

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Strike action also called labour strike or industrial action is a work stoppage caused by the mass refusal of employee(s) to work. A strike usually takes place in response to employee grievances. Strike became important during the Industrial Revolution, when mass labour became important in factories and mines. In most countries, they were quietly made illegal, as factory owners had far more political power than workers. Most western countries partially legalize striking in the late 19th or early 20th centuries.

Strikes are sometimes used to put pressure on government to change policies. Occasionally, strike destabilizes the rule of a particular political party or ruler. In such cases, strikes are often part of a broader social movement taking the form of a campaign of civil resistance. A notable example is the stoppage of work by the indigenous railways workers in (1932) led by Pa Michael Imodu during the colonial era and the first general strike of (1945) in Nigeria.

Since 1970 to present time, workers demand for improved condition of work and wages have increased the number of strike actions as management most times would not accurately satisfy the needs and requests of employees even in the face of economic recession.

In this study, however, we are going to examine the causes of strike, i.e. consequences and impact in the achievement of trade union objectives.

Strikes are the most significant aspect of industrial conflict. Strike is defined as the temporary stoppage of work in the pursuance of grievance or demand. In practice however, it has been difficult to separate strike from other forms of expression of industrial dispute as employer lock out workers and workers themselves embark on strike action.

It is more useful to view both phenomena as part and parcel of the conflict situation, not as opposite. Rarely does a strike occur over a single issue for an obvious cause may be linked with several other issues that not immediately apparent to the observation that have caused dissatisfaction because solutions to them have been long in coming. The actual occurrence of strike depends on several factors including prevailing circumstances. This also goes to show that few strikes occur spontaneously especially as there is no way of guaranteeing that strike actions instead of the other forms of industrial action would be decided upon by workers involved.

Each time strike occurs substantial man-hour is lost, a good example is the first general strike of (1945), the (1993) ASU strike where universities in the country was closed for couple of months thereby causing set back in the tertiary institution.

The Nigeria Labour Congress, NLC, and Trade Union Congress, TUC, the two major umbrella bodies of workers union in Nigeria mobilized workers for an indefinite strike action which commenced on Monday, 9th January, 2012 to drive home the protest against the fuel subsidy removal of January 1st 2012. The government of Nigeria removed fuel subsidy by increasing the price of petrol per litre from N65 to N141 on January 1st 2012.

This nationwide strike affected the country's economy negatively where the volume of trading on the floor of the Nigeria Stock Exchange,(NSE) fell by 82 percent, local flights were grounded, and lifting of crude oil was hampered. The strike had a lot of effect on the major sector of the economy as activities of the (NSE) that are trading slumped by 80%, while banks complied with the strike order and closed shop, the NSE opened for business as usual. But at close of trading, only 46.06 million shares were traded in 20 deals.

This is a significant reduction when compared with an average 262 million shares worth about N1.05 billion traded in 2,509 deals the previous week. The Nigeria Labour Congress,(NLC) has led a number of general strikes in the past to mention a few. In 2004, the Nigeria Labour Congress gave the Federal government an ultimatum to reverse the decision to introduce the controversial fuel tax or force a nation wide protest strike. The strike threat was made despite the fact that the Federal High Court judgment in an earlier dispute had declared the organization lacking legal power to call a general strike over government policies.

It is in this context that the research wishes to access the impact of strike action on the achievement of trade union objectives in both private and public sectors in Nigeria and how management policies/decisions are influenced by workers through the representatives (trade union) to the effect of harmonizing management polices with trade union objectives enhancing efficiency as well as maintain good industrial relation peace and harmony in the work place using...

1.2 STATEMENT OF THE PROBLEM

The unstable industrial relation climate in Nigeria just within the decades has resulted in all time record of lost working hours, unprecedented work stoppage as a result of strike action.

By October 1981, both federal and state government were broke, by December, seven out of the nineteen state governments could hardly pay the salaries of their employees; by June 1982, Bendel, Rivers, Cross Rivers, Benue and Imo States were owing teachers two to four months arrears. It was only when junior workers threatened strike action in Cross River State and teachers actually abandoned classes in Bendel State after not receiving January salaries as at April 1982 that both government cleared part of the outstanding amount .

In the first six months of the year 1982, Nigeria lost a total of 4,598 man- hours because of strike action by workers. The recent strike action embarked by Nigeria Labour Congress in January, 2012 has cost the country millions of naira as all the sectors of the economy which engage in productivity activities in order to boost the gross domestic product of the economy were closed down for couples of days.

1.3 PURPOSE OF STUDY

The purpose of this study is to probe into the effectiveness of strike action as a means of achieving union objectives from the management. This study is based on a case study of EMENITE LIMITED ENUGU

Precisely, the study is focused on following issues, tools for achieving union demands from management using strike as the major tools in achieving union objectives.

The recommendation which will be based mainly on the findings of the research will be implemented to strengthen the effectiveness of strike action as means of achieving union objectives. If on the other hand, the study suggest a better way of achieving union aims than strike, then of course the mentored will be recommended.

1.4 SCOPE OF THE STUDY

The research work focuses particularly on the impact of strike on the achievement of trade union in an organization. The research is conducted to cover and improve the management of organization focusing on the company EMINITE LIMITED, ENUGU. For this reason therefore, the researcher has consulted several reviews, on issues of strike and trade union to include text books industrial relation, management, social sciences, dissertations from academicians on related issues, Newspaper edits journal etc. the work would be very large if all the argument of the different authors are presented, but they have been carefully selected so that only issues particularly concentrating on the impact of strikes on the achievement of trade objectives are considered.

1.5 LIMITATION OF THE STUDY

A work of this nature is not easy to accomplish for its wide scope and for the expense it would involve such as financial problems, time constraint, material cost,

apathy on the part of respondent and bureaucratic procedure involved in releasing data in the organization of my case study. The research would have been more expensive and capital intensive if it were to cover all the public sectors corporation in the country, thus the research area is limited to.....

1.6 RESEARCH QUESTIONS

1. Does the existence of trade union lead to increase strike action?
2. Does collective bargaining lead to human resource practices which help in the achievement of union objective?
3. Do trade unions influence the making and implementation of management policies?
4. Has the trade union activities affected the organization objective negatively?
5. Is the union management effective?
6. Does union undertake peaceful dialogue as a means of setting trade dispute between management and the employee?
7. How good is the union management relation of the organization?
8. Does the management respond to the union positively?

1.7 RESEARCH HYPOTHESIS

The researcher formulates the following hypothesis based on the objectives and problems identified for the purpose of this research work, stating them in both Null and alternate forms.

1. Ho: Organizational objectives are low where there is a strong and viable trade union.

H1: Organizational objectives are high where there is a strong and viable trade union.

2. Ho: Trade union and management do not co-operate to raise organizational objectives

H1: Trade union and management co-operate to raise organizational objectives

3. Ho: There is no significant relationship between the activities of trade union and organizational objectives.

H1: There is a significant relationship between the activities of trade union and organizational objectives.

4. Ho: Unstable union- management relationship has no significant effect on the organizational objective

H1: Unstable union- management relationship has significant effect on the organizational objective

5. Ho: Trade union activities do not influence the making and implementation of management policies in the organization.

6. H1: Trade union activities influence the making and implementation of management policies in the organization.

1.8 SIGNIFICANCE OF THE STUDY

This research work will be relevant to management and employee

It will be beneficial to other public sectors in Nigeria; it will also be of importance to government, academicians, potential and future researchers on the issue of the impact of strike action on the achievement of trade union objectives in

an organization. This empirical study is also important for the reward of Bachelor of Science (B.SC) in industrial relation and personnel management.

The study will also identify how management and union can co-operate to enhance the achievement of trade union objectives in an organization. It will provide a basis for trade union re-orientation objectives are achieved for better and harmonious industrial relationship. It will also provide a frame work for management and union to relate for increase productivity and good condition of service.

1.9 DEFINITION OF TERMS

STRIKE: Strike is defined as a temporary stoppage of work in the pursuance of a grievance or demand.

TRADE UNION: Is a combination of workers who are wages or salary earners form for the purpose of regulating work terms and condition for maintenance and improving the employment condition of their members.

WORKING CONDITION: A comfortable environment (condition of floor and workroom, dressing rooms and cafeteria, temperature and humidity, cleanliness, comfort and safety (of floors, tools and so fort) and efficiency (steady product flow, adequate wage and salary, performance approval, incentive, motivation and welfare services.

GRIEVANCE: situation of dissatisfaction on the part of the worker of the organization.

EMPLOYEE: Refers to worker(s), person(s) responsible for carrying out day to day activities of the organization toward achieving the target goals.

EMPLOYER: Refers to the management board, one who engages human and material resources for the production of goods and services.

MANAGEMENT: Refers in this study to be the body employer and its representatives, foremen and supervisors inclusive.

DISPUTE: Is any argument or disagreement between employer and workers, or between workers and workers which is concerned with the employment and non employment conditions of work of any person.

WORK: This implies any kind of purposive action i.e. whether paid or unpaid, full time or part time, formal or informal with reference to an organization; it used to imply the operation involved in a particular job or work.

ORGANIZATION: A group of people brought together for the purpose of achieving certain objectives, while these members may change the role of organization which is its basic unit is maintained.

LABOUR RELATION/INDUSTRIAL RELATION

It refers to the totality of interaction between an organization's management and the organized labour/trade union. Its purpose is to serve the interest of both the state and the working classes. It is often called collective bargaining. It is not only for industrial or manufacturing context, but extends also to issues and procedure concerning employment in any working environment.

COLLECTIVE BARGAINING: is a process of discussion and negotiation between two parties one or both of whom is a group of persons acting in consent.

LOCKOUTS: refers to the action of an employer in temporarily closing down or shutting down the undertaking or refusing to provide its employees with work with intention of forcing them to either to accept the demand made by them or to withdraw the demand made by them on him.

LABOUR FORCE: they refer to the collection of people who are available to perform work in an economy or organization.

POLICY: A set rules or principle to guide the activities of the members of an organization towards the achievement of a given objective or purpose within a specific time.

HARMONY: Used in this study to mean peace among the workers and management.

SYSTEM: This means chain or line of operational activities.

COLLECTIVE AGREEMENT: This is a contract of employment negotiated between management and a union.

MACHINERY: As a function unit, it means a system by which something is kept in action through which a desired result is obtained.

1.10 THEORITICAL FRAMEWORK

Theoretical framework is defined as a theoretical mirror or pillar upon which research work are seen. The importance of it can not be over emphasized. According to Obassi (1999:9), it is a device or scheme for adopting or applying the assumption, a theoretical framework is a way of describing, analyzing, interpreting and predicting phenomenon, it has the potentiality to provide the significance rational of a study. Therefore, it provides the theoretical framework of this study is based on interactionistic perspective organization. A more recent view of conflict is a positive force and necessary for effective performance. This approach encourages a minimum level of conflict within the group in order to encourage self criticism, change and innovation and to help prevent apathy or to quest a tolerance for harmony and the status quo.

the overall background of the research.

Conflict perse is not necessarily good or bad but an inevitable feature of organizational life and should be judged in terms of its effect on performance.

Even if organization has taken great care to try and avoid conflict, it will still occur. Conflict must continue to emerge despite attempts to suppress it.

For long, the strike as been recognized as a legitimate weapon of workmen for ventilating their grievance or seeking enforcement of right. But it is not a fundamental right because otherwise, it could not have been controlled by statutes like the Industrial dispute Act. The Indian constitution does not consider the right to strike as a fundamental right.

The general right to resort to strike has been recognized by defining the circumstances under which a strike is to be regarded as illegal. The right to strike, however, is not unjustified; it is a relative right which can be exercised with due regard to the right workers. A strike therefore, should be used as a weapon only as the last resort when all avenues have proved futile and so long as it is used in a restrained peaceful manner for good and justifiable reasons.

Mahatma Gandhi recognized the workers right to strike but he warned that such a strike should be conducted when all other methods have failed. The national commission on labour is of the opinion that "The right to strike and the right to lockout with reasonable restraint have been recognized in all democratic societies, though the degree of freedom grated for the exercise has varied in different countries. According to the social, economic and political system prevailing there"

BACKGROUND/ HISTORY OF THE STUDY

Emenite Ltd is an abestor roofing ceiling sheet producing company incorporated in (1961) with registration number Rc 2712. It started operations in (1963). The company is a member of the Belgium Etex group.

OWNERSHIP

The company is a joint venture between the eteroutremer society Anonyme of Belgium (now Etex group S.A) and the Anambra and Imo state (now Anambra, Enugu, Imo, Abia, Ebonyi state) government with a shareholding capacity of 51% and 45% respectively as at March, 24 (1988).

The company was formerly named Turner Abestor cement company Nigeria limited, with shareholder of 80% to Turner and Newall Ltd and government of eastern Nigeria 20% as at 1961. In 1973 due to the decree on indigenization, the shareholding changed to Turner and Newall Ltd with 60% to the company and 40% to Eastern government as the company changes its name to Turner building products (Emene) limited.

In 1988 after Turner and Newall diverted interest in the company, it transferred it 51% shareholding to Eteroutremer society Anonyme of Belgium (Now Etex group S.A) The remaining share of 45% went to the Easter government of Nigeria and had a change of name which is known as Emenite up to date.

CHAPTER 2

LITERATURE REVIEW

2.11 INTRODUCTION

A comprehensive review of literature is generally believed to be an essential ingredient for the development of knowledge through research.

It has been said that it is imperative that a researcher be familiar not only with the phenomenon he is studying, but also with the findings and conclusion of pertinent studies that has been carried out in that area of study. Over the years several literatures and theories have been used to define and describe how strike action has helped in the achievement of trade union objective.

According to Oguonu and Anugwon (2006:30) literature review perform two

“main function the social Researcher -----

It enables the Researcher to obtain the state of knowledge

experience about his proposed study ----.

Secondly, a good review of literature (exhaustive review) enables the researcher to design or fine-tune

his methodology in view of the techniques-----

”

One basic point to bear in mind is that conflict is inherent in any industrial relation system that is made up of antagonistic interest group. Thus, in every industrial and industrializing society, there are three main industrial relations actions or parties and the first two of action are the employer,(manager) and labour (trade union). The

interaction of these parties could produce both agreement, and disagreement or conflict.

This is premised on the fact that the two actors have partly congruent and partly divergent interest. It is in this sense that we often conclude that industrial conflict is ubiquitous hence, the whole idea of industrial relation emerged as a result of the conflict involving the liability of the employer and employees to have a proper dialogue concerning the terms and conditions of employment since the various process of industrial relations are essentially designed to contain labour unrest. Conflict within work situation may arise over nature of task, value and rate of remuneration. Conflict may manifest in the form of peace bargaining and grievance handling of boycotts of political action or restriction of output, sabotage, absenteeism etc. The most common is the strike however, industrial conflict is not synonymous with strike but they are rather only a part of the phenomenon of conflict.

Strikes are the most significant aspect of industrial conflict. Strike is defined as a temporary stoppage of work in the pursuance of a grievance or demand. In practice however, it has been difficult to separate strike from the other forms of expression of industrial dispute as employer lock-out workers and workers themselves embark on strike action. It is more useful to view both phenomena as part and parcel of the conflict situation, not opposite.

2.12 CONFLICT PERSPECTIVES

UNITARY PERSPECTIVE OF ORGANIZATION

Peter Drucker made the following points in his book “Any business enterprise must build a true team and weld industrial efforts into a common effort”. Each members of the enterprise contributes towards a common goal. Their efforts must all pull in the same direction, and their contributions must fit together to produce a whole without unnecessary duplication of effort.

The manager must know and understand what the business goals demand of him in terms of the performance and his superior must know what contribution to demand and expect of him and must judge him accordingly.

If these requirements are not met, managers are misdirected, and then efforts are wasted. Instead of team work, there is friction and frustration. Such traditional view appears to imply a unitary perspective of the organization. The organization is viewed as an integrated and harmonious, while conflict is seen as a dysfunction outcome and can be explained, by for example by poor communication, personality clashes or handwork of agitators.

2.13 PLURALISTIC PERSPECTIVE

If one however, accept the view of a social writer and idea of a pluralistic approach to work organization, then conflict among competing subgroups will be seen as an inherent feature of an organization and induced in part by the very structure of the organization. The pluralistic managers more likely to accept the conflict in organization requires careful handling and attempts to reconcile rival interest.

2.14 CLASSICAL PERSPECTIVE

The prevalence of conflict in an organization is only too apparent, not only from our experience but also from literature of organizational studies. All school of thoughts has recognized that conflict exists. They differed only in how they look at it. The writers of classical organization theory viewed conflict as undesirable and detrimental to the organization. Ideally, it should not exist; their prescription was simple, eliminate it. This could be done by adequate job definition, detailed specification of relationship among position, careful selection of people to fill position and the thorough training of people once they have been assigned.

2.15 INTERACTINIST PERSPECTIVE

A more recent view of conflict is the interactive perspective, which believes that conflict is a positive force and necessary for effective performance. This approach encourages a minimum level of conflict within the group in order to encourage self criticism, change and innovation and to help prevent apathy or to quest a tolerance for harmony and status quo.

Conflict parse is not necessarily good or bad but inevitable feature of organizational life and should be judged in terms of its effort on performance. Even if organizations have taken great care to try and avoid conflict, it will still occur. Conflict must continue to emerge with dispute attempts to suppress it.

In handling industrial dispute, the concept of management also can be very relevant. For instance, effective management according to Iwu (1999:8) entails a synchronization of all the interest of different groups. Within an organization, we know that the objective of trade union according to Akpala (1984:20) is to increase

their rate of consumption, while that of the owner of work (management) is to increase their rate of investment. In order to increase the rate of consumption; this is one of the objectives of trade union, salaries and other fringe benefits must be increased. But if salaries should be increased, the owners of work would have enough funds left to pursue their investment activities which are one of other major objectives. This scenario already has shown that the objectives of the trade union and those of the owners of work (management) are at cross roads.

They must therefore be synchronized in order to move forward and that is when the concept management becomes very crucial. One of the tools of management for ensuring a symbolic existence of these two varying objectives is the application of system and interactionistic theory in achieving the objective of trade union and enhancing efficiency in the organization.

2.16 INDUSTRIAL RELATIONS AS A CONCEPT

Armstrong (1969:1) sees industrial relation as the intertwining activities of trade unions, employer and the state. Analyzing Armstrong's view, Akpala (1992:29) stated that it is in line with Levine's definition of industrial relation as the respective roles of management, labour and government in the process which relates workers to employers, workers to workers and workers to work. He pointed out that John Dunlop has brought out the concept more clearly in listing the participant or actors of industrial relation as: A hierarchy of managers and the respective organization.

: A hierarchy of workers and their spokesmen

: specialized government agencies that may include specialized agencies created by the first two factors.

Akpala concluded his views on industrial relations by observing that each country has its system of industrial relation in a process of defining power and authority relations among management, labour and government agencies.

Fashoyin (1989:1) traced industrial relation to classical economist of the 19th century, such as Adam Smith, Malthus and David Ricardo were concerned with problems of labour. These economists saw insufficient difference between labour and other factors to explain the complex nature of labour input into production. The climax of Fashoyin's view is the postulation that improvement in the condition of the labour class could be achieved through the antagonizing role of trade union (strike). According to him, Marx sees trade union as revolutionary agents for changing social order. The classical view is important but fails to recognize the parties in industrial relations.

Industrial relations within the context of Nigeria is seen from functional approach put forward by Damach, (1990:18). He defined industrial relations in the production process. He pointed out that the crucial element of the Nigerian system of industrial relations includes the environment, which influences the actors as well as their goals, ideology and power.

Furthermore, he argued that the environment influences the actors, especially in the process of rule making, both procedural and substantive and on the whole gamut of industrial relations practices.

Yesufu (1996:4) regretted that in the Nigerian society, the behavioral expectation of both the workers and management personnel as well as those of government officials are naturally different. More often than not, he argued that the expectation pattern of the actors is not in conformity with the practice in modern industrial management. He illustrated this point when he maintained that the traditional approach of industrial relations in Nigeria is that the employer is seen as the “father” and for this reason, he is not bound to accept workers as his equals.

2.17 PARTIES IN THE INDUSTRIAL RELATIONS SYSTEM

Adegun (1961:13-16) identified three parties to industrial relation system to include: the worker and their organization, the employer and their association and government and its agencies. According to him, these parties create the institutional frame work that develops a “web of rules” which governs the industrial relations system in any country.

Kilman (1976:12) define the relationship between unions and management as central issue for the survival of the organization in order to achieve the purpose for which it was established.

2.18 IMPACT OF STRIKE ON THE WORKER AND HIS UNION

1. To the industrial striker, strike represents the exercise of his fundamental right to withdraw his services. Situation which appears to contradict his personal wish and aspiration or which threatens the fulfillment of the needs of the individual are being registered in the process of striking. More importantly, it is these individual rights that are harnessed by the trade union to embark on strike action. The union strength in an industry, therefore largely rest on the power of the strike. The strike is a very potent tool and can be very powerful if the workers on strike represent irreplaceable labour

or if the production lost incurred by the employer during the strike is very significant.

2. The strike also makes the management to union seriously in future negotiation, as such successful strikes enhance the bargaining position of the union for next negotiation.

3. The strike if successful, improves the economic wellbeing of the members of trade union as they can win salary increases as a result of strike action.

4. Striking workers also stand the risk of loosing substantial income during the period of the strike. This is because the Nigerian employer may often invoke the no-work-no-pay law.

5. Leaders of unsuccessful strikes tend to be crushed by both the workers they represent and the management they negotiate with. The success of the strike itself is largely dependent on the leaders mobilizing efforts.

2.19 IMPACT ON THE EMPLOYER AND MANAGEMENT

1. The most explicit impact of strike on the employer is loss of productivity

2. Related to productivity is the loss of output. This is because ceasure of productivity culminates to loss of output.
3. Loss of output automatically leads to inability to meet customers demand and inability to supply customers order or schedule.
4. The end product of the above impact is the loss of profit of the concerned industry. Organizations exist for profit and when organizations start running at a loss that is an indication of danger.
5. The long-term cost of the strike to the employer is the loss of employees who may probably not return after the strike. Associated with these are recruitment costs to replace them.
6. Strikes therefore, tend to ruptre good relationship between managers and trade union leaders because it could lead to vengeful actions against union leaders.

IMPACT OF STRIKE ON THE STATE

1. Strike disrupts the achievement of the maximization of the economic growth and development for the nation as a result the loss of output in the industry affected. There is reduction in the nation gross domestic product (GDP).
2. Strike has political implication to the state and government-labour-relation. This is because it could arouse political agitations. The military can as a result of a prolonged strike action by workers decide to take over the government via a coup action.

3. Strike could largely fuel cost-push and excess liquidity inflation in the national economy as a result of workers winning large wage concession following the success of a strike action.
4. Again a strike prone country is not likely to attract foreign investment from foreign industrialist, thereby, constituting a barrier blocking achievement of state development objectives.

What can therefore be deduced from the above effect of strikes on various actors in industrial relations is that strike and other forms of industrial actions have both lost and benefits. Strike is usually the one aspect of industrial relations that invites most negative commentary. Yet the strike distasteful as it is performs various functions for the two sides of industry. Most strikes involve attempt by either the union or management to change the bargaining position of the other party, or it may be used to effect a change in the structure of bargaining, such as changing from enterprise bargaining to multi-employer bargaining or vice-visa .

Fashoyin, (1992:17). Hence the workers decision to take part in a strike would be balanced between the eventual gains (or loss) according to him on the one hand and the consequences of his action on the community on the other hand.

TYPES OF STRIKE

The strike options has many varieties and these varieties can be distinguished by scope and methods adopted. The following are some of the commonest forms of strikes.

WILD CAT STRIKE

This is so called because no reason or notice is given to the employer before embarking on it. Hence, it is in violation of the contract and authorized by the union. Wild cat strikes are always cases of longtime outstanding disagreement.

SYMPATHY STRIKE

This is a solidarity action embarked upon by workers who are not directly involved in the dispute. Sympathy strikes merely express moral and functional support aimed at bringing pressure on the employer involved in the trade dispute.

CONSTITUTIONAL STRIKE

Refers to actions that conform to the due procedure of the collective agreement. The arguments usually specify the time at which strikes may be called by the workers and the procedure for conducting a strike ballot may be a requirement. That is, these are strikes embarked upon after all laid down constitutional provision has been followed.

UNCONSTITUTIONAL STRIKE

This on the other hand, does not conform to the provision of the collective agreement or the relevant public policies. It is often used by employer to describe employees strike action where the laid down procedures have not been properly explained before engaging in strike.

SIT DOWN STRIKE

Sit down strike involve the presence of workers at work but literally not working.

OFFICIAL STRIKE

Official strikes are joint action by the collectivity of members of a union usually authorized by the leadership of the union.

UNOFFICIAL STRIKE

These are strikes without the authority of the union leadership. Usually such strikes occur because the membership have lost confidence in the leaders and are therefore willing to exert pressure on the employer without the leaders permission.

CAUSE OF STRIKE

STRUCTURAL ORGANISATIONAL CONFLICT

This refers to attempt by one party to change either the structure of bargaining or the contents of the negotiable or non negotiable list. In (1984) the employers association in the banking industry sought a change in the bargaining structure such that certain issues (luncheon vouchers, gratuity etc) which have been negotiated at the company level, would be moved to the multi employer bargaining level. The reason was that they lost out at the company bargaining level. This attempt led to the declaration of a trade dispute by the union.

INADEQUATE DECISION MAKING POWER

This refers to the limitation of negotiations in committing their respective constituencies to an agreement. When an agreement signed by management negotiators is repudiated by top management because the foremen did not have a mandate to commit the employers, unions customarily resort to strike action. In fact, this explains why many unionists are unwilling to negotiate with the middle level management officials, insisting instead on dealing with top management.

MANAGEMENT POLICIES

This refers to management approach to bargaining relations with the union. Where management develops a negative policy towards union disputes and strikes are inevitable. Even when a positive policy is involved, management approach to bargaining and the implementation of agreement may be a source of conflict and strikes. Indeed non-implementation of collective agreement is a continuing source of conflict in Nigeria.

INTRA ORGANIZATIONAL CONFLICT

This refers to internal union conflict, arising from several forces, including the heterogeneous and diverse interest in the union. In 1986, a faction of the National Union of Petroleum and Natural Gas Workers, in a bid to demonstrate its claim to leadership of the union, organized a very damaging strike of its Tanker- driver members. This strike paralyzed the delivery of petroleum products to major urban cities; yet, it had little to do with the labour-management relationship.

INTERPERSONAL AND PERSONAL SOURCES OF CONFLICT

This comprises attitudes, benefits, and value system of individual negotiators or officials on both sides which significantly influence the state of labour relation. Quite often, such conflicts are erroneously taken as legitimate issues of labour relations. Thus leaders particularly in the union side are often at pains to distinguish between personality and labour management conflict. This lack of differentiation is manifested in the

frequent demand by unionist for the removal of officials with whom they do not get along on the disguise that works against the interest of the worker.

INSTANCES WHERE STRIKE ACTION THROUGH COLLECTIVE BARGAINING HAS BEEN USED BY TRADE UNION TO ACHIEVE THEIR OBJECTIVE IN ORGANIZATIONS IN NIGERIA

There is a strong linkage between existing political climate and the extent to which trade unions are able to operate in achieving their objectives. In one sense, a liberal political system would allow for virile trade unionism leading to worker's emancipation and overall improvement in the condition of the working class. On the other hand, a harsh political environment would provide little opportunity for trade unionism to thrive. However, this situation could lead workers to realize the need for them to effectively mobilize against their common enemy, thereby, leading to high working class consciousness required for their emancipation.

Nigeria's history is bereft with contrasting political climate. Since independence in (1960), the country has been under military dictatorship for twenty-nine years, while democratic rule span for the remaining seventeen years. The long years of military rule has had its impact on the nation's trade unionism and workers struggle in the country.

Therefore, military regime through an aberration has nevertheless featured prominently in Nigeria's political history. In view of the dictatorial tendency of such military administration, trade unions have a herculean task in

responding to policies and unpopular programmes of such regimes. The first challenge posed to trade union with regards to how they can mobilize their members to agitate against unpopular and repressive programmes of military administration. Examples abound of instances of how trade union successfully mobilized workers for action meant to achieve their emancipation and improvement in the general condition of members.

Trade union movement in Nigeria its height crescendo of activities during military dictatorship. While trade union activities were heightened under previous military regime of General Gowon (1967-1979), General Muritala/ Obasanjo (1984-1986), General Babangida (1986-1993), it was during General Abacha's regime (1993-1998) that witnessed active involvement of trade unions in the struggle both for the improvement in the living standard of members and restoration of democratic rule. For example, In 1992, there was widespread discontent in the country in which citizens were harassed, repressed, and hungry. (Akinyaju, 1997). Wages were generally low. However, the leadership of central labour organization (NLC) were collaborators of the military junta hence, could not muster any resistance against the military government. It was against this background that Academic Staff Union of Nigeria Universities (ASUU) embarked in (1992) to advance the improvement of the working conditions of its members and foster unity of purpose among members. The strike was largely successful in term of total participation of members and the military government was forced to negotiate with the union.

The experience of the struggle towards revalidation of the annulled June 12, (1993) presidential election is another instance of workers struggle during military era. The struggle was spear-headed by workers union in the oil sector namely, National Union of Petroleum and Gas Workers Association of Nigeria (NUPENG) and Petroleum and Gas Workers Association of Nigeria (PENGASSAN). While the strike was effective with regards to full participation of a large number of members, it nevertheless failed to achieve its goals of de-annulling the election. However, the strike further strengthened the union and made members conscious that they could achieve a lot by remaining steadfast with their unions.

Again, during General Babangida regime (1986-1993) trade unions were able to mobilize their members to protest against the negative effects of the Structural Adjustment Programme of the government. The protest led to the introduction of some relief measures meant to cushion the effect of economic policy on the citizens. Obasi (1986) has observed that SAP has led to economic privation of workers thereby, heightening their consciousness which in turn leads to increasing militancy on their parts. Such actions on the part of workers through their unions have forced government to adopt some relief measures especially in the areas of wages and salaries increment. Trade union also performed the role of sensitizing its members and the general public against government repressive programmes such as increment in petroleum price. Past experience has shown that on each occasion that government desire to effect change in fuel

price, trade unions have played significant role in mobilizing its members and the general public on the need to resist such actions.

Another instance was the strike embarked upon by the academic and non-academic staff unions of the five South-East universities (ASSUU/NASU). They embarked on an indefinite strike to protest for the non-implementation of what appears to be tripartite agreement involving the ASUU, Federal government and the 36 states of the federation. The strike which commenced on the 22nd day of July, 2010 lasted for months.

According to some documents obtained from the ASSU-NASU Academic Staff Union of the Anambra State University). Anambra state makes the least subvention in Nigeria by generating N50 million NASU monthly or N600 million per year. The document went further to allege that Abia State made an undertaking to be releasing N100 million monthly subventions to the Abia State University but this has not been implemented since November, 2009. Enugu State according to the documents released between N52 million to N60 million to the Enugu State University of Technology (ESUT), Imo release N57 million to (IMSU), Ebonyi State release N120 million to (EBSU).

The ASUU-NASU also alleged in the South-West, it is only the LAUTECH (Ladoke Akintola University) that is not implementing the 2009 agreement because the ownership crises between Oyo and Osun States. The document further alleged that in other zones, it is only CRUTECH (Cross River State University of Science and Technology), in the South-South and

the Kogi State University, in the North Central that area not implementing. According to the document, some universities were closed down in 2007 for being sub-standard.

On 17th day of October 2010, bargaining machinery was set up to find a solution to the conflict cal situation. However, these recorded a set back when the ASUU delegate staged a work-out on the grounds that the meeting was ethnically selective. After series of meetings/collective bargaining, the strike came to an end.

POSITIVE OUTCOME OF CONFLICT FROM SURVEY OF PRACTICING MANAGERS

One of the important cited functions by a number of investigations is that conflict cal initiates a search for some ways to resolve or ameliorate the conflict and therefore leads to innovation and change, but also makes change more acceptable even desirable.

- ◆ Closely related with the above is the observation that conflict energizes people to activity. Sometimes just to reduce the conflict and its concurrent displeasure at other times because it gives a zest to certain activities.
- ◆ Conflict brings long standing problems in organization to the surface and thereby, causes their resolution.

- ◆ A conflict situation leads to stimulation of interest and heativity
- ◆ Creates a chance for people to test there individual capacities.

NEGATIVE OUTCOME OF CONFLICT

- ◆ Some people felt defeated and demeaned
- ◆ The distance between people increased
- ◆ A climate of mistrust and suspicion develops
- ◆ Individual and group concentrate on their own narrow interest
- ◆ Resistance rather than team work develops
- ◆ An increase in employee turnover

SOURCE OF CONFLICT OR CONFLICT SITUATION

The organizational causes of conflict are numerous. The particular organizational elements which lead to conflict do not bring this result about directly. Instead, they create conditions which affect the perception and motivation of organizational members in such a way that conflicts result.

WIN-LOSE SITUATIONS

This intervening valuable develops when two people or two unions have goals which cannot exist simultaneously. Surprisingly, organizations set up many circumstances which lead to this condition. This is commonly witnessed in inspection situations. The inspector is hired to errors but is someone else outputs, therefore, every time the inspector finds an error justifying his positions existence and opening opportunity for praise and rewards, someone else is loosing. The latter's output is shown to be inadequate and his reward endangered.

COMPETITION OVER MEANS UTILIZATION

In this area, conflict occurs not over goals which may be similar, but stems from the fact that there are differing ideas as to what means are appropriate or who will have the means.

LIMITED RESOURCES

Another common source of conflict involves shared dependency on limited resources. Most organizational resource is limited and individuals and groups have to fight for their share. The greater the limitation of resources, then the grater the potential for conflict. In an organization with reducing profit or revenue the potential for conflict is likely to be intensified.

PERCEPTUAL DIFFERENCES

In organizations, people see things differently for a variety of reasons, among them is location factor. It is frequently observed that people in different functional department will tend to have different views of what is good for the company and how things are to be done. This can be a major source of conflict.

NATURE OF WORK ACTIVITIES

Where the task of one person is dependent upon the work of others, there is a potentiality for conflict. E. g. if a worker is expected to complete the assembly of a given number of components in a week but the person supplying the components part does not supply sufficient number on time. If reward and punishment systems are perceived to be based on keeping up with performance level, then there is bound to be conflict.

STATUS INCONGRUENCY

An often neglected but extremely persuasive influence on behavior stems from the fact that people want to know where they stand relative to others, that is what is their status. This might be a problem if there were but one standard for evaluating a person. But there are actually numerous status hierarchy and one's position is never the same on them. It is often changing.

One set status problem in industry arises from the impact of changing technology. Men who entered company's years ago and rise slowly through ranks often feel that seniority and age justify fairly high status position. However, they may find themselves suspended by younger men moved into higher position level because their more recent technical training better fits them to cope with modern business problems. Working for

someone younger than them and with less seniority, these men feel their status has been eroded and often accept this with little grace; conflict then arises.

INEQUALITY TREATMENT

A person perception of unjust treatment such as in the operation of personnel policies and practices or in reward and punishment systems can lead to tension and conflict.

STRATEGIES FOR MANAGING CONFLICT SITUATIONS

Although a certain amount of organizational conflict may be seen as inevitable, there are a number of ways in which management can attempt to avoid their harmful effect.

Three basic strategies have been proposed for handling conflict situations. These are:

- a. Making the system work
- b. Developing additional machineries
- c. Changing institutional structures to eliminate the cause of the conflict.

From the above basic strategies, the following headings can be extrapolated. They include:

CLARIFICATION OF GOAL AND OBJECTIVES

The clarification and continual refinement of goals and objectives role definition and performance standard will help to avoid misunderstanding.

RESOURCES DISTRIBUTION

Although, it may not always be possible for managers to increase their allocated share of resources, they may be able to use imagination and initiative to help overcome conflict situation, e.g. making a special case or appeal to higher management.

HUMAN RESOURCE MANAGEMENT

Careful and detailed alteration to just and equitable human resource management procedure may help produce areas of conflict, example is job analysis, recruitment and selection, job evaluation system of reward and punishment, recognition of trade union and their officials.

NON-MONETARY REWARDS

Where financial resources are limited, it may be possible to pay greater attention to non-monetary rewards. Examples are job design increased delegation on employment, flexible working hours, attendance of course e. t. c.

2.2 EMPIRICAL REVIEW

THE EMERGENCE AND GROWTH OF TRADE UNIONISM IN NIGERIA

HISTORY

There existed social institutions such as guilds and craft societies. These institutions had similar functions as the trade union of the employed. They existed to regulate their trade by ensuring that jobs were performed according to laid down structures and rates, set for each job. They also served as social and political forum for their members. They equally provide social services to members.

The late development of trade union in Nigeria can be explained by the absence of wage employment. The traditional agricultural economy which offered more incentive and freedom was much valued than paid employment of the colonial ones which was considered indemnifying and slavish.

EMERGENCE

According to Roper, the transition from this association led to modern formation of trade unionism in some part of the West African sub regions. However, there was no clear evidence to show that transition from these traditional association lead to modern unionism in Nigeria.

Yesufu stated that the main function or primary function of the association is to organize material aid in terms of need to their members, regulate their trade profession and to protect their members from invasion. He further asserted that trade union movement in Nigeria may have been influenced by events that took place in Sierra-Leone, where disaffected workers constituted themselves and fought for their right.

However, it is believed generally that trade unions in the former British colonies including Nigeria were not natural development but rather, it was a creation of the then British colonial officials, as reported by Fitzgerald's Commission (1950), that looked into the disorder of the coal miners in Enugu in 1949, hence put thus: trade unionism in Nigeria was not negative growth " it was deliberately planted on the people by the British administration as part of the industrial system, therefore, the government should be obliged to build it up in proper line"

Indeed, several unorganized unions existed such as the Machines provident and mutual aid-improvement Association which was formed in Lagos in 1883, Artisan and

labourers Association in public work Department Lagos (1897). These experienced the first strike action in Nigeria. In 1911, the Lagos Mercantile Clerk Association was formed for the interest of the clerks in the merchant house Lagos.

In 1912, the first formal union emerged as the civil service union, followed by the Nigerian Railway Native staff union in 1919 and the Nigerian union of Teachers in 1931. To facilitate decency in the formation of trade union, the government then promulgated a trade union ordinance in 1938, permitting the existence of trade union legally. Their mode of registration, prescribed rights and obligation were purely for employee-employer good relationship.

GROWTH

The enactment of the trade union ordinance in 1938 motivated the growth of trade union in Nigeria. The union came in all shapes, sizes and mixes of goals and activities. There are several small and numerous numbers of “house union” in pre-1977 period as pointed out by Yesufu (1962), and Cohen (1974), as the 1938 trade union ordinance provision permitted as few as five persons to form a union. Also there was multiplicity of unions due to factionalization as any disgusted faction of either leadership or rank and file could legally constitute itself into a union.

The state authorities could have noticed these too possible permissive implications of the original ordinance, as the trade union decree of 1973 increased the minimum number of persons that could form a union to 50.

Dafe (2000) noted that this provision did not seem to have made any difference since most of the “house union” still remained small. More so as this decree did nothing

about those existing house unions which had less than fifty members. He noted that the job of re-organization of the union structure was finally done in 1976-1977, with the consequent creation forty-two industrial unions which were further reduced twenty-nine in 1998.

These employee's trade unions in Nigeria are organized largely along industrial lines. The various labour unions or employees unions are all affiliated to either the Nigeria Labour congress (NLC) or the Trade Union Congress (TUC). Essentially, the Nigeria Labour Congress (NLC) is the labour center for industrial unions and junior staff unions while, the Trade Union Congress of Nigeria (TUC) is the labour center for the senior staff association. The labour centers just like the affiliate unions work together in the larger interest of Nigeria workers.

FACTORS THAT INFLUENCED UNION GROWTH IN NIGERIA

PUBLIC POLICY

The trade union Ordinance of 1938 provided for the formation and legalization of trade unions and in that sense served to enhance their effectiveness. Therefore, the law created a favourable environment for union growth.

NATIONALISM.

The rise in unionism was aided and promoted by the nationalist struggle for independence from colonial powers. In all cases during the struggle, the nationalist movements aligned the support and, cooperation of the emerging trade unions in this struggle. In Nigeria particularly, trade unions provided a major resources that broadened the base of anti-colonial sentiments.

The unions in colonial times aligned with the nationalist to fight for independence, though with the erroneous assumption that political independence would automatically bring about the economic upliftment of the working class. In any event, the unions and the nationalist movement fought side by side to achieve their respective goals and in this respect, their history is generally interwoven. For instance the nationalist leaders collaborated with the union leaders to achieve the award of a cost of living allowance (COLA). By this achievement, unions were formed in other arms of government and also in the private sector. Indeed, the formation of the trade union congress of Nigeria (TUCN) was achieved through the support of the nationalists.

INDUSTRIAL STRUCTURE

Union growth was influenced also by the establishment of several branches among companies, which encouraged the system of plant level unionism prevalent during the period. A company which had four branches across the country often had a union organized in each branch. For example the Nigerian Breweries Limited which had branches at Lagos and Aba, had the workers organized in these branches into unions.

INTERNAL DIVISION AND FACTIONALISM

Factionalism among the unions contributed to multiple unions. In a good number of cases, these competing unions often times emerged as a result of factional disputes and conflicts among the leaders. Often times a particular leader or a group of workers would not want to have anything to do with the existing union on the assumption that the later could no longer protect their interest. Associated to this was the struggle for union leadership and control.

IDEOLOGICAL FACTORS

In 1963, the labour was further balkanized along political and ideological lines. Some unions became Marxist in ideology other socialist.

PROBLEMS FACING TRADE UNIONS IN NIGERIA

1. GOVERNMENT INTERVENTION

Government often intervenes in the affairs of unions through labour policies. The labour policy in which the restructuring of trade unions was affected remains a classic case of Government intervention.

However, the exercise afforded the only avenue for the unions to deal with some of their division's problems arising from the consequences of the multiplicity of the unions, factionalism and leadership competition.

2. STRUCTURAL AND JURISDICTIONAL PROBLEMS

Structural inadequacies and hence jurisdiction problems arose from the confusion as to whether unions were to be organized along product market or labour market.

In a market structure the basis of organization is the particular product of the employers.

In the labour market structure the basis for organization is the profession or services provided by the workers. The lack of clear-cut structural principle has predictably led to intra union jurisdictional problems.

3. LEADERSHIP AND FACTIONALISM

Both the trade unions and the Nigerian Labour Congress are often embroiled in leadership and factional disputes. These disputes usually arise as a result of

competitive struggle for leadership and control, either between appointed General Secretaries and elected officials or among the officials themselves.

These disputes are often because of the failure to adhere strictly to union constitutional procedures on the division of labour between officers and more often over the process of changing leadership through electoral process.

The Nigerian Labour Congress also face and still faces problems of factionalism, ideology and leadership tussles. A faction of a trade union might decide to break away to form an independent union over what was alleged to be ideological differences.

Leadership and factional disputes often invite external intervention; they also distract attention from the primary purpose of protecting the employment condition of the rank and file which is the primary objective of the union.

4. ACCOUNTABILITY AND UNION DEMOCRACY

The issue of accountability and union democracy is central and intertwined with the problems of leadership and factionalism.

Before the restructure exercise, union finance suffered lack of regulation and monitoring. The lack of accountability for stewardship on the part of the union leaders exposes them to various charges of abuse of office, corruption, ineptitude and insensitivity to member's views.

The trade union, 1973 now provides sufficient safeguard to ensure accountability by requiring unions to render annual accounts to the registrar of Trade union.

Union leaders indiscriminately violate provisions of union constitutions or manipulate them to suit their selfish purposes.

Constitutional provisions are not followed when amending union rules.

Union leaders and executives often fail to organize delegates conferences when due; they turn dictators.

Unless union leadership diverts attention away from resources and energy-sapping and self-defeating intra-union disputes, union will not only lose their appeal, but their relevance and representativeness will be seriously called to question in the next decade.

5. AUTOMATIC AND JOB DISPLACEMENT.

Unquestionably, some jobs have been abolished as others were created. It remains to be seen whether automation, the most advanced form of mechanization will create new jobs faster than it eliminates them.

Union and collective bargaining are unnecessarily being affected by automation. Workers make up the unions and when workers are being displaced by automation, there will be nothing to unionise about. In the absence of unions, collective bargaining will not thrive.

6. FOREIGN COMPETITION

Over the years, many countries recovered from the effects of World War II to become exporters. Because of lower labour cost or newer equipments, they could undersell domestic manufacturers. Labour was therefore faced with fighting lay-offs.

FUNCTIONS AND OBJECTIVES OF TRADE UNIONS

Oladeji (1982) opines that trade unions perform three major functions which according to him are:

1. To bargain on behalf of the members for a better wage income and good working conditions in the work situation.
2. To persuade the government pass or promulgate laws in favour of the working class.
3. To ensure that injustice inflicted on the employee (workers) is brought before an honourable court for fair hearing.

Tom Lompton (1971) highlighted the following as the functions of trade union

- (A) Trade union affects the general level of wage in favour of their members in terms of obtaining higher pay.
- (B) The union proved to be useful in handling grievance arising from the unsatisfactory elements of the job.
- (C) The membership of the union helps counter balance the impersonality and anonymity of the job.
- (D) Trade unions represent the interest of various occupational groups

The following functions of trade union or the labour unions were highlighted by Serria William (1974), in his work the company and the union: the "Civilized Relationship" of the General Motors Corporation and the United Automobile Workers.

1. The union offers the workers protection and status, as opposed to the more complex returns of job satisfaction and livelihood offered by the company.
2. The union helps seniority
3. The union is a restraint on the foreman, especially on a domineering foeman.
4. The union gives the workers a voice in his affairs- grievance machinery.

5. The union is a wage instrument.

Taylor B. J and Whitney Fred (1977) opined that the unions perform the following functions:

- Unions advance the general welfare of the community by raising the standard of living of their members of the union.
- Raise their intellectual moral and social conditions and make improvements in their arts.

Dafe Otobo, and Omale (1987), enumerated the roles or functions of trade unions in industrial relations as follows:

- Welfare of their members: unions advance the welfare of their members by seeking wage increase in the light of raising cost of living and better/improved working conditions. These result in improved services, organizational strength, enhanced fringe benefits, better job security and promotion prospects.
- Industrial peace: seeking co-operation and effective communication between unions and employers or management to ensure industrial harmony. This is the aim of every social partner.
- Democratic processes: union membership based on voluntary interest, engaging in collective bargaining and consultation, taking part in settlement of trade disputes, seeking to participate in decision making on matters of interest to them, both internally within the union and externally in the firm and society.

- Productivity: insisting on humane conditions of work, supporting change, observing terms of collective agreement, protecting workers against physical and other hazards in the industry.

The union objectives or goals have been widely debated, what they are, what they should be and sometimes, what they could be given opposing forces in society.

The aims and objectives of unions vary according to the union's political ideology. For some unions, it is improve work culture and productivity and encouraging private initiative; for some others, it is to change the existing system of production; others to join with the political parties that form the ruling class.

To Kumboh, (1985), says that unions by their very nature and function are part of the production process, they represent the job interest of workers. They have made important contributions in securing fairer treatment of their members at workplace, especially greater studies to eliminate errors, malice, favouritism and other human failings in the dismissal, discipline, promotion and preferment of employees.

In presenting the social objectives of trade union movement, Wogu Ananaba (1969) presented the following:

- Fair wages for every worker
- Good working conditions for every worker
- Equal pay and good conditions for work of equal value

- The right of every worker to choose his own job, his own union and his own political party
- Full employment
- Universal free health care
- Better housing for all
- New and modern industry for Nigerians
- Modernization of agriculture

Paula B. Voos (2009), in a paper titled "How unions can Help

Restore the

Middle class" suggest that the objectives of unions typically include:

- Raise the wages of employees they represent
- Increase the fringe benefits of those same employees usually by a greater extent than they increase wages.
- Reduce income inequality within the represented firm by reducing differential between low paid and high paid employees, men and women, various racial ethnic groups, younger and older employees and so forth.
- Increase of non-union workers in occupation and industries with substantial union presence as non union employers move close to union standards.
- Reduce income inequality in the wider society by reducing inequality not only within and between represented firms, but also across entire industries as non union employer increases compensation to discourage unionization, all of which strengthen the middle class.

- Reduce employee turnover by lessening the number of quits (voluntary separations) and thus increase retention of skilled employees enhancing human capital and productivity in both organizations and the economy as a whole

Freeman and Medoff 1984; Benneth and Kaufman 2007.

NATURE OF TRADE UNION ACTIVITIES

According to Umeadi, (1998) trade unions among other things embarked on several activities which include:

They organize sports competition among members or non members or non members to boost friendly interaction in the society. This is evident in the banking industry in Nigeria. Trade union sponsor educational programmes in form of organizing workshops, seminars, and symposia, embark on publication of journals e.t.c, which will improve the education standard of their members and the public too. Invariably, such programmes benefit the union in producing more literate members that will pilot the affairs of the union creditably in near future.

Trade union contributes in both nation building and economic development and growth through embarking on some developmental projects and or assisting some technological research projects most beneficial to the organization in which they (unions) operate.

Dafe Otodo, (2000), describe union activities to include the visible negotiation, grievance handling in community service, job search or referral in certain traders and

such activities that arise from internal politics of the union such as elections, meetings, conventions and similar forums in which members participate in governing the union.

Distinct among observable union activities according to him include:

1. Organizing: Trade union organize new members and some times new work opportunities, as so enabled by trade union ordinance retain and increase its membership because union faces decline and stagnation and incapable to perform its most elemental functions, if it loses its members through retirement, death, factory closures and technological change.
2. Collective Bargaining: Trade unions main activity in industry is collective bargaining. This activity is conventionally divided into two phases:
 - a. Contract negotiation: to determine the terms of agreement and
 - b. Contract administration: to interpret and apply the terms of negotiated agreement

Collective bargaining is a system of joint governance in the workplace, a means of rule making, rule interpretation and rule enforcement.

Jurisdiction Maintenance: trade union also engage in policing their jurisdiction, especially where two or more unions share a job site, identifying trouble spots, and resolving conflict without jeopardizing jobs, are all part of holding a jurisdiction.

Union administration and Governance:

Trade union maintain office, financial record keeping, conducting routine correspondence, maintenance of members files, administering benefit schemes and

other task necessary to maintain the organization. The union governance refers to task such as electing officers and conducting meetings that is necessary to set policy and maintain democratic control in an organization.

- Political and community action: unions participate in political and community affairs out of commitment to the “general welfare”; they also do so in order to ensure that what is won at the bargaining table is not lost in the ministry or presidency.
- Organization Building: this activity of trade union is made up of two dimensions:
 - Education and Communication: these are vehicles for equipping members and leaders with the information and skills necessary to accomplish union tasks. These processes also build commitment to the union and its goals and maintain cohesiveness, known as solidarity in labour movement.
 - Leadership recruitment and development: this is necessary for a union to maintain and build its strength, like any organization, unions have members who are willing and able to move into various leadership roles, with overall commitment to the union affairs.

The thread linking these varied activities according to him is probably best described by the word representation. Representing workers interest and concerns in the workplace and the society is at core what union is all about.

TRADE UNIONS AND NEGOTIATION, COLLECTIVE BARGAINING WORKER'S PROTECTION

Trade unions all over the world are known for the function or roles which they perform. The end result of these roles-negotiations, collective bargaining, worker's protection and employee motivation is usually better organization and more productivity. This is so because the trade unions recognize that they stand a better chance when productivity is increasing and the economy is buoyant.

NEGOTIATION

To negotiate is to converse with a view to finding terms of agreement. The process of negotiation involves conferring with the hope of reaching agreement without resort to force.

Negotiation involves bargaining and settlement reached, depends on the relative bargaining skills of the two parties. Negotiation takes place when two parties meet to reach an agreement.

Negotiation could be on convergent process (willing buyer-willing seller situation), where both parties are equally keen to reach a win-win agreement, or on divergent process in which one or both parties aim to win as much as they can from the other while giving away as little as possible.

Negotiation skills are exercised in the process of collective bargaining. Within the process negotiation, bargaining takes place. Negotiation involves four stages:

Preparing for negotiation; setting objectives, defining strategy and assembling data;

Opening

Bargaining; and
Closing.

COLLECTIVE BARGAINING

This is a form of participating in an organization usually carried out between employers or their representatives and the workers representatives (which come in form of trade unions). The primary purpose of collective bargaining is purely economic. There are other forms of employee participation in the organization which have no economic purpose but are geared towards the increases of organization productivity.

These include:

Joint consultation

Employee representation in company boards

Consultative management

Group discussion

Work committees

Suggestion programmes

JOINT CONSULTATION: This is any method of establishing two-way communication between the management and its employees in addition to those provided by normal day-to-day contract. It is formal machinery for dealing with employees as a group instead of dealing with them individually, so as to avoid petitions and demonstrations.

The objectives of joint consultation are:

- a. To enhance the achievement of increased productivity and salary by involving the workers through their the planning of production process and wage administration.

- b. To set up a scheme for regular contact between management and workers as a means of improving communication and thereby lessening the interest and suspicion of the workers towards management plans and objectives.
- c. To meet the workers demand for better insight (and voice) into the management of the organization for which they work. In this way, a moral right would be satisfied and increased cooperation and efficiency would result.

EMPLOYEE REPRESENTATION IN COMPANY BOARDS: This is a new form of employee participation in decision making that has emerged in recent times and is gaining much ground, though in advanced countries. This practice is not common all over but is spreading. Provision is made for certain percent of the employee representation in boards of directors of the companies and in most instances, as in Britain, only nationalized concerns proactive it.

In 1974, Sernn William said “workers councils, inside or outside the union can be created to allow those workers who wish it a voice in running their companies. Workers, inside or outside the union can be placed upon boards of directors. The key to all this is to grant that men and women in the factories are not moron but men and women of intelligence and aspiration and importance. If this is done, industry and labour can make immense strides toward realization of that old picket line slogan to which neither has given much importance: “Humanize the factories”.

CONSULTATIVE MANAGEMENT: This is a form of direct participation in management decision making in which managers consult with their employees in order to encourage them to think about issues and contribute their own ideas before a decision is made.

Although managers do not consult on every issues they however, must be genuinely receptive to employee ideas so that employees do not see a participative procedure that is not supported by any real desire for employee ideas. Managers can consult with any number of employees ranging from one to a whole group.

GROUP DISCUSSION: this form of democratic management requires the manager to refer a number of decision to employee group so that the group's idea and influence can be made use of Morgan (1980), says that group discussions are useful to gather/give information, praise or commend workers, develop understanding of common work goals, work requirements, and production standard solve problems and assist in decision making.

WORK COMMITTEE: These groups are organized primarily to consider jobs. The nature of work committee allows a lot of employees to be involved in the organization management, as they seek ways to improve their condition of work and productivity. This form of participation exists in both unionized and non unionized firms. It has not been so popular because it is over burdened with red-tappism.

Research found out that companies used them for a while and they drop them for work committee to be effective management must show continuous interest and employees must have the capacity to offer their ideas that genuinely, are helpful. Types

of work committee include quality control committees, safety committees and labour-management committees.

Suggestion programme: This system allows the workers to put into writing their suggestion for improving equipment, working conditions or methods the workers writes his ideas. It is an opportunity given to the worker to participate in company affairs. It provides the worker with a chance to think to be creative. The suggestion plan to the company means cost saving and any suggestion that lead to work improvement or cost saving attracts some regards, merchandise or stock that is tangible gains or the tangible rewards such as congratulation and recognition from his boss or 16-workers to booster his confidence, gives him confidence, gives him more /full identification with the company and a sense of importance.

Although, this form of direct participation in organization is found all over the world, it has some draw-back. Some workers fear this system least their suggestion in the area of criticism of their own ability and give employee little encouragement to continue. For suggestion programme, to be effective, employees must be made to feel that their suggestion will be considered and they must be given assurance that their ideas would not cause more work or cause other employees to loose their jobs.

All these participative methods of running the organization arose out of management need to improve condition of work of employees and their efficiency in the organization.

Victor Reuther, one of the world's foremost and active unionists said "if the union however is invited to play a constructive role in these areas in the problem of absenteeism the problem of days, the problem of joint participation in training of

workers, then I think the whole relationship between the union and management can undergo a significant change”.

According to Ubeku (1983), collective bargaining is a wage and conditions of service determination in which the employer (management) shares administrative decision making responsibility with the union.

It is worthy to note that collective bargaining is the only participation system that involves directly with the trade union.

The Nigerian Federal Ministry of Employment, Labour and Productivity defined collective bargaining as: negotiations about working conditions and terms of employment between an employer, a group of employers and one or more employers organization on the one hand and one or more representative workers organization on the other hand with a view to reaching agreement.

The British Ministry of Labour also stated that collective bargaining applied, to those arrangements under which wages and conditions of employment are settled by a bargain in the form of agreement between employers or association of employers and workers representative organization.

In recent times, however, collective bargaining has gone beyond the determination and/or changes in wages, fringe benefits and other conditions of services of the workers. It now covers also the retrenchment practices and manpower planning of the industries.

In collective bargaining process, employees are represented by their respective trade unions and because these trade unions have gone beyond joint determination of wages, condition of service and other economic variables, a controversy has crusted.

According to Guest, and Fetter (1960) establishment of new areas of control and the consequent involvement in decision making are viewed both with concern and enthusiasm in trade union circles. On the one hand, there are those who argue that unionists should aim to participate in and control the management of enterprises in which they work while others feel that collective bargaining freedom is of paramount importance and that participation necessarily imposes constraints upon freedom that unions should bargain only about wages and work conditions.

However, the British Labour Party document of 1967 "industrial democracy" has allayed these fears by stating that joint determination of retrenchment practices, manpower planning, discipline, manning and labour utilization involved no encroachment upon trade union freedom and control over management as the right of withdrawal from agreement was maintained.

Collective bargaining has therefore assumed a wider role than the traditional negotiation of wages and conditions of service, however, for it to take place, there exist about four conditions:

- The parties must attain a sufficient degree of organization
- They must possess the necessary skill to manage intricacies of the bargaining process. Thus sufficient degree literacy is essential.
- They must be ready to enter into agreement with each other within the framework of the machinery established for the purpose.
- Collective agreement concluded must be observed by those to whom it applies.

WORKERS PROTECTION

This is one of the traditional functions of trade unions. It is aimed at protecting the workers from the harshness of the employer, and from physical and other hazards in industry.

Union employees typically cannot be disciplined or discharged without a reason termed "just cause". The union assumes its members of fair treatment and because they (union) have great "voice" than non union employees, they are more willing to make suggestions or speak up to improve business operations.

Unions also assure employees health and safety at workplace. Researches have shown that workers in unionized organizations enjoy more working environments obtained from the request of the unions.

According to the American Rights at summary of a study by John E. Baugther and J. Timmon Roberts, "only one factor effectively moves workers who are in subordinate positions to actively cope with hazards; membership in an independent labour union. These findings suggest that union growth could indirectly reduce job stress by giving workers the voice to cope effectively with job hazard"

THE POTENTIAL OF THE WORKING CLASS IN THE PROCESS OF POLICY FORMULATION AND

IMPLEMENTATION

The four days general strike in Nigeria demonstrated the potentials of the working class to influence the cause of history. President Umaru Yar' Adua admitted thus much when he said the strike 'wreaked havoc on economy and our people' (24 June, 2007). Government offices, private companies, petrol stations, ports, airports, schools and

hospitals closed down. Commercial vehicles except one were prevented. In short, the strike paralyzed Nigeria.

While the president mourned the paralyzing effects of the strike on crude oil exports, ordinary people saw in the strike an opportunity to express a striving to free themselves from the shackles of poverty. Over 70 percent of Nigerians, about 98,000,000 of a population of over 140, 000,000 live in extreme poverty, with less than a dollar a day. In the midst of pervasive poverty, former president Obasanjo, in the twilight of his tenure took the following action: The price of petrol, kerosene and diesel per litre were increased by (N10.00), (PMS) was raised from N65 to N75, kerosene, (DPK) from N54 to N64, this amounted to an increase of over 15 percent in the price of petrol/litre, and about 19 percent increase in the price of diesel and including the Port-Harcourt refining company ltd (PHRC) and Kaduna refining and petrochemical company were sold to foreign and local private companies without resolving labour. Concerned public sector employees were also agitating for payment of 15 percent increase in basic pay, which the former president had granted but never implemented.

The poor perceived government action as pensive measures to compound their agony. The pay roll tax, called PAYE(Pay-as-you-earn) has recently been changed to 10 percent of gross pay instead of the previously policy of taxing only basic pays, after making allowances for dependants, children and the aged, e.tc. There also the following taxes: National howing fund (NHF), 2.5 percent of salary; pension deductions, 7.5 percent, National Health Insurance Scheme (NHIS), 5 percent. These add up to 35 percent of the of the employee's pay. Workers earning poverty pay would be hard hit by the increase in VAT because they spend the bulk of their earning on consumption items;

increase in the price of petroleum products automatically cause increase in the price of all other goods and services.

The process of increasing the price of petroleum product was illegal. The Petroleum Product Pricing Regulatory Agency (PPPRA) was established by the petroleum product Regulatory Agency (PPRA) Act No 8 of 2003, section 2 of the Act provides for the membership of the (PPRA), governing boards which include representative of organized labour. Section 7 empowers the board to determine the pricing policy of petroleum product. Paragraph 1 of the 1st schedule to the Act prescribes that the board shall take decisions by majority support. The board never met. It was the secretariat of the board that is, PPRA that unitarily increase the prices of petroleum products, the increase was therefore illegal.

Besides, there was no economic rational for the price increase. Nigeria currently (2007) produces an average of about 2.6 mbd (of crude oil) and exports about 2.3 mbd. (Udo, 2007 : (7). The 2007 budget was prepared on the basis of a benchmark value price of US \$30 per barrel. With the price in the international market hovering between US \$65 and US \$70 per barrel, this translates to between US \$35 and US \$40 per barrel going into the excess crude oil account.

The strike was therefore declared to achieve the following: reversal of the 10 percent increase in the price of petrol, diesel and kerosene; removal of 100 percent increase in VAT from 5-10 percent; payment of 15 percent increase in basic pay for public sector workers and review of the sale of refineries and power generating plants.

GAINS

Regardless of the weakness of the strike, the working class has shown that based on a united force of organizations of the poor, it is a force to reckon with the process of policy formulation and implementation.

The strike represents a message to the ruling class that labour will not just slavishly accept attack on its rights without a fight. No matter how marginal. The reduction in VAT and prices of petroleum products are gains that could not have been won without a fight. Also, contrary to the threat of applying the 'no work no pay' rule, one of the agreements in ending the strike was that no worker would be penalized for having participated in the strike.

WEAKNESS

However, the basis of the united platform upon which the strikes was called was not brought to bear on the strike sufficiently. Whereas the Federal Government made a concession to implement the 15 percent increase in basic pay. Similar commitment was not extracted from the State Government. This resulted in the continuation of the strike by state organs of the unions in the states like Oyo, Osun, and Ekiti e.t.c. after the nation wide action had been called off. Similarly, ASUU which had started its strike three months before the nationwide strike, had to continue its strike until 1st July (2007) because the agreement reached did not touch on their concerns. In the same vein, though workers in the Niger Delta participated in the strike, some militant groups in the sub region openly dissociated themselves from the nationwide strike on the ground that the plight of the Niger Delta people had never been the concern of the organized labour.

REACTIVE OR PROACTIVE STRUGGLES

The 20th -23rd June general strike was a defensive strike. Rather than being proactive, the leadership of the strike was reactive and predominantly economic. The strike was not aimed at bringing about fundamental changes to the root cause of the problems. Instead of addressing the root cause, the strike was essentially about the effects of government policies.

The behavior of the leadership of the strike fits into Marx's description of non-forward looking trade union leadership.

Trade unions work well as centres of resistance against the encroachment of capital. They fail partially from an injudicious use of their power. They fail generally from limiting themselves to a guerilla war against the effect of the existing system; instead of simultaneously trying to change it and instead of using their organized forces as a lever for the final emancipation of the working class. (Marx's)

A more pro-active approach would require challenging the policy of reliance on private importation of petroleum products, insistence on investigations of corruption in the management of existing refineries and advocating local refining through existing and new state-owned refineries.

Central to the fuel crises in Nigeria is the government's commitment to the neoliberal principle of disengaging from economic activity and promoting the private sector in the supply of critical goods. The idea of promoting the private sector, combined with stupendous financial corruption involving about US \$550 million in the Turn Around Maintenance (TAM) of the refineries, result in crippling the state owned refineries in order to justify reliance on the private sector for importation of petroleum products and sale of the refineries under the guise of inefficiency of state enterprises.

CHAPTER 3

RESEARCH DESIGN

3.0 INTRODUCTION

In this chapter, the researcher discusses in order the steps adopted in the study. These include the design of the study, areas of study, population of the study, sample and sampling procedure techniques, instrument for data collection, validation of the instrument; reliability of the instrument, method of data collection and method of data analysis.

3.1 DESIGN OF THE STUDY

The research design used in this study as in other studies is determined by the nature of the research problem and by its objectives.

As this study is focused on finding out the effects or impact of strike action on the achievement of trade union objective using Emenite Limited Enugu as a case study. The use of descriptive survey methods is considered logically sound; library techniques are also adopted.

The reason for adopting this method is that as reported by Ndagi (1984), that a descriptive researcher is concerned with collection of data for the purpose of describing and interpreting existing conditions prevailing practice, beliefs, attitudes, ongoing process etc.

3.2 AREA OF THE STUDY

3.3 POPULATION OF THE STUDY

The population of the study was the entire workforce of the selected company. The researcher found out that the workforce was graded into junior staff, intermediate staff and the senior staff. The junior staff comprises of direct workers, artisans who are mostly company-trained labourers. The intermediate staff is made up of supervisors and technicians; that is skilled manpower. And the senior staff comprises all management staff, both middle management and top-management staff.

The total staff strength of the company as at the time of this study was two hundred and thirty, (230) which forms the population size of the research study.

3.4 SAMPLE AND SAMPLING TECHNIQUE

The sample size used for this study is determined by obtaining information as to the population of the company's workforce, which is then narrowed down determine the sample size that will be assessable to the researcher. The statistical formular:

$$n = \frac{N}{1 + N e^2} \quad \text{was used}$$

Where n = sample size sought

N = population size or sampling frame

e = level of significance or margin of error

I = a constant.

Therefore

$$N = 230$$

$$e = 0.05$$

$$n = ?$$

Note: The choice of 0.5 level of significance is purely an exclusive decision of the researcher.

Replacing the values above with the formula, we have

$$n = \frac{230}{1 + 230 (0.05)^2}$$

$$n = \frac{230}{1 + 0.575}$$

$$n = \frac{230}{1.575}$$

$$n = 146$$

The sample size is 146 which comprises of all staff of the company workers and management inclusive.

3.5 INSTRUMENT FOR DATA COLLECTION

The researcher relied on the following for the purpose of data collection.

1. QUESTIONNAIRE METHOD : This instrument is used in collecting primary data in written form, based on the research objective and hypothesis and to which respondents or those to whom is administered is required to give response, also in writing. The questionnaire is randomly administered to a statistically

determined sample size of one hundred and forty six, drawn from a population of two hundred and thirty made up of the productive workforce of the company.

2. INTERVIEW METHOD: This is employed to obtain certain information that is not possible through the questionnaire method unstructured interview is conducted with a few individual within the sample frame to find out their opinion about the subject matter of the research.
3. LIBRARIES: Use of libraries was made. Data obtained from materials such as books, journals, periodicals, magazines and dailies were used mainly to provide the theoretical frame work for the study.

3.6 VALIDITY OF INSTRUMENT

The researcher in order to prove the primary instrument of data collection to be of acceptable standard constructed both close and open ended questionnaires as the measuring instrument for the survey research.

The construction was carefully done to be able to generate the required information. To establish its validity, the instrument was validated by the professional help of the student- supervisor and other expert.

3.6.1 RELIABILITY OF THE INSTRUMENT

To establish the reliability of the instrument which was meticulously designed to accommodate every necessary detail which made it possible for favorable responses

and adequate relevant data to be realized. The questionnaire was prepared in brief structure with multiple choice close ended answers and simple opened questions to which respondents were to respond. The questions were streamlined in such a way that they will be understandable to the respondent. A pre-administered questionnaire proved reliable to measure what it is expected to measure.

3.7 METHOD OF DATA COLLECTION

To ensure that the questionnaire is administered to a cross-section of the workforce in the sampling frame that is, the company, the researcher decided to share out the questionnaire across the division of the company which comprised personnel, production, service workshop, maintenance, sales, after sales, logistics and security. With the questionnaire administered or distributed to about one hundred and forty six employees from among the departments, ninety-four questionnaires were collected dully completed on completion of the exercise.

3.7METHOD OF DATA ANALYSIS

In the presentation, analysis and interpretation of data, tabular statistical and textual modes of data presentation are used.

The responses for each relevant question in the questionnaire are represented in the tables and statistical results used to compare relative importance to various answers. Questions in the questionnaire that relate to the hypothesis are identified and presented in the form of a contingency table.

The Chi-square (χ^2) statistical tool was used to test the validity of the hypothesis. The Chi-square formular is shown below:

$$X^2 = \frac{\sum_i (O_i - e_i)^2}{e_i}$$

Where X^2 = Chi-square

Σ_i = summation of all items

O_i = observed frequency

e_i = Expected frequency

CAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

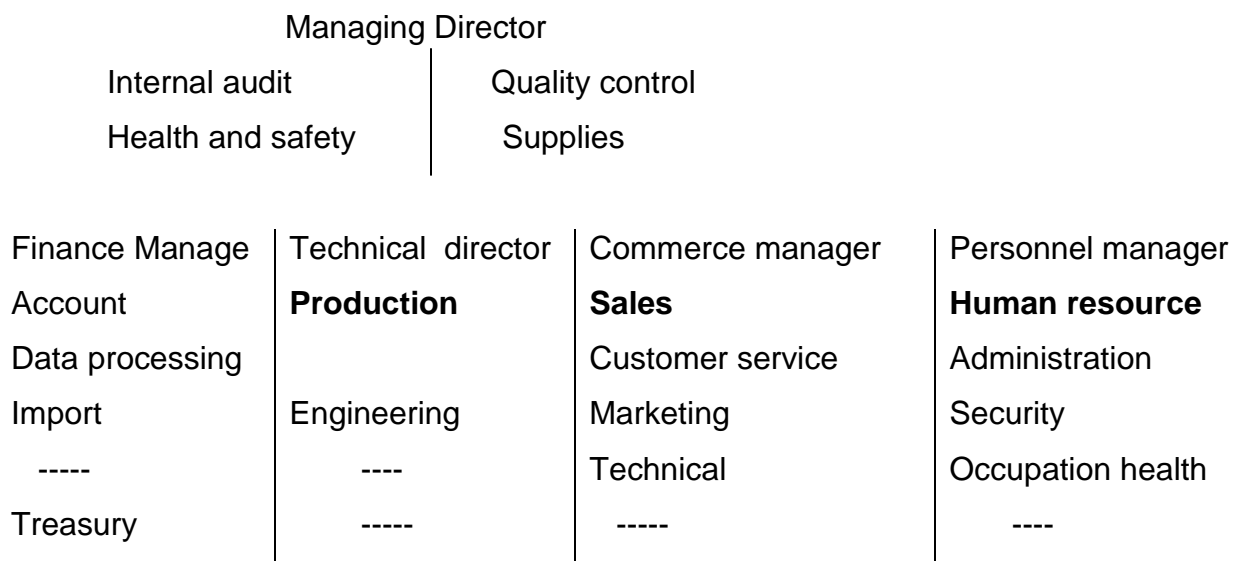
The researcher distributed questionnaires to both primary and secondary source which the staff and trade union members of Emenite Ltd Enugu. The answer supplied by the respondent in the questionnaire will be used to analysis and interpret the data presented. Hypotheses will be tested with the chi-square (X^2) statistical tool. As stated in chapter three, a sample size of one hundred and forty six were statistically drawn from a sample size of two hundred and thirty staff of Eminite Ltd Enugu. A total of one hundred and fifty questionnaires were administered to cover the sample size, on completion of the exercise, ninety questionnaires were returned as completed.

4.1 DISCUSSION OF FIELD AND SURVEY FINDING

COMPANY STRUCTURE

The company structure is as represented in the organizations chart below with each department headed by departmental head.

Emenite organizations chart



NATURE AT BUSINESS

- Production development and marketing
- Distribution and sale of roofing and ceiling product
- Production and marketing of tiles (concret tile)

THE UNION OBJECTIVE

1. To cater for the needs of its member and their dependent
2. To secure complete organization of all person eligible for member shop for their mutua production and advancement
3. To improve the status and remuneration of its members
4. To regulate their relation with their employee and with each other.

A total number of one hundred and fifty questioners was distributed to the population sample size and ninety were duly completed and returned upon the completion of the exercise

Table 4.1

Questionnaire	Frequency	Percentage
Returned	90	60%
Not returned	60	40%
Total	150	100%

Source :field survey 2012

Table 1 show that out of the 150 copies of questionnaire administer at Emenite only 90 that is 60% were returned as duly completed.

Table 4.2 Age distribution Emenite.

Age group	Frequency	Percentage
20 – 30	15	16.7%
31 – 40	40	44.4%
41 and above	35	38.8%
Total	90	100%

Source :field survey 2012

Table 4.2 shows that 16.7 % at the staff is between age 20 to 30 years 44.4% are in the age bracket of 31 to 40 ages while 38.8 are age 41 and above

Table 4.3 Gender distribution Emenite

Sex	Frequency	Percentage
Male	62	68.8%
Female	28	31.1%
Total	90	100%

Source: field survey 2012

Table 4.3 show that the distribution of gender in the company is not equal. There is more males than female in the staff composition.

The reason for high number of male to female is due to the nature of job carried out in the company.

Table 4.4 Job status

Status alternative	Frequency	Percentage
Junior staff	36	40%
Senior staff	50	55.5%
Management	4	4.4%
Total	90	100%

Source: field survey 2012

Table 4.5 length of service

Alternative	Frequency	Percentage
Below one year	3	3.3%
1 – 10 years	42	46.6%
11 - 20 years	38	42.2%
21 – and above	7	7.8%

Total	90	100%
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Source: field survey 2012

Table 4.5 show that couple with the fact that the companies has been operating for over 20years there have been change in staff composition and size of its workforce.

4.1.3 PRESENTATION AND ANALYSIS ACCORDING TO KEY QUESTIONS

These question analyzed are drawn from the questionnaire which is included at the appendix of this work. The question analyzed are those relevant and more related to the purpose of this research study.

QUESTION 1

Do you consider the presence of trade union in your company as important?

Table 4.6

Alternative	No of respondent	Percentage
Yes	70	77.8%
No	20	22.2%
Total	90	100%

Source :field survey 2012

77.8% of the staff consider the presence of trade union as important in the company while 22.2% don't consider the union's presence.

QUESTION 2

Do you think that trade union influence the policy making and implementation in your company?

Alternative	Nos of respondent	Percentages
Yes	55	61.1%
No	35	38.9%
Total	90	100%

Source :field survey 2012

Table 4.7 shows that 61.1% are of the opinion that trade union actually do influence the making and implementation of policy in the company while 38.9% say, that trade union do not policy and implementation.

Question 3

How often does the management consult with the union on issue of steps to improve the working condition of worker and improve?

Table 4.8

Alternative Rating	No of respondents	Percentage
Very often	30	33.3%
Often	40	44.4%
Never	20	22.2%
Total	90	100%

Source :field survey 2012

From the data obtained in table 4.8, 44.4% of the staff are of the opinion that management consult often with the union on the issue of the condition of worker and implementation of operation while 33.3% argue that this consultation is very often and 22.2% are of the opinion that management does not consult with the union on issues.

The percentage that says that management consult often with trade union on these is 77.7% while 22.3% are the opinion that management does not consult with the union on such issues.

QUESTION 4

How would you describe the union management relationship in your company.

Union –management relationship has helped both parties achieve their aims and objective effectively thereby bringing about a Win – Win situation.

Alternative rating	No of respondents	Percentage
Very good	30	33.3%
Good	50	55.6%
Poor	10	11.1%
Total	90	100%

Source :field survey 2012

The table shows that 33.3% response is that management union relationship is very good, 55.6 say the relationship is good and 11.1% say that it is poor.

QUESTION 5

Do you think the objective of trade union will be achieved in your company if there is cordial relationship between union and management as partners in progress.

Table 4.10

Alternative rating	No of respondents	Percentage
Yes	80	88.9%
No	3	3.3%
Don't know	7	7.8%
Total	90	100%

Source :field survey 2012

The table provides that 88.9% response to the alternative yes, that the union objective can be achieved if union and management are in cordial relationship as partner in progress while 3.3% and 7% chose the no and don't know as response.

QUESTION 6

Do you think that activities of trade union will enhance efficiency of worker in your organization ?

Table 4.11

Alternative	No of respondent	Percentage
Yes	70	77.8%
No	10	11.1%
Don't Know	10	11.1%
Total	90	100%

Source :field survey 2012

83% of the staff are of the opinion that trade union activities enhance worker efficiency in the company.

Interaction with some staff help to ascertain that union activities especially those that tend to raise the wage or salary of worker, increase the morale as well as there general welfare enhance their efficiency.

QUESTION 7

What measure does the union employ to settle grievance and dispute between workers and management?

Alternative	No of respondent	Percentage
Seek constructive dialogue with management	78	86.7
Appeal to an industrial count	3	3.3
All of the above	9	10
Total	90	100%

Source :field survey 2012

Table 4.12 show that 86.7% are of the opinion that trade union use constructive dialogue with management in order to settle dispute and grievance between the worker and the management. Since 86.7% is the highest percentage in the measure used by union to settle grievance and dispute between worker and management, it shown that collective bargaining instrument in the company is very open and functional.

4.2 TESTING OF HYPOTHESIS

Base on pre –survey conducted, the researcher has made some hypothetical statement with reference to the problems the researcher presumed to have been militating against the possible effect of strike action to the union aims to clarify the occurrence of this suggestion some questionnaire were drawn which was distributed to the some respondent for their comment, view and suggestions.

The answer given by the respondent have also been presented and analyzed earlier in this chapter.

As regard to the above facts, it is pertinent that these hypothetical claim, However in testing the hypothesis it is worth to not the following point.

- All the three hypothesis would be tested scientifically using the chi-square tests.
- The observed frequency of the responses to the question will be represented by the total in the table already analyzed in respect of each question.
- The expected frequency is got based on the assumption that all the option have equal chances of occurring.

The formular = $\chi^2 = \sum \frac{(o_i - e_i)^2}{e_i}$

Where χ^2 = chi-square

O_i = sample size (observed frequency)

E_i = Expected frequency

One terms used

N = number of responses or option

DF = degree of freedom

H0 = hypothesis zero

Hi = Hypothesis one

DECISION CRITERION

Reject null hypothesis (H0) if the critical value of χ^2 at 5% level of significances and degree is less than the calculated value. Accept if the critical value is higher than the calculated value HYPOTHESIS ONE: trade union and management of organization cooperate to raise welfare of workers in their organization.

Response	Respondents	Expected	O _i -	(o-ei)	(O _i -E _i)
Variable	(O _i)	Frequency			E _i
Yes	25	30	-5	25	0.8
No	60	30	30	0	0
Neutral	5	30	25	25	0.8
Responses					
Total	90	90	0	5.0	16

Source :field survey 2012

Df = n-1

= 3u = 2

= 2 df = 5.999 critical value

$X^2 - 1.7$ calculated value

8.991 = 1.6

Decision accept the null hypotheses hence the critical value is greater than the calculated value.

Hypothesis two: the activities of trade union have significant relationship on the organizations productivity and efficiency.

Response	Respondents	Expected	O _i -	(o-ei)	(O _l -e _l)
	(O _i)	Frequency			E _i
Yes	70	45	25	625	13.89
No	20	45	25	625	13.89
Total	90	90	0	1250	127.78

Source :field survey 2012

Df = n-1

= 2y =1

X^2 from the chi-square table (df -1) = 384101

X^2 calculated 27. 78

Decision

Reject the null hypothesis since the critical value is less then calculated value.

Response	Respondents	Expected	O _i -	(o-ei)	(O _l -E _l)
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Variable	(O _i)	(e _i)	Frequency		E _i
Yes	30	45	-15	225	5
No	60	45	15	225	5
Total	90	90	0	450	10

$$Df = n-1$$

$$= 2 - 1 = 1$$

X^2 from the table (df = 1) = 3.841710 critical value

X^2 calculated value = 10

3.841710

Decision reject the null hypothesis since the critical value is less than the value.

HYPOTHESIS THREE: How would you describe the union management relationship in Year Company?

Alternative Variable	No of respondent				Percentage	
Very good	5	8	50	5.6%	8.9%	55.6%
Very cordial	40	20	8	44.4	22.2%	8.55%

Source :field survey 2012

Good/ cordial	20	10	11	22.2%	11.1%	12.2%
Poor	15	17	12	16.7%	18.90%	13.3%
Very poor	101	35	9	11.1%	38.90%	10%
Total	90	90	90	100%	100%	100%?

Source :field survey 2012

HYPOTHESIS FOUR: What would say was the cause of the industrial action experienced?

Response	No of respondent	Percentage
Inadequate wage	25	27.8%
Too much stress	20	22.2%
Working hours	10	11.1%
Unlawful termination of employment	35	38.5%
Total	90	100%

Source :field survey 2012

HYPOTHESIS FIVE: How would you rate trade union in your company

Response	No of respondent	Percentage
Active	70	78.8%
Not active	20	22.2%
Total	90	100%

Source :field survey 2012

From the above table the result shows that 78.8% maintained that trade union in the company is active

SUMMARY OF RESULT

After testing the hypothesis the researcher conclude that

1. Trade union and management of organization cooperate to raise the level of organization productivity.

2. The activities of the trade union have significant relationship on the organization productivity and efficiency
- 3 The activities of trade union is active in the organization.

CHAPTER FIVE

SUMMARY, RECOMMENDATION, IMPLICATION AND LIMITATIONS.

5.1 SUMMARY OF FINDINGS

The purpose of this work is to examine nature and impact of strike action in the achievement of trade union objectives. A case study of Emenite Ltd Enugu.

The research work is also aimed at providing methods and techniques that can be use to increase industrial harmony and enhance achievement of trade union objective in the organization with emphasis on Emenite Ltd.

In the course of this work, the objectives of the study raised researched question on what trade union is all about. The study objective, question If the existence of trade union influence the policy making and implementation the organization. The study whether the, harmonious industrial relation between worker and management is as a result of smooth achievement of trade union goals and objective in the organization. The study also identified problem and inadequacies of parties in industrial relation concept.

The methods of gathering date were through primary and secondary sources. The primary sources were through administering of questionnaires and interviews. In finding of data presentation and analysis, it was discovered that as long as the needs of the union are meet which is by questing a better working environment for workers,

increase salary and wage and other employment conditions there will always be harmonious relationship between the union and management.

A series of analysis and test were carried out to either approve or disapprove of the assertion made as hypothesis, following the result of the test, alot were discovered.

These include:

1. In Emenite limited Trade Union and management of the organization cooperates to raise the level of productivity in the organization.
2. The activities of the trade union have significant relationship on the achievement of union objective
3. Trade union activities influence the making and implementation of the management policies in the organization.
4. There would be increased productivity if the union and management work together as partners in progress.
5. From the result collected, some of the factors responsible for high and effective productivity is the cordial relationship between union and management, Employee training and development, Recruitment, placement and promotion.

5.2 RECOMMENDATIONS.

Based on the finding of the research, this study will recommend the practical way of ensuring that trade union objectives are achieved and avoidance of the danger of industrial action in the organization.

1. Better workers- management relationship should be encourage through meetings aimed at and seeking union opinion on some issues. Autocratic leadership should be avoided.
2. General upward view of the fringe benefits should be carried out to be in line with the economic needs of the staff.
3. The apparent lack of confidence between union and management should be discouraged. Both parties should see themselves as partners in progress.
4. It is advisable that management of Emenite limited put the goals of the workers/union into consideration when making decision.
5. Management should adopt a humanistic approach technique and use it in there management function. This will help discourage workers and management from corrupt practices and dishonesty in management-labour relations.

5.3 CONCLUSION.

This study has indicated that in recent time, Industries are increasingly recognizing the need for cordial relationship between management and trade

union, which helps in maintaining harmonious working environment and help to enhance the effective and efficient productivity of the organization.

It is concluded that with trade unions in manufacturing company, there would be efficient relationship between workers and management thereby bringing high productivity through the effort of unions reducing turnover rate and workers insecurity, increasing workers morale by enabling them have a collective voice to address their problems and receive solutions and compensation, improved working condition.

Management should ensure that when formulating and implementing policies that take care of the interest of parties involved, having proper concern in the evaluation of those policies so that they will not in turn bring about conflict situation between management and trade union. The policies adopted should contain or cover areas as industrial peace, job security, improved working environment and adequate facilities.

Collective bargaining which is a machinery for settling dispute should be employed by both management and labour in any conflictual situation for the avoidance of industrial action in order to endure harmonious relationship and industrial unity.

5.4 IMPLICATIONS

The implication of this study focuses on the fact that trade union in manufacturing companies in Nigerian especially private enterprises should be given the right to exercise their union activities and to operate as one and free to initiate a non-conflict practices and a constructive labour-management relationship.

Since the study finding, indicate a substantial positive union achievement effects, especially in the area of good and cordial labour-management relations. It is pertinent to note that public policy make provision for unionized organization workers desire as well as provide a means that reduces conflict and get labour and management to relate meaningfully.

5.5 LIMITATIONS OF THE STUDY

Narrowing down the study to this scope becomes necessary as the cost of research is huge for a graduating student. Extending it further could not be afforded and besides, time is a limiting factor, the student are not permitted to go out of campus regularly to collect materials outside libraries. Difficulties in obtaining information as most employees were not willing to disclose some useful information.

In the course of carrying out this research work, I was constrained by factors examined below, first and foremost, this project is based mostly on secondary data.

Secondly, it is a well known fact that time expected for this project to be carried out was rather too short. Communication problem arising from our inability to contact other areas or environment where data could be obtained as a result of restriction to go out of academic environment made it impossible for us to lay hands on relevant facts existing in other environment, like the library in Enugu, frequent visitation to the organization of my case study which is Emenite limited Enugu for collection at the needed time at the accurate point in time.

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This is to certify that this research study carried out by Oseni Mabe Queen of the department of Industrial Relations and Personnel Management is adequate in scope and content .

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MR. OGUAGHA . W.O

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HOD DEPARTMENT OF INDUSTRIAL

RELATIONS AND PERSONNEL

MANAGEMENT

MR. UGWU . C.U.

DATE

EXTERNAL EXAMINER

PROFESSOR FAB ONAH

DATE

