practice, Longman Nigeria Ltd, 1980).

7. **Fashoyin, Tayo** – Collective Bargaining in the Public Sector in Nigeria (Macmillan Nigeria, 1987).

8. **Gill, Morri, R, Eaton, I.** – Industrial Relations in the Chemical Industry (Saxon House, England, 1978).

9. **Iohnston t. L.** – Introduction to Industrial Relations (Macdonald & Evans Ltd, 1981).

10. **Otobo, Dafe** – The Role of Trade Unions in Nigerian Industrial Relations (Malthouse Publishing Ltd, 1987).

11. **Otobo, Dafe** – Further Readings on Nigerian Industrial Relations.....)

12. **Paul D. Bagobiri** – Industrial Relations Management, Lectures 1999.

13. **Yesufu T. M.** – The Dynamics of Industrial Relations. THE NIGERIA EXPERIENCE.....